

Agenda  
Cornwall City Council

**Meeting #:** 2020-27  
**Date:** Monday, November 9, 2020, 7:00 PM  
**Location:** Cornwall Civic Complex, 100 Water Street East, Cornwall, Ontario, K6H 6G4, Salon B, Lower Level  
**Chair:** Bernadette Clement, Mayor  
**Prepared By:** Debbie Caskenette, Deputy Clerk

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Pages

**In-Camera Session / Rise and Report from the In-Camera Meeting of  
Monday, November 9, 2020**

Motion to move into a Closed Meeting at 6:00 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, 2020-340-Financial Services, Assessment Appeals**

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

**Item #2, 2020-339-Financial Services, Assessment Appeal**

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

**Item #3, 2020-341-Financial Services, Assessment Appeal**

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

**Item #4, 2020-402-Infrastructure and Municipal Works, Property  
Acquisition**

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

**Moment of Personal Reflection**

Réflexion personnelle

**National Anthem**

Hymne national

The Acting Mayor for this month is Councillor Glen Grant.

## **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 following Agenda is being presented for adoption as presented / amended.

## **Disclosures 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**

Ratification des procès-verbaux

The following Minutes are being presented for adoption:

Monday, October 26, 2020

## **Presentations**

Présentations

## **Delegations**

Délégations

- 1. Cornwall Newspaper Digitization Project by Eric Duncan MP, 2020-351-Corporate Services** 9

Action Recommended

That Council refer this matter to Administration for a report.

## **Consent Reports**

Rapports sur le consentement

- 1. Town Hall Meetings Policy, 2020-336-Corporate Services** 13

Action Recommended

That Council received Report 2020-336-CL and direct Administration to include the draft Policy on Town Hall on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

- 2. Committees By-law, 2020-337-Corporate Services** 19

Action Recommended

That Council received Report 2020-337-CL and direct Administration to include the draft By-law on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

- 3. Petitions Policy, 2020-338-Corporate Services** 34

Action Recommended

That Council received Report 2020-338-CL and direct Administration to include the draft Policy on Petitions on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

- 4. Third Quarter Financial Results 2020, 2020-345-Financial Services** 42

Action Recommended

That Council receive the Third Quarter Financial Results for the period ending September 30, 2020.

- |    |   |     |
|----|---|-----|
| 5. | <b>Water Financial Plan, 2020-398-Infrastructure and Municipal Works</b>  | 99  |
|    | <p>Action Recommended</p> <p>That Council approve the City of Cornwall Water Financial Plan Resolutions Numbers 2020-07 and 2020-08 for submission of the Water Financial Plan to the Ministry of Environment, Conservation and Parks and the Ministry of Municipal Affairs and Housing.</p>          |     |
| 6. | <b>Tender 20-T35 Supply of Electrical Services for City Departments – Two Years, 2020-343-Financial Services</b>  | 151 |
|    | <p>Action Recommended</p> <p>That Tender 20-T35 be awarded to Bergeron Electric Limited, from Cornwall, Ontario, for a two year period from December 1, 2020 to November 30, 2022, with an option to renew for an additional one-year term, being the best bid meeting the tender specifications.</p> |     |
| 7. | <b>RFP Terms of Reference for Design and Construction Administration Services for the Affordable Housing Complex, 2020-346-Financial Services</b>   | 154 |
|    | <p>Action Recommended</p> <p>That Council receive Report 2020-346-Financial Services</p>  |     |

## Resolutions

## Résolutions

- |    |  |     |
|----|--|-----|
| 1. | <b>Cornwall Water Financial Plan – Ministry of the Environment, Conservation and Parks, 2020-399-Infrastructure and Municipal Works</b>  | 182 |
|    | <p>Resolution 2020-07 - Cornwall Water Financial Plan</p> <p>Whereas a financial plan is part of the required documents to be filed as part of the City of Cornwall obtaining its license to operate water systems under the Safe Drinking Water Act (S.D.W.A. Section 32 (5) 2 ii)); and</p> <p>Whereas the City of Cornwall's previous financial plans were filed with the Province in 2010 and 2015; and</p> <p>Whereas subsequent financial plans must be submitted as part of the water license renewal application.</p> <p>Now therefore be it resolved that The Corporation of the City of Cornwall submit to the Ministry of Environment, Conservation and Parks the approved Cornwall Water Financial Plan as part of the</p> |     |



water license renewal application.

**2. Cornwall Water Financial Plan - Ministry of Municipal Affairs and Housing, 2020-400-Infrastructure and Municipal Works** 184

Resolution 2020-08 - Cornwall Water Financial Plan

Whereas the Province of Ontario approved Ontario Regulation 453/07 which requires all Ontario municipalities who provide water services to prepare financial plans as "a key step in the long-term stability for municipal residential drinking water systems"; and

Whereas a financial plan is part of the required documents to be filed as part of the City of Cornwall obtaining its license to operate water systems under O.Reg 453/07 Section 3 (1) 6; and

Whereas the City of Cornwall's previous financial plans were filed with the Province in 2010 and 2015; and

Whereas subsequent financial plans must be submitted as part of the water license renewal application.

Now therefore be it resolved that The Corporation of the City of Cornwall submit to the Ministry of Municipal Affairs and Housing the approved Cornwall Water Financial Plan as part of the water license renewal application.

**Reports from Unfinished Business and Unfinished Business Listing**

Rapports des affaires incompletes

The Unfinished Business Listing for Monday, November 9, 2020, is being presented to Council to receive.

**1. Environment and Climate Change Committee Review of Draft Tree Canopy and Natural Vegetation Protection Policy, 2020-376-Infrastructure and Municipal Works** 186

Action Recommended

- a. That Council approve the Tree Canopy and Natural Vegetation Protection Policy as presented.
- b. That Council direct Administration to prepare a report to address the actionable items / recommendations of the Environment and Climate Change Committee.

**2. Lamoureux Park Decorative Lighting and Winter Activities, 2020-391-Planning, Development and Recreation** 215

Action Recommended

That Council receive Report 2020-391-PDR and direct Administration to proceed with the following items in the short term:

- a. \$15,000 seasonal installation of decorative string lights on and around the clock tower to celebrate the 2020 Christmas season
- b. the establishment of a toboggan hill for the 2021 winter season at the splashpad for an estimated cost of \$5,000
- c. the immediate installation of an insulated ceiling in the splashpad washroom so that the washroom can remain open for the 2021 winter season for an estimated cost of \$25,000
- d. the clearing of snow for the 2021 winter season from the lit portions of the multi-use path network in Lamoureux Park for an estimated cost of \$15,000

**3. Unfinished Business Listing for November 9, 2020, 2020-350-Corporate Services**

224

Action Recommended

That Council receive the Unfinished Business Listing for November 9, 2020.

**Communication Reports**

Communications et rapports

**1. Municipal Works Yard Redevelopment Project – Quarterly Report, 2020-401-Infrastructure and Municipal Works**

227

Action Recommended

That Council receive Report 2020-401-Infrastructure and Municipal Works

**New Business Motions**

Nouvelles affaires

**1. Urban Campground in Guindon Park, 2020-19-Council Members**

239

Whereas the new Waterfront Plan speaks of a campground in Guindon Park; and

Whereas a municipally owned campground would be a large draw for tourists visiting Cornwall and area and provide an opportunity to compliment existing Campgrounds in Long Sault, Ingleside, and Lancaster, further making our area a tourist destination for camping

enthusiasts; and

Whereas an urban campground could potentially provide approximately 200 campsites available for bookings, and would give visitors access to Cornwall's many restaurants, shops and services, and increase tourist dollars spent in our city; and

Whereas Guindon Park already has 2 washroom and shower facilities, a boat launch, playground equipment, BMX Park, access to world class fishing and bike trails; and

Whereas there is currently electricity, water and sewer service infrastructure already in place to make Guindon Park a successful location for a campground; and

Whereas, as the waterfront Plan calls for many attractions and improvements to be made, a successful campground would be able to partially fund the other projects listed in the plan, without the need to have the taxpayer pay the full amount of the costs associated with implementing the rest of the plan, therefore saving the tax base millions of dollars over the life of the plan.

Now therefore be it resolved that Council direct Administration to prepare a report on the costs associated with opening a campground with a mix of tent and serviced RV lots, and number of Yurts that can be used for on and off season use, complete with a check in/general store facility, and landscaping the area close to the boat launch into a swimming area, complete with a sand covered beach; and

Now therefore be it further resolved that Council direct Administration to reach out for information and operating models from provincial and municipally run campgrounds that are located close to or inside urban boundaries.

## **2. Advocacy Letter to Premier Ford - Targeted Approach, 2020-20-Council Members**

241

Whereas Council would like to advocate for a targeted approach that is data driven and backed by evidence in order to maintain public support for public health guidelines.

Whereas a continued use of restrictions on a geographic or blanket basis that arbitrarily shuts down entire sectors without explicit evidence of virus spread will erode buy-in from our residents and unnecessarily harm businesses that have been COVID-19 free by following our rules.

Whereas it remains unclear to the public which types of activities, businesses, or public spaces contributed to the spikes in cases in

Ottawa, Toronto, Peel and York regions and what specific factors persuaded the Province to revert them back to a modified Stage 2.

Whereas sharing this vital information can help reinforce good behaviours in municipalities that are approaching a negative 7-day trend or that want to maintain their success. There should be empirical evidence and site-specific lessons that Public Health can share with all municipalities and their residents to aid everyone to avoid a move backwards to a modified Stage 2.

Whereas sharing information that an area is on the cusp of being considered for a full closure has been helpful and you are encouraged to continue this kind of communication.

Whereas local Medical Officers of Health should continue to make specific and targeted restrictions to address high-risk activities that may increase transmission, as some have already done.

Whereas with a long timeline ahead before a COVID-19 vaccine we need to make sure support for restrictions and public health guidelines does not wane. We all need to be more particular and specific – more surgical – in how we deal with this pandemic including how we communicate with residents because we have such a long road ahead of us.

Now therefore be it resolved that The Corporation of the City of Cornwall send a letter to the Premier Doug Ford advocate for a targeted approach that is data driven and backed by evidence in order to maintain public support for public health guidelines.

## **By-laws**

### **Règlements municipaux**

By-laws 2020-140 to 2020-142 inclusive, listed on the Agenda, are being presented to Council for adoption.

- |    |   |     |
|----|---|-----|
| 1. | <b>By-law 2020-140 Shared Services Agreement with the United Counties of Stormont, Dundas and Glengarry, 2020-218-CAO</b>   | 243 |
| 2. | <b>By-law 2020-141 Final Acceptance of Municipal Services - Clement Court Subdivision, 2020-393-Infrastructure and Municipal Works, 2020-397-Infrastructure and Municipal Works</b>                 | 252 |
| 3. | <b>By-Law 2020-142 Lift One-Foot Reserves and an Easement Quit Claim - East Ridge Subdivision Phase 7, 2020-394-Infrastructure and Municipal Works, 2020-396-Infrastructure and Municipal Works</b> | 258 |

### **Reports from Standing, Advisory, Special and Ad Hoc Committees of**

## **Council**

Rapports des comités permanents, consultatifs, spéciaux et ad hoc

## **Notices of Motion**

Avis de motion

## **Confirming By-law**

Règlement municipal de ratification

By-law 2020-143, 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, November 9, 2020, is being presented to Council for adoption.

1. **Confirming By-law for the Meeting of November 9, 2020, 2020-352-Corporate Services**

264

## **Adjournment and Next Regular Meeting of Council**

Ajournement et prochaine séance ordinaire du Conseil

The next Regular Public Meeting of Council will be held on Monday, November 23, 2020.



## **Minutes**

### **Cornwall City Council**

Meeting #: 2020-26  
Date: Monday, October 26, 2020, 7:00 PM  
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall,  
Ontario, K6H 6G4, Salon B, Lower Level  
Chair: Bernadette Clement, Mayor  
Prepared By: Debbie Caskenette, Deputy Clerk

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

Attendance: Maureen Adams, CAO, Manon L. Levesque, City Clerk,  
Administration: 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, Bill Lister, EMS Chief, Jeff Weber,  
Fire Chief, James Fawthrop, Division Manager, Parks and  
Recreation, Emma Meldrum, Public Information Coordinator

#### **1. In-Camera Session / Rise and Report from the In-Camera Meeting of Monday, October 26, 2020**

There was no In-Camera Session.

#### **2. Moment of Personal Reflection**

#### **3. National Anthem**

The Acting Mayor for this month is Councillor Syd Gardiner.

#### **4. Opening**

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

**5. Roll Call**

**6. Additions, Deletions or Amendments**

1. Consent Item 13.1, Proclamation - National Francophone Immigration Week / Semaine nationale de l'immigration, was moved to Communication as Item 17.2 for discussion.

2. Consent Item 13.3, PAC Report No. 1 - Rezone lands located at 822 Marlborough Street (former St. Matthew Secondary School), was moved to Communication as Item 17.3 for discussion.

3. Consent Item 13.5, Request for Proposal 20-P11 Engineering and Architectural Services for the New Fire Station Headquarters and Training Station, was moved to Communication as Item 17.4 for discussion.

4. Addition of New Business Item, Christmas Lights and Music in Lamoureux Park.

**7. Adoption of Agenda**

Moved By: Syd Gardiner, Councillor

Seconded By: Dean Hollingsworth, Councillor

Motion to adopt the Agenda as amended.

Motion Carried

**8. Disclosures of Interest**

There were no Disclosures of Interest.

**9. Committee of the Whole**

Moved By: Glen Grant, Councillor

Seconded By: Todd Bennett, 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

**10. Adoption of Minutes**

Moved By: Elaine MacDonald, Councillor

Seconded By: Glen Grant, Councillor

Motion to adopt the Minutes of October 13, 2020 as presented.

Motion Carried

**11. Presentations**

**1. COVID-19 Update by Dr. Paul Roumeliotis Medical Officer of Health, 2020-349-Corporate Services**

Dr. Paul Roumeliotis, Medical Officer of Health provided an update on the current COVID situation within the Cornwall, SDG and Prescott-Russell region and the challenges with the rise of new cases since September.

**12. Delegations**

There were no Delegations.

**13. Consent Reports**

Moved By: Todd Bennett, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Consent Items as presented.

Motion Carried

**1. Proclamation – National Francophone Immigration Week / Semaine nationale de l'immigration, 2020-348-Corporate Services**

This item was moved to Communication as Item 17.2 for discussion.

**2. CPPEG 117 Montreal Road, 407 Pitt, 2020-389-Planning, Development and Recreation**

Motion to approve the following items:

a. Robert & Michelle Chesebro at 117-119 Montreal Rd for:

Program 2 – Building Restoration & Improvement Program in the amount of \$16,261 (Interest Free Loan).

Program 5 – Municipal Planning /Development Fees Grant based on actual costs.



Program 6 – Discretionary Municipal Tipping Fees Grant based on actual costs.

b. 2590147 Ontario Inc at 407 Pitt St for:

Program 2 – Building Restoration & Improvement Program in the amount of \$8,256.

Program 3 – Project Design Fees in the amount of \$4,160.

Program 5 – Municipal Planning /Development Fees Grant based on actual costs.

Program 6 – Discretionary Municipal Tipping Fees Grant based on actual costs.

**3. PAC Report No.1 – Rezone lands located at 822 Marlborough Street (former St. Matthew Secondary School), 2020-390-Planning, Development and Recreation**

This item was moved to Communication as Item 17.3 for discussion.

**4. Elected Officials Expense Statements for the Period of August 1 to September 30, 2020, 2020-336-Financial Services**

Motion to receive the Statement of Expenses for Elected Officials for the period of August 1 to September 30, 2020.

**5. Request for Proposal 20-P11 Engineering and Architectural Services for the New Fire Station Headquarters and Training Station, 2020-337-Financial Services**

This item was moved to Communication as Item 17.4 for discussion.

**6. RFP Terms of Reference for Design and Construction Administration Services for the Municipal Works and Infrastructure Administration and Garage/Multi-use Buildings, 2020-338-Financial Services**

Motion to receive Report 2020-338-Financial Services.

**14. Resolutions**

There were no Resolutions.

**15. Reports from Unfinished Business and Unfinished Business Listing**

**1. Unfinished Business Listing for October 26, 2020, 2020-345-Corporate Services**

Moved By: Glen Grant, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to receive the Unfinished Business Listing for October 26, 2020.

Motion Carried

**16. Communication Reports**

**1. Shared Services Agreement – United Counties of Stormont, Dundas and Glengarry, 2020-217-CAO**

Moved By: Todd Bennett, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to approve the Municipal Service Management Agreement with the United Counties of Stormont, Dundas and Glengarry and that a By-law be prepared for the next Council meeting to allow the Mayor and Clerk to sign the agreement on behalf of the Corporation.

Motion Carried

**2. Proclamation - National Francophone Immigration Week / Semaine nationale de l'immigration, 2020-348-Corporate Services**

This item was moved from Consent Item 13.1 for discussion.

Moved By: Elaine MacDonald, Councillor

Seconded By: Todd Bennett, Councillor

Motion to proclaim the week of November 1 to 7, 2020, as "National Francophone Immigration Week / Semaine nationale de l'immigration" in the City of Cornwall.

Motion Carried

**3. PAC Report No. 1 - Rezone lands located at 822 Marlborough Street (former St. Matthew Secondary School), 2020-390-Planning, Development and Recreation**

This item was moved from Consent Item 17.3 for discussion.

Moved By: Syd Gardiner, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to approve the following:

(a) That the subject lands, legally described as Part of Lots 1 and 2, South Side of Ninth Street; as shown on Part 1, Plan 52R-7131, and municipally located at 822 Marlborough Street be rezoned from Residential 20 (RES 20) to Residential 40 (RES 40) to allow for the establishment of a multi-residential development; and

(b) That the property be subject to Site Plan Approval; and

(c) That an Archeological Stage 2 assessment be prepared if the undisturbed area of the subject lands is disturbed as part of the redevelopment of the site.

Motion Carried

**4. Request for Proposal 20-P11 Engineering and Architectural Services for the New Fire Station Headquarters and Training Station, 2020-337-Financial Services**

This item was moved from Consent Item 13.5 for discussion.

Moved By: Glen Grant, Councillor

Seconded By: Justin Towndale, Councillor

That RFP 20-P11 be awarded to J.L. Richards & Associates Limited, from Ottawa, Ontario, at the total bid price of \$667,163.30 (net cost to the Corporation - \$600,801.22) being the best Proposal meeting the specifications.

Motion Carried

## **17. New Business Motions**

### **1. Christmas Lights and Music in Lamoureux Park, 2020-18-Council Members**

Moved By: Dean Hollingsworth, Councillor

Seconded By: Eric Bergeron, Councillor

Motion to direct Administration to prepare a report on the feasibility of creating a synchronized walking light and music display in Lamoureux Park for the Christmas season.

Moved By: Elaine MacDonald, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to amend the main motion and add the following wording to the motion: including a temporary lighting option if it is determined that a more significant decorative lighting and music display is deemed to not be feasible in time for the Christmas season.

Motion to Amend Carried

## **18. By-laws**

Moved By: Todd Bennett, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt By-laws 2020-134 to 2020-138 inclusive as listed on the Agenda.

Motion Carried

1. By-law 2020-134 Lease Agreement with Wells and Son Development Corporation for the Morrisburg Paramedic Station, 2020-212-Cornwall SDG Paramedic Services, 2020-213-Cornwall SDG Paramedic Services
2. By-law 2020-135 822 Marlborough Street Rezoning, 2020-383-Planning, Development and Recreation, 2020-384-Planning, Development and Recreation
3. By-law 2020-136 HOTC 117 Montreal Road and 407 Pitt Street, 2020-387-Planning, Development and Recreation, 2020-388-Planning, Development and Recreation
4. By-Law 2020-137 Renaissance 205-205A Easton, 2020-385-Planning, Development and Recreation, 2020-386-Planning, Development and Recreation
5. By-law 2020-138 Appointment of Council Members to the Cornwall Harbour Development Corporation, 2020-346-Corporate Services

**19. Reports from Standing, Advisory, Special and Ad Hoc Committees of Council**

1. Councillor Glen Grant announced that there are vacancies on the Senior Friendly Community Committee which will be advertised looking for interested individuals to sit on the Committee.

2. Councillor Syd Gardiner inquired as to whether a meeting room in one of the city facilities would be available to host the Senior Friendly Community Committee meetings. Maureen Adams, CAO stated that a venue is being explored for future meetings.

**20. Notices of Motion**

There were no Notices of Motion.

**21. Confirming By-law**

**1. Confirming By-law for the Meeting of October 26, 2020, 2020-347-Corporate Services**

Moved By: Glen Grant, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Confirming By-law 2020-139.

Motion Carried

**22. Adjournment and Next Regular Meeting of Council**

The next Regular Public Meeting of Council will be held on Monday, November 9, 2020.

Moved By: Todd Bennett, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to adjourn the Regular Meeting of Council of Monday, October 26, 2020 at 8:50 p.m.

Motion Carried

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Manon L. Levesque, City Clerk

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Bernadette Clement, Mayor



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

Department: Corporate Services  
Division: Clerk's Division  
Report Number: 2020-351-Corporate Services  
Prepared By: Manon Levesque, City Clerk  
Meeting Date: November 9, 2020  
Subject: Cornwall Newspaper Digitization Project by Eric Duncan MP

**Purpose**

Eric Duncan, MP on behalf of the Project Committee comprised of several community leaders will present to Council a request to partner to preserve a key part of our local history: our local newspaper collections.

**Recommendation**

That Council refer this matter to Administration for a report.

Document Title:	Cornwall Newspaper Digitization Project by Eric Duncan MP - 2020-351-Corporate Services.docx
Attachments:	- Cornwall Digitization Council Nov 2020.pdf
Final Approval Date:	Nov 5, 2020

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

**Manon L. Levesque - Nov 4, 2020 - 2:36 PM**

**Geoffrey Clarke - Nov 5, 2020 - 1:17 PM**

**Maureen Adams - Nov 5, 2020 - 1:43 PM**

Wednesday, November 4<sup>th</sup>, 2020

Mayor Bernadette Clement & City Council  
City of Cornwall  
360 Pitt Street  
Cornwall, Ontario K6J 3P9

**Re: Cornwall Newspaper Digitization Project**

Dear Mayor Clement & City Council,

Thank you for the opportunity to present at your November 9<sup>th</sup> Council meeting. I appreciate the chance to share with you a request to partner together to preserve a key part of our local history: our local newspaper collections.

Over the past year, a volunteer Committee has been formed to examine ways we can achieve a goal that has been discussed for many years, but has had difficulty coming to fruition: digitizing our local newspaper collections and host them online to be preserved permanently and to be easily accessible to the public.

I am pleased to work with the following community leaders on this project:

- Helen McCutcheon, CEO & Chief Librarian, Cornwall Public Library
- Don Smith, Associate Curator, Cornwall Community Museum
- Hugo Rodrigues, Managing Editor, Standard-Freeholder
- Rick Shaver, General Manager, Cornwall Seaway News

Council may be aware of a current project underway with the United Counties of SD&G. County Council has allocated between \$150,000-\$200,000 in the past two budget cycles to digitize the full collections of every newspaper based in the United Counties of SD&G. This includes the Glengarry News, Winchester Press, Morrisburg Leader, Chesterville Record, and other past publications. We also partnered with Jim Brownell and the Lost Villages to digitize hundreds of photos of the Lost Village communities.

Our Committee is proposing the creation of a similar initiative in the City of Cornwall to digitize decades of our local newspaper history. We believe that this project is vital to preserving our history and providing easy access to residents, researchers, and students.

The project would include a RFP for services to provide both the digitization of the newspapers, and to make each newspaper page as OCR (Optical Character Recognition) searchable. This means that a search of any keyword(s) in the online database will provide all results in seconds, without having to manually search each page and publication.

We are working with the Cornwall Public Library Board through CEO McCutcheon to arrange donations of the collections to the Library, where they can be stored safely in the basement. Shelving, storage boxes, and other capital items required for storage of the physical collections will be fundraised through local service clubs and organizations as needed.



It is important to note that this project is a bit more difficult and complex than the initiative undertaken in the United Counties of SD&G. While we are looking at various sources for obtaining copies of the newspapers, the largest publication, the Cornwall Standard-Freeholder, is not available in all years physically. Many decades of the Standard-Freeholder are only available on microfilm. This is not an ideal format as they could become damaged over time, and they are also very difficult to search and conduct research with.

We would engage with other accredited companies and obtain quotes on how to digitize and make those microfilm files OCR searchable and will provide further updates to Council.

**Request 1:** That Council approve a resolution to direct administration to report back to Council in by mid-Q1 2021 on options to formalize a relationship with the City of Cornwall, Cornwall Public Library, and our volunteer committee on how the digitization project could be undertaken collaboratively over the course of the next two budget cycles.

**Request 2:** That Council consider funding the cost of digitizing the physical Cornwall Seaway News publications (35 years) in the 2021 budget and the purchase/installation of the appropriate online software to store and host the collection online to the public general.

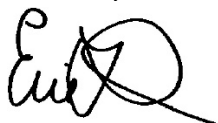
An estimate cost (based on page calculations and using the rate being paid in SD&G) will be provided in time for your budget deliberations.

Since the cost of this project is above the threshold for the City's community grants funding envelope, and since the asset of digitized records would become the asset of the City of Cornwall, we believe that this report from Administration could provide Council with viable options on how to proceed with this unique initiative.

We believe that now is the time to move forward on this project. Management of the two largest newspapers are on board. There is a great template and model to achieve this goal underway next door in the United Counties of SD&G. Most importantly, we need to act now to make sure we save our history by digitizing and preserving it online in a safe, secure format for decades to come.

We ask for your support to make this happen. Our future generations will be grateful.

Sincerely,

A handwritten signature in black ink, appearing to read 'Eric Duncan', with a stylized flourish at the end.

Eric Duncan

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

Department: Corporate Services  
Division: Clerk's Division  
Report Number: 2020-336-Corporate Services  
Prepared By: Manon Levesque, City Clerk  
Meeting Date: November 9, 2020  
Subject: Town Hall Meetings Policy

**Purpose**

To present members of Council with a draft Policy on Town Hall Meetings.

**Recommendation**

That Council received Report 2020-336-CL and direct Administration to include the draft Policy on Town Hall on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

**Background / Discussion**

On July 20, 2020, Council held a Special Meeting to update and revise the Procedural By-law. On August 10, 2020, Council approved the final version of the Procedural By-law, as amended, as By-law 2020-103.

As part of the review, Council voted to implement Town Hall Meetings.

This draft Policy on Town Hall Meetings is being presented to Council for review:



# The Corporation of the City of Cornwall Town Hall Meetings Policy

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Department: Corporate Services – Clerk’s Division

Effective Date:

Council Approval:

## 1. Policy Statement

The Council of the Corporation of the City of Cornwall has identified community consultation and participation as key priorities. Town Hall Meetings have been implemented to allow an open dialogue between residents and Council for a free exchange of ideas and information in an informal atmosphere.

## 2. Purpose

Town Hall meetings are to be based on a Question and Answer format with all members of the public welcome to pose questions and provide comments to Members of Council. However, all participants (Member of Council and the public) are expected to adhere to the meeting guidelines at all times.

## 3. Meetings

- a) Meetings may be held on dates designated by Council.
- b) The location may alternate between community facilities within the City of Cornwall.
- c) Meetings are to take place between 7:00 p.m. to 9:00 p.m. or as designated by the Chair.
- d) Meetings are to be chaired by the Mayor or designate.

- e) Meetings will be broken down in two sections. The first section will be comprised of current subjects on which members of Council would like to get public feedback. The second section will be comprised of subject member of the public would like to speak about.
- f) For the first section, where Council is looking for feedback, members of the public need not register but can attend and raise their hand to be recognized.
- g) For the second section, those wishing to address Council on a specific matters, must register to be added to the Agenda and must submit their questions, comments, concerns, feedback, or proposals to the City Clerk no later than 4:00 p.m. on the Tuesday before the upcoming Town Hall Meeting.

## 5. Meeting Format

- a) Chair opens meeting with introductory remarks
- b) Introduction of Council Members in attendance
- c) Review of Town Hall Meeting Guidelines
- d) Open floor to questions, comments, concerns, feedback, and proposals from the public
- e) Closing remarks by Members of Council
- f) Closing remarks by Chair
- g) Adjournment

## 6. Town Hall Meeting Guidelines

- a) Every member of Council shall conduct themselves with decorum and professionalism at all Town Hall Meetings in accordance with the provisions of the Procedural By-law, the Code of Conduct, and other applicable law.
- b) Members of Council and of the public shall foster a climate of mutual respect.

- c) In order to promote respect, members of Council and of the public shall listen to the ideas of each other without judgment, seek to understand the unique challenges to each other's viewpoints, provide constructive feedback when necessary, and encourage a collaborative relationship based on trust, kindness, and respect for individual perspectives.
- d) Town Hall Meetings are not a statutory requirement of Council. They are offered as an added opportunity for dialogue with the community grounded in the principles of transparency, responsiveness, participation, and collaboration.
- e) Breach of decorum may result in the microphones being turned off and/or the participant being asked to leave the meeting.
- f) All questions and comments are to be directed through the Chair and then to each member of Council for comment as appropriate.
- g) The Chair will designate who has the floor. Participants are asked not to interrupt or distract a speaker. The Chair may interrupt only to raise a point of order.
- h) Speakers are limited to five (5) minutes.
- i) Members of the public are limited to speak once.
- j) While members of the public may speak on any subject, Council cannot discuss items that reflect an identifiable individual, solicitor-client communications, or any other item dealt with under the open meeting exceptions as per the Municipal Act, 2001.
- k) Members of Council may discuss Municipal issues but may not advance Municipal business. A Councillor may take an item to a Regular Committee of the Whole meeting under New Business or Notice of Motion at a Regular Meeting of Council as per the Municipal Procedural By-law.

- l) Members of Council will make every effort to respond to all questions and comments. Where a Council member does not have all the relevant information at hand, information may be provided to the member of the public after the meeting or brought forward through the Committee of the Whole process.
- m) Members of Administration may attend the Town Hall Meetings, however, will not be permitted to participate.
- n) The Chair is responsible to ensure all participants comply with the Meeting Guidelines.

### Report Approval Details

Document Title:	Town Hall Meetings Policy - 2020-336-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 3, 2020

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

**Geoffrey Clarke - Nov 3, 2020 - 3:37 PM**

**Maureen Adams - Nov 3, 2020 - 7:44 PM**

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**By-law 2020-**

Department: Corporate Services  
Division: Clerk's Division  
By-law Number: 2020-  
Report Number: 2020-337-Corporate Services  
Meeting Date: November 9, 2020  
Subject: Committees By-law

**Purpose**

To present members of Council with a draft Committees By-law.

**Recommendation**

That Council received Report 2020-337-CL and direct Administration to include the draft By-law on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

**Background / Discussion**

On July 20, 2020, Council held a Special Meeting to update and revise the Procedural By-law. On August 10, 2020, Council approved the final version of the Procedural By-law, as amended, as By-law 2020-103.

As part of the review, Council voted to implement a separate Committees By-law.

This draft By-law is being presented to Council for review:



## **Committees By-law**

Whereas By-law 2020-103, 'Council's Procedural By-law' establishes the rules and procedures under which Council and Committees of Council are to operate; and

Whereas Council has established committees that are comprised of both members of the public and members of Council.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall enacts as follows:

### **1. Definitions**

#### **1.1 Special Purpose (Ad Hoc) Committee**

A Special Purpose (Ad Hoc) Committee means a committee established by Council for the purpose of dealing with a special project with a clear mandate and a start and finish date.

#### **1.2 Advisory Committee**

An Advisory Committee means a committee established to provide advice to Council in accordance with the committee's Mandate and Terms of Reference.

#### **1.3 Committee**

A Committee means a standing, advisory, legislated or ad hoc committee established by Council but does not include the Committee of the Whole.

#### **1.4 Ex-Officio**

An ex-officio member is a member of a body who is part of it by virtue of holding another office. The rights of an ex-officio member are exactly the same as other members unless otherwise stated in regulations or by-laws.

#### **1.5 Lay Appointee**

Lay appointees are members of the public that are appointed by the Lay Appointments Committee (comprised of Council Members) and who participate on the Municipality's Boards, Committees or Commissions.

## **1.6 Standing Committee**

A Standing Committee means a committee of members of Council appointed by Council to consider policy matters with respect to the committee's mandate.

## **1.7 Mayor's Task Force**

When the need arises, the Mayor's office will call upon community members with expertise in a certain area to join a task force, a group that works together for a set amount of time to work on a single defined task or issue.

## **1.8 Working Group**

A working group means a committee established by a standing, advisory or legislated committee and authorized by Council with a clear mandate that has a beginning and ending and reports directly to the creating standing, advisory or legislated committee.

## **2. Policy for Creating, Amending or Dissolving A Committee**

Council may create a new committee, amend an existing committee and/or its mandate and/or terms of reference, or dissolve an existing committee in accordance with the following sub-sections. A non-statutory advisory committee shall not extend beyond the term of Council unless the newly elected Council confirms by resolution the continuance of the committee.

### **2.1 Creating a Committee**

Council may create a new committee in response to any of the following:

- a) Requirements of applicable legislation or regulation (Federal, Provincial or Municipal By-law)
- b) Changing priorities
- c) To address significant public issues or trends
- d) Where public input is deemed desirable
- e) Recommendation and report by staff
- f) Any other reason deemed appropriate by Council

In creating a new committee, Council shall have regard for the following:

- a) Establishing a clearly defined mandate and terms of reference
- b) Membership and quorum requirements
- c) Qualifications
- d) Alignment with the Corporate Strategic Plan
- e) Alignment with other Corporate Plans
- f) The reporting relationship and frequency of progress reports
- g) Public and financial considerations
- h) Staff resources to be made available and the impacts on City Departments
- i) The need for any sub-committees and working groups
- j) Defined timeline for completion of the assigned tasks (i.e. sunset date)

Since all committees of Council are automatically dissolved at the end of each term of Council, Council, at the beginning of a new term, will review a listing of committees and may wish to reinstate committees or create new committees.

## **2.2 Amending a Committee or its Mandate**

Amendments to the mandate and/or terms of reference of a committee may be initiated by Council, by resolution of the committee or by a report and recommendation from staff. The following factors may be considered by Council when amending a committee's mandate and/or terms of reference:

- a) Results of the committee's annual report which measures progress against fulfilling the mandate
- b) Impact of the change on the mandate and terms of reference
- c) Continued relevance of the committee's purpose and function
- d) The degree of public interest
- e) Changes to the applicable legislation or regulations
- f) Changing Council priorities or new issues of Council
- g) Cost analysis and required resources
- h) Committee sunset date

## **2.3 Dissolving a Committee**

The dissolving of a committee may be triggered by any one of the following:

- a) Expiration of the committee's term
- b) Completion of the committee's task or mandate
- c) Effectiveness of the committee's operations (e.g. frequency of meetings, amount of committee business, number of cancelled meetings)
- d) Resolution of the issues that led to the creation of the Committee
- e) The legislative requirement for the committee no longer exists
- f) Merger with another committee
- g) Results of the committee's annual report which measures progress against fulfilling the mandate
- h) Changing Council priorities
- i) Recommendation by the committee by resolution
- j) Report and recommendation by staff
- k) Council will make the decision to dissolve a committee of Council at a Regular Council Meeting which is open to the public
- l) All committees of Council will automatically be dissolved at the end of each term of Council

## **2.4 Annual Report**

The mandate and terms of reference for a new or existing committee shall include the requirement that the committee report to Council annually respecting the following matters:

- a) a concise summary of the activities and accomplishments of the committee during the current year
- b) a summary of the committee's focus areas for the following year, the said focus areas are to be aligned with Council's term priorities and objectives
- c) the activities of any sub-committees and/ or working groups during the current year

- d) requests for authorization for the continuation of any active sub-committees and/or working groups together with a summary of their future focus areas
- e) any recommendations respecting proposed changes to the committee's structure, composition or mandate and terms of reference

## **2.5 General Provisions**

Except as otherwise provided for in this By-law, all committees must conform to the rules governing the procedures of a meeting of Council as outlined in the 'Council Procedural By-Law'.

The rules of procedure outlined in the 'Council Procedural By-Law' can be suspended by a majority affirmative vote of the members of a committee who are present and voting.

The rules of this By-Law can be suspended by a majority affirmative vote of the members of a committee who are present and voting.

## **2.6 Attendance**

The Recording Secretary of a Committee will record the attendance of members in the minutes of the meeting.

## **2.7 Absenteeism**

- a) The seat of a Member of Council sitting on a committee becomes vacant if the Member is absent from the committee for which he or she is appointed for three consecutive meetings without being authorized to do so by a resolution of Council. Any Member of Council shall provide the committee with notice of any approved leave of absence.
- b) If a member of a committee is absent for three (3) consecutive meetings, the absences will be brought to the attention of the City Clerk by the Recording Secretary who supports the Committee.
- c) The City Clerk will contact the absent committee member to discuss the reasons for absenteeism and to determine whether the member wishes to provide a letter of resignation.

- d) Upon confirmation that the member will no longer be serving on the Committee, the City Clerk will notify Council of the vacancy and the need for a replacement. If a member indicates the desire to continue to serve on the committee, the member will be advised that attendance is required or the member will be removed from the committee.
- e) Any member of a committee who is absent for more than fifty per cent (50%) of the meetings since their term of appointment will not be eligible for reappointment.
- f) A member of a committee of council who intends to leave a meeting before the meeting is adjourned must inform the Chair of this intention either at the start of the meeting or prior to leaving.

## **2.8 Mayor as Ex-Officio Member of Committees**

- a) The Mayor of the Council is ex officio a member of every Committee.
- b) Where a Committee is established by reference to a particular number of members without specifically providing for the membership of the Mayor of the Council, such number is automatically increased by one, being the Mayor of the Council, as provided under (a) above, when the Mayor is present, and all members of the Committee are present. In those instances when all members are not present, the Mayor's attendance replaces an absent member and the membership number is not automatically increased by one.
- c) The Mayor is able to participate in the business of the Committee without any restriction including voting. Members of Council are able to attend and participate at any meeting. Only members of Council who have been appointed to a Committee are entitled to vote.

## **2.9 Criteria to Serve on Committee**

Lay appointees to committees listed in this By-law, excluding technical representatives must be at least 18 years or older, a resident or business owner in the City of Cornwall, and be one of the following:

- Canadian Citizen, or
- Permanent Resident, a person who has been given permanent resident status by immigrating to Canada but is not a Canadian Citizen and has resided in Cornwall for at least one year.

Appointees must maintain residence in the City of Cornwall for the duration of their term.

All appointments made to agencies, boards, committees and commissions listed in Schedule A must be made in accordance with the rules established by their governing body. In accordance with the Public Libraries Act, for the Cornwall Public Library Board, appointees to these boards must be citizens of Canada.

## **2.10 Retention of Applications to Serve on Committees**

Applications from volunteers who are not appointed during the regular appointment process will be kept on file in the office of the City Clerk for the term of Council. If a vacancy occurs on a committee within that term, the applicants who applied to serve on that committee and were not appointed will be contacted and asked if they are still interested in serving. Names of those who continue to have an interest to serve on the committee will be submitted to the Lay Appointments Committee for consideration to fill the vacancy. The Clerk's Office will also re-advertise the vacancy in the newspaper.

## **2.11 Clauses Lost at Committee Meetings**

- a) Items rejected by any committee must be reported to Council with a "negative recommendation", allowing Council the opportunity to discuss the item.
- b) Motions that result in a tied vote at a committee must be reported to Council with no recommendation to allow Council the opportunity to discuss and make a decision.

## **2.12 Agenda**

The Agenda of every committee should include but not limited to the following sections:

- 1) Roll Call
- 2) Additions, Deletions or Amendments
- 3) Adoption of Agenda
- 4) Disclosures of Interest
- 5) Adoption of Minutes

- 6) Presentations
- 7) Reports
- 8) New Business
- 9) Date of Next Meeting
- 10) Adjournment

In accordance with requirements for public notice, transparency and disclosure, new substantive items should not be introduced on the Agenda under New Business.

### **2.13 Motions on Committee Agendas**

Motions introducing new policy or procedure matters must be in the hands of the Recording Secretary by 12:00 noon one week prior to the regular committee meeting for inclusion on the Agenda.

### **2.14 Meetings open to public**

Committee meetings are open to the public.

- a) Members of the public are welcome to attend committee meetings as observers but will not have an opportunity to speak or participate in the meeting.
- b) Members of the public are encouraged to talk to staff directly if they have concerns or need information.

Except as provided in Section 239 (2) and (3.1) of the Municipal Act, 2001, all meetings shall be open to the public.

Exceptions:

- a) the security of the property of the municipality or local board
- b) personal matters about an identifiable individual, including municipal or local board employees
- c) a proposed or pending acquisition or disposition of land by the municipality or local board
- d) labour relations or employee negotiations
- e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board



- f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose
- g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act
- h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them
- i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization
- j) a trade secret or scientific, technical, commercial, or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- k) a position, plan, procedure, criteria, or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

#### Other criteria

- a) a request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act
- b) an ongoing investigation respecting the municipality, a local board or a municipally controlled corporation by the Ombudsman appointed under the Ombudsman Act an Ombudsman referred to in subsection 223.13 (1) of the Municipal Act, or the investigator referred to in subsection 239.2

#### Educational or training sessions

- a) The meeting is held for the purpose of educating or training the members
- b) At the meeting, 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

#### Resolution

(4) Before holding a meeting or part of a meeting that is to be closed to the public, a Committee must approve a resolution stating the fact of the holding of the closed meeting and the general nature of the matter to be considered at the closed meeting.

### **2.15 Election of Officers**

Each Committee will meet as soon as possible after the day of the inaugural meeting of Council and elect a Chair and Vice-Chair, if applicable, from its membership for the term of Council.

### **2.16 Presentations**

Committees may hear presentations and shall be limited to a maximum of ten (10) minutes.

An organized body wishing to address a committee as a presentation shall be limited to three (3) spokespersons.

On any given scheduled committee meeting, there shall be a maximum of three (3) presentations.

## **3. Appointments**

### **3.1 Term of Appointment**

- (a) In those instances where the appointments to a committee are to be staggered over the term of Council, the committee will be asked to establish what members will serve for the staggered term and advise Council accordingly. Council must, by resolution, confirm the term of the appointments as recommended by the Committee.

- (b) All committees must end on November 30 of a municipal election year.
- (c) Terms of office and membership on some external boards, commissions, authorities or quasi-judicial committees must be in accordance with this By-Law unless the term of office is established under statute or legislation.

### **3.2 Establishment of Sub-Committees and Working Groups**

If it is the desire of the majority of a committee to establish a sub-committee or working group, a recommendation must be made to Council for approval.

Included with the recommendation for the establishment of the sub-committee or working group must be information with respect to:

- a) the sub-committee or working group mandate and terms of reference
- b) the number of members
- c) the composition of membership, including members of the public and staff, if applicable, and how members are to be recruited
- d) the reporting structures
- e) the staff and other resources to be made available
- f) a start and finish date

A sub-committee or working group may also be appointed directly by Council.

### **3.3 Duration of Lay Appointments**

- a) Members of the public will be eligible to serve for a maximum of twelve (12) consecutive years or three (3) terms on the same committee.
- b) Members of the public are required to take at least an absence of one (1) term of Council absence after serving on the same committee for twelve (12) years. After the one-term absence, the member of the public is eligible to re-apply to serve on the former committee. On the recommendation of the Lay Appointments Committee, a member of the public may, upon application, be appointed beyond three (3) terms if there are compelling reasons.
- c) During the one-term absence from a committee, a member of the public may apply to serve on a different committee.

- d) A member of the public, who has been appointed to replace a committee member and is filling a partially completed term, will be appointed for the balance of that member's term.
- e) Renewed membership on a committee is not automatic. Any member of the public who wishes to serve for an additional term must submit an in order to be considered for re-appointment

#### **4. Effect**

This By-Law will come into force and take effect on the date of its passing.

## Schedule A - Agencies, Boards, Committees and Commissions

City Managed	With Council Representation Only
<ol style="list-style-type: none"> <li>1. Audit Committee</li> <li>2. Committee of Adjustment</li> <li>3. Cornwall Planning Programs Evaluation Group (CPPEG)</li> <li>4. Cornwall Regional Airport Commission</li> <li>5. Election Audit Compliance Committee</li> <li>6. Emergency Management Committee</li> <li>7. Environment and Climate Change Committee</li> <li>8. Glen Stor Dun Lodge Committee of Management</li> <li>9. Heritage-Patrimoine Cornwall</li> <li>10. Lay Appointments Committee</li> <li>11. Municipal Accessibility and Advisory Committee</li> <li>12. Municipal Grants Committee</li> <li>13. Planning Advisory and Hearing Committee</li> <li>14. Property Standards Appeals Committee</li> <li>15. Senior Friendly Community Committee</li> <li>16. Service Manager Joint Liaison Committee</li> <li>17. Social Planning Council for Cornwall and Area</li> <li>18. Transit Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. Business Improvement Association - Le Village</li> <li>2. Business Improvement Association – Downtown</li> <li>3. Community Safety and Well-being Advisory Committee</li> <li>4. Cornwall &amp; Area Housing Corporation Board of Directors</li> <li>5. Cornwall Community Woodhouse Museum Board (SD&amp;G Historical Society)</li> <li>6. Cornwall Police Services Board</li> <li>7. Cornwall Public Library</li> <li>8. Eastern Ontario Health Unit Board of Directors</li> <li>9. Cornwall Harbour Development Corporation</li> <li>10. Raisin Region Conservation Authority</li> <li>11. St. Lawrence River Institute of Environmental Sciences</li> <li>12. Tourism Development Fund Advisory Committee</li> </ol>

### **Report Approval Details**

Document Title:	Committees By-law - 2020-337-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 3, 2020

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

**Geoffrey Clarke - Nov 3, 2020 - 3:24 PM**

**Maureen Adams - Nov 3, 2020 - 7:29 PM**

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

Department: Corporate Services  
Division: Clerk's Division  
Report Number: 2020-338-Corporate Services  
Prepared By: Manon Levesque, City Clerk  
Meeting Date: November 9, 2020  
Subject: Petitions Policy

**Purpose**

To present members of Council with a draft Policy on Petitions Policy.

**Recommendation**

That Council received Report 2020-338-CL and direct Administration to include the draft Policy on Petitions on the Agenda for the Regular Council of Meeting of Monday, November 23, 2020, for discussion.

**Background / Discussion**

On July 20, 2020, Council held a Special Meeting to update and revise the Procedural By-law. On August 10, 2020, Council approved the final version of the Procedural By-law, as amended, as By-law 2020-103.

As part of the review, Council voted to implement a Petitions Policy.

This draft Policy on Petitions is being presented to Council for review:



# The Corporation of the City of Cornwall

## Petitions Policy

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Department: Corporate Services – Clerk’s Division

Effective Date:

Council Approval:

### 1. Policy Statement

The City of Cornwall is committed to citizen engagement and supports Petitions as one tool for citizens to have input into Council’s decision-making process.

A Petition can be most effective when the information contained in it is accurate and verifiable.

### 2. Purpose

This policy outlines the City of Cornwall’s procedure for receipt and recognition of public Petitions.

### 3. Requirements

- Petitions must contain a statement of purpose that is repeated at the top of each page.
- Pages of Petitions should be numbered, and the total number of pages indicated.
- Petitions must include the name of the Principal Petitioner, their address and telephone number (email address is optional).
- Petitions must include signatures of affected citizens who currently reside in the City of Cornwall and who are at least 18 years of age.



- If the subject matter refers to a Shared Service, Petitions must include signatures of affected citizens who currently reside in the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry.
- Petitions must include the address of each citizen signing.
- Petitions must be legible, typewritten or printed in ink (no pencil).
- For electronic petitions, petitioners must provide name, address and valid e-mail address.
- Petitions must be free of erasures or interlineations in its text; that is, the text of a petition may not be altered by erasing words, crossing out words, or adding words or commentary.
- Material such as maps, pictures, news articles, explanatory or supporting statements attached or appended to Petitions will render them unacceptable.
- Petitions must be appropriate and respectful in tone and must not contain any improper or offensive language or information.
- Petitions must clearly disclose, on each page, that it will be considered a public document and that information contained in it may be subject to the scrutiny of the City and other members of the general public.

#### 4. Submission of Petitions

- Petitions are to be remitted to the City Clerk at City Hall at the address provided on the last page of this Policy.
- Electronic Petitions containing verifiable information may be submitted electronically to the attention of the City Clerk at [clerk@cornwall.ca](mailto:clerk@cornwall.ca).
- Standing Committees cannot formally accept Petitions. Petitions received at Standing Committees are to be forwarded to the City Clerk.
- Council Members are responsible for forwarding all Petitions received by them to the City Clerk.

## 5. Responsibilities

- The City Clerk is responsible for receiving all Petitions.
- The City Clerk will evaluate all Petitions to ensure that the requirements of the Policy are met.
- Petitions deemed to comply with the requirements will be presented to Council on a Public Agenda for consideration.
- Petitions deemed to be in non-compliance will not be formally presented to Council for action but will be forwarded to Council Member for information purposes.

## 7. Personal Information

- Personal information on a Petition will be collected under the authority of Section 28(2) of the Municipal Freedom of Information and Protection of Privacy Act for the purpose of informing City Council of the views of the Petitioner.
- Personal information will not be used by the City for any purpose other than to ensure it meets Council's requirements for a valid Petition and to ensure contact with the Principal Petitioner.
- Original Petitions will be presented to Council at a Regular Meeting of Council.
- Signatures and personal information, other than that of the Principle Petitioner, will be redacted when the Petition is included on a Council Agenda.
- Petitions, in their entirety, will be available at City Hall (360 Pitt Street) in the Clerk's Division for public viewing.

## 8. Contact Information

Corporate Services, Clerk's Division  
360 Pitt Street  
Cornwall, Ontario  
K6J 3P9

(8:30 a.m. to 4:30 p.m., Monday to Friday)

Telephone: 613-932-6252

Fax: 613-933-1860

[clerk@cornwall.ca](mailto:clerk@cornwall.ca)

X

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Bernadette Clement  
Mayor

X

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Maureen Adams  
Chief Administrative Officer



## Petition Form

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To: The Council of the City of Cornwall  
360 Pitt Street  
Cornwall, Ontario  
K6J 3P9

From: Name of Principle Petition  
Street Address  
Telephone Number  
Email address (optional)

Date:

Whereas:

(insert brief description of issue in question)

I/We the undersigned, Petition the Council of the City of Cornwall as follows:

(insert Petition text)

Name	Address	Signature

By signing this Petition, I hereby acknowledge that this Petition will become a public document at City Hall and that all information contained in it will be subject to the scrutiny of the City and will be publicly available. Questions about the collection and disclosure of personal information contained in this Petition should be directed to the City Clerk, 360 Pitt Street, Cornwall, Ontario, K6J 3P9, 613-932-6252, [clerk@cornwall.ca](mailto:clerk@cornwall.ca).

I/We the undersigned, Petition the Council of the City of Cornwall as follows:

(insert Petition text)

Name	Address	Signature

By signing this Petition, I hereby acknowledge that this Petition will become a public document at City Hall and that all information contained in it will be subject to the scrutiny of the City and will be publicly available. Questions about the collection and disclosure of personal information contained in this Petition should be directed to the City Clerk, 360 Pitt Street, Cornwall, Ontario, K6J 3P9, 613-932-6252, [mlevesque@cornwall.ca](mailto:mlevesque@cornwall.ca).

## Report Approval Details

Document Title:	Petitions Policy - 2020-338-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 3, 2020

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

**Geoffrey Clarke - Nov 3, 2020 - 3:26 PM**

**Maureen Adams - Nov 3, 2020 - 7:41 PM**



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

Department: Financial Services  
Division: Finance  
Report Number: 2020-345-Financial Services  
Prepared By: Tracey Bailey, General Manager  
Meeting Date: November 9, 2020  
Subject: **Third Quarter Financial Results 2020**

**Purpose**

The purpose of this report is to provide Council with an update on the City's financial activities to the third quarter of 2020 and compare those activities with the 2020 Financial Plan.

**Recommendation**

That Council receive the Third Quarter Financial Results for the period ending September 30, 2020.

**Financial Implications**

Increased costs and loss of service revenues as a result of the COVID-19 pandemic have put significant pressures on the City's fiscal circumstances. Due to the pandemic, it is anticipated that there will be a 2020 operating deficit. This deficit is expected to be mitigated by utilizing several streams of government funding provided to the City in response to these financial challenges.

The net projected savings at year end for the General Taxation budget is \$75,144. Variances known to-date as well as the expected departmental results to the end of the year are included in the departmental commentary and summarized in Schedule I.

The projected savings at year end for Environmental Services Water is \$400,768 and for Environmental Services Wastewater is \$233,429. Variances known to-

date as well as the expected departmental results to the end of the year are included in the departmental commentary and summarized in Schedule II.

Managers have reviewed their respective financial reports for the period ending September 30, 2020 and have estimated variances to the end of the year. The attached reports summarize the operations of the City for the period ending September 30, 2020.

1. Interim financial statements for the period ending September 30, 2020 including comments from Managers in respect to their business unit operations.
2. Capital Reports as at September 30, 2020.
3. Summary of Reserves and Reserve Funds as at September 30, 2020.
4. Summary of Progress Funds as at September 30, 2020.

The COVID-19 crisis is unprecedented, and the length of the economic disruption and recovery remains uncertain at this time. Financial Services will continue to work closely with all City Departments in monitoring the City's financial position.

### **Strategic Priority Implications**

This report addresses Council's accountability and transparency to the ratepayers of the City of Cornwall.

### **Background / Discussion**

The purpose of this report is to provide Council and the public with information on the City's financial activities including the financial implications of the COVID-19 response to year end 2020.

Since the pandemic began the City, like other municipalities, has taken a number of actions to respond to the financial impacts and risks related to this crisis, while considering continued service and safety measures for the residents of our community and employees of the City.

The most significant impact on City finances is related to loss of revenue in Recreation, Transit, Parking, Tourism, and other departments, and the loss of revenue in investment income. This loss in revenue is partially offset by savings in expenditures due to reduced levels of service.

As noted in the Second Quarter Financial Report, to help address the financial implications, the City suspended all non-critical recruitment until such a time as we are able to return to normal operations and services. The City also has



savings in fuel and conferences and courses as most conferences were cancelled or moved to a virtual platform.

As noted in the Second Quarter Financial Report, the Federal Government announced the Safe Restart Agreement (SRA) with Provinces and Territories. The SRA - Phase 1 funding was allocated to municipalities in August 2020, on a per household basis.

It was communicated to municipalities that the allocation of the SRA - Phase 1 funding, together with municipal actions taken to find efficiencies and address shortfalls, should be sufficient to manage 2020 operating pressures arising from COVID-19. Municipalities had the opportunity to apply for additional funding through the SRA - Phase 2 funding if they experienced 2020 operating pressures in excess of their SRA - Phase 1 funding allocation.

Through the SRA - Phase 1 funding allocation, the City received \$2,686,300 and an additional \$687,352 for Transit Services. It is expected that the funding provided to the City through the SRA - Phase 1 funding should offset the related COVID-19 financial implications to the City's 2020 budget.

The SRA - Phase 1 funding was provided to all Ontario municipalities to address COVID-19 operating costs and pressures to the end of 2020. It is to be used to help support critical municipal services, support frontline workers, help communities prepare for a second wave, and to invest in municipal infrastructure and transportation. Any funding remaining at the end of the year is to be contributed to Reserves and used in 2021 to address any additional COVID-19 pressures.

The SRA funding for Transit Services is to offset the loss of revenue and/or new expenses incurred in response to the COVID-19 pandemic.

The City has received other funding to support its response to the COVID-19 pandemic. This includes funding from:

- FedDev Ontario to support continued Tourism initiatives. Through the Regional Relief and Recovery Fund (RRRF), the Tourism Industry Association of Ontario (TIAO) received RRRF funding to provide financial relief to destination marketing organizations (DMOs) that experienced significant revenue shortfalls. The City's Tourism division received \$180,142.
- The Ministry of Transportation (MTO) for enhanced cleaning to support the health and well-being of transit passengers and employees. Transit Services received \$27,440.

- The Ministry of Health and Long-Term Care (MOHLTC). The GSDL received \$75,000 for continued prevention and containment (screening staff, additional staff, PPE, etc.) of COVID-19.
- The MOHLTC for Infection Prevention and Control (IPAC) projects. This funding is intended for infrastructure upgrades that will improve IPAC conditions and practices. Eligible measures will include (but are not limited to) minor renovations to support physical distancing, plumbing or water supply cleaning and repair, HVAC systems upgrades or repairs, and/or replacement of furniture and equipment that cannot be fully cleaned. Through this funding stream, the GSDL received \$83,500.
- The MOHLTC. The GSDL receives \$38,400 per month (since June 2020) in additional baseline funding to support the necessary incremental expenditures of long-term care homes to stop the spread of COVID-19.
- The Ontario Community Support Association. The OutReach program at the GSDL has received \$3,650 of emergency relief funding for the expansion of the meals on wheels program.
- The MOHLTC. Both the GSDL and Paramedic Services received funding to offset COVID-19 Temporary Pandemic Pay one-time costs.

Social Housing and Child Care Services have also received funding from their respective Ministries in order to continue to provide services and supports based on the local community needs of SDG in responding to this emergency situation.

On October 29, 2020, the Province announced that it is providing up to \$1.05 billion in combined federal-provincial funding through the new COVID-19 Resilience Infrastructure stream to build or renovate health and safety related projects in long-term care, education and municipalities.

The COVID-19 Resilience stream will deliver:

- Up to \$700 million for education-related projects to be nominated and administered by the Ministry of Education;
- An allocation-based program that will deliver \$250 million to municipalities to address critical local infrastructure needs, including \$6.5 million that will be directed toward Indigenous and on-reserve education, through the Ministry of Infrastructure in collaboration with the Ministries of Education and Indigenous Affairs; and

- Up to \$100 million for long-term care projects to be identified and administered by the Ministry of Long-Term Care.

The funding is part of the federal government's Investing in Canada Infrastructure Program (ICIP stream). Projects will be approved through an application process. The City's allocation is \$684,733.

The new stream of funding will support the following types of projects:

- Retrofits, repairs and upgrades for municipal, territorial, provincial and Indigenous buildings, health infrastructure and schools;
- COVID-19 response infrastructure, including measures to support physical distancing;
- Active transportation infrastructure, including parks, trails, foot bridges, bike lanes and multi-use paths; and
- Disaster mitigation and adaptation projects, including natural infrastructure, flood and fire mitigation, and tree planting and related infrastructure.

The stream supports near-term, quick- start projects and projects must respect the following timeframes:

- Construction must start no later than September 30, 2021; and,
- Projects must be completed by the end of 2021, or by the end of 2022 in the territories and in remote communities.

Staff are currently reviewing projects that would be eligible through this stream of funding and will submit applications prior to the deadline.

Document Title:	Third Quarter Financial Results 2020 - 2020-345-Financial Services.docx
Attachments:	<ul style="list-style-type: none"> <li>- Operating September 30 2020.pdf</li> <li>- Capital Report September 30 2020.pdf</li> <li>- Reserves September 30 2020.pdf</li> <li>- Progress Fund Sept 30 2020.pdf</li> </ul>
Final Approval Date:	Nov 4, 2020

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

**Tracey Bailey - Nov 4, 2020 - 7:58 PM**

**Maureen Adams - Nov 4, 2020 - 8:51 PM**

**City of Cornwall**  
**Summary of Projected Variances (Unfavourable)**  
**as at September 30, 2020**

Schedule I

**General Taxation**

Corporate Variances		
Safe Restart Funding - Phase 1	\$2,686,300	
Salaries and Benefits	\$1,857,500	
Conferences and Courses	\$255,000	
Fuel	\$373,000	\$5,171,800
Human Resources and Clerks Services		
Arbitrations, Grievances & Negotiations	(\$260,000)	
Revenue for Licences	(\$109,000)	(\$369,000)
Financial Services		
Supplementary Taxation	(\$200,000)	
Provincial Offences	(\$130,000)	
Interest Revenue	(\$450,000)	
Progress Fund Interest Revenue	(\$160,000)	
Interest on Taxes	(\$64,000)	
Tax Refunds	(\$2,540,000)	(\$3,544,000)
Government Funding (COVID-19)		
Social Services Relief Fund (SSRF)/Provincial Funding	(\$714,525)	
PPE/Cleaning	\$394,845	
Technology	\$90,401	
Signage/Advertising	\$40,677	
Consulting Services	\$63,374	
Operating/Office Modifications	\$125,228	\$0
Social and Housing Services (City share)		
Ontario Works	\$191,000	\$191,000
Glen Stor Dun Lodge (City share)		
Revenue Shortfall - Resident Revenue, Client Fees, etc.	(\$162,600)	(\$162,600)
Fire Services		
Repairs and maintenance for fleet	(\$130,000)	
Revenue Shortfall - Training, Sales, MTO	(\$37,000)	(\$167,000)
Police Services		
Revenue: Clearance Letters and Fingerprints	(\$110,000)	(\$110,000)
Transit Services		
MTO funding (Apr 1-Sep 30, 2020)	\$687,352	
Regular Passenger Revenue, Charter, School and Advertising Revenue	(\$578,000)	\$109,352
Waste Management Services		
Recycled Material	(\$90,000)	(\$90,000)
Economic Development		
Regional Relief and Recovery Fund	\$180,142	
MAT Revenue	(\$299,000)	
Transfer to the Tourism Corporation	\$134,550	
Small Business Loans	(\$537,500)	
Contribution from Brownfields Reserve	\$537,500	\$15,692
Planning Services		
Revenue: Committee of Adjustment, Site Plan Control, Applications	(\$70,000)	(\$70,000)
Parking Enforcement		
Revenue Shortfall	(\$310,000)	
Contracted Services	\$20,000	(\$290,000)
Recreation Services		
Purchase of Goods / Services and Rents	\$337,000	
Programming Revenue	(\$1,000,000)	(\$663,000)
City Facilities		
Utilities	\$150,000	
Repairs at various facilities	(\$206,100)	(\$56,100)
Community Partners/Outside Agencies		
Eastern Ontario Health Unit	\$109,000	\$109,000

**Projected Variance - General Taxation**

**\$75,144**

**City of Cornwall**  
**Summary of Projected Variances (Unfavourable)**  
**as at September 30, 2020**

Schedule II

**Environmental Services - Water**

Revenue from Water Billings	\$90,000
Estimated savings Salaries and Benefits	\$199,000
Estimated Capital Variances	
'17 Treatment System Upgrades	\$62,000
'18 Water Purification Plant Upgrades	\$43,000
'05-'18 Asset Management	\$6,768

<b>Contribution to Water Works Reserve</b>	<b><u>\$400,768</u></b>
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**Environmental Services - Wastewater**

Revenue from Wastewater Surcharge	\$100,000
Estimated savings Salaries and Benefits	\$98,000
Estimated savings Conferences and Travel	\$15,000
Estimated Capital Variances	
'17 Treatment System Upgrades	(\$21,339)
'17 Sewer Separation	\$35,000
'05-'18 Asset Management	\$6,768

<b>Contribution to Wastewater Works Reserve</b>	<b><u>\$233,429</u></b>
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City of Cornwall  
Financial Statement  
as at September 30, 2020

## Council

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$222,406	\$293,322	75.82%	\$233,536	\$387,132	60.32%
Purchase of Goods	\$17,461	\$17,000	102.71%	\$6,958	\$19,000	36.62%
Services and Rents	\$76,674	\$123,071	62.30%	\$62,082	\$115,198	53.89%
Financial and Transfers	<u>\$220,461</u>	<u>\$281,099</u>	<u>78.43%</u>	<u>\$229,327</u>	<u>\$301,809</u>	<u>75.98%</u>
<b>Subtotal</b>	<b>\$537,002</b>	<b>\$714,492</b>	<b>75.16%</b>	<b>\$531,903</b>	<b>\$823,139</b>	<b>64.62%</b>
Total Revenue	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
<b>NET COSTS</b>	<b><u>\$537,002</u></b>	<b><u>\$714,492</u></b>	<b><u>75.16%</u></b>	<b><u>\$531,903</u></b>	<b><u>\$823,139</u></b>	<b><u>64.62%</u></b>

### Commentary

#### Salaries and Benefits

Council will see a savings in salaries and benefits related to Councilor Towndale's leave of absence and the currently vacant position that was budgeted to support strategic plan initiatives. Variances in salaries and benefits are recorded at the Corporate level.

#### Purchase of Goods

Purchase of goods is trending low with reduced expenditures for public relations and food provisions for Council. This is estimated at \$10,000 at year end.

#### Services and Rents

Due to COVID-19, savings will be realized in expenses related to conferences (registration, meals, travel). Most conferences have been cancelled or are moving forward to a virtual format. Savings for conferences are reported at the Corporate level.

City of Cornwall  
Financial Statement  
as at September 30, 2020

Office of the Chief Administrator

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$288,413	\$382,631	75.38%	\$299,532	\$394,757	75.88%
Purchase of Goods	\$2,510	\$3,300	76.06%	\$2,045	\$3,300	61.97%
Services and Rents	\$95,354	\$87,160	109.40%	\$85,255	\$87,022	97.97%
Financial and Transfers	\$102,462	\$140,691	72.83%	\$104,772	\$139,336	75.19%
<b>Subtotal</b>	<b>\$488,739</b>	<b>\$613,782</b>	<b>79.63%</b>	<b>\$491,604</b>	<b>\$624,415</b>	<b>78.73%</b>
 Total Revenue	 \$326,660	 \$613,782	 53.22%	 \$491,604	 \$624,415	 78.73%
<b>NET COSTS</b>	<b>\$162,079</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>

**Commentary**

No significant variances to report.

**Services and Rents**

Services and rents are trending high due to the review of the Municipal Works Redevelopment Capital Project undertaken by MNP LLC. A reporting framework has been put into place to report the overall project status to Council for capital projects meeting set criteria.



City of Cornwall  
Financial Statement  
as at September 30, 2020

## Clerk's Office

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$242,650	\$371,275	65.36%	\$280,493	\$389,672	71.98%
Purchase of Goods	\$26,399	\$36,800	71.74%	\$13,338	\$33,775	39.49%
Services and Rents	\$363,050	\$388,526	93.44%	\$260,060	\$386,944	67.21%
Financial and Transfers	<u>\$276,342</u>	<u>\$320,468</u>	<u>86.23%</u>	<u>\$199,537</u>	<u>\$230,571</u>	<u>86.54%</u>
<b>Subtotal</b>	<b>\$908,441</b>	<b>\$1,117,069</b>	<b>81.32%</b>	<b>\$753,428</b>	<b>\$1,040,962</b>	<b>72.38%</b>
 Total Revenue	 <u>\$625,392</u>	 <u>\$761,550</u>	 <u>82.12%</u>	 <u>\$457,764</u>	 <u>\$676,517</u>	 <u>67.66%</u>
<b>NET COSTS</b>	<b><u>\$283,049</u></b>	<b><u>\$355,519</u></b>	<b><u>79.62%</u></b>	<b><u>\$295,664</u></b>	<b><u>\$364,445</u></b>	<b><u>81.13%</u></b>

### Commentary

#### Purchase of Goods and Services and Rents

The department will have savings of approximately \$15,000 in expenditures (including Conferences and Accommodations). This will be reported as a Corporate variance.

#### Financial and Transfers

Financial and transfers is high due to the contribution to reserves being booked at 100% for the 2022 Election.

#### Revenue

Revenue for lottery and marriage licences and vital statistics are trending below budget at third quarter. It is estimated that revenue will be below budget by \$109,000.

City of Cornwall  
Financial Statement  
as at September 30, 2020

## Human Resources

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$981,999	\$1,291,845	76.02%	\$936,676	\$1,334,434	70.19%
Purchase of Goods	\$6,207	\$3,750	165.52%	\$3,319	\$5,000	66.38%
Services and Rents	\$303,131	\$286,560	105.78%	\$387,057	\$281,059	137.71%
Financial and Transfers	<u>\$655,245</u>	<u>\$1,053,743</u>	<u>62.18%</u>	<u>\$814,450</u>	<u>\$980,896</u>	<u>83.03%</u>
<b>Subtotal</b>	<b>\$1,946,582</b>	<b>\$2,635,898</b>	<b>73.85%</b>	<b>\$2,141,502</b>	<b>\$2,601,389</b>	<b>82.32%</b>
Total Revenue	<u>\$1,933,669</u>	<u>\$2,619,064</u>	<u>73.83%</u>	<u>\$2,008,320</u>	<u>\$2,582,951</u>	<u>77.75%</u>
<b>NET COSTS</b>	<b><u>\$12,913</u></b>	<b><u>\$16,834</u></b>	<b><u>76.71%</u></b>	<b><u>\$133,182</u></b>	<b><u>\$18,438</u></b>	<b><u>722.32%</u></b>

### Commentary

#### Services and Rents

Services and rents are high due to professional services regarding labour matters. It is estimated that the Corporation will be over budget by \$260,000 at year end.

City of Cornwall  
Financial Statement  
as at September 30, 2020

## Financial Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,781,366	\$2,419,265	73.63%	\$1,811,140	\$2,506,658	72.25%
Purchase of Goods	\$108,880	\$291,990	37.29%	\$162,151	\$209,550	77.38%
Services and Rents	\$1,205,115	\$1,076,867	111.91%	\$992,661	\$1,304,711	76.08%
Financial and Transfers	\$5,148,494	\$5,468,450	94.15%	\$3,586,509	\$5,278,044	67.95%
<b>Subtotal</b>	<b>\$8,243,855</b>	<b>\$9,256,572</b>	<b>89.06%</b>	<b>\$6,552,461</b>	<b>\$9,298,963</b>	<b>70.46%</b>
Total Revenue	\$64,253,783	\$85,971,519	74.74%	\$66,289,310	\$88,430,521	74.96%
<b>NET COSTS</b>	<b>(\$56,009,928)</b>	<b>(\$76,714,947)</b>	<b>73.01%</b>	<b>(\$59,736,849)</b>	<b>(\$79,131,558)</b>	<b>75.49%</b>

### Commentary

#### Financial and Transfers

The City has budgeted \$1,000,000 for tax write-offs in 2020. Currently, the City has refunded \$542,763 in tax dollars related to vacancies, adjustments, and Minutes of Settlement. There are several large assessment appeals pending that will be settled before the end of the year. It is estimated that tax refunds will be \$3.54M at year end. The City has \$300,000 set aside in the Tax Stabilization Reserve. The City continues to contribute \$500,000 to Working Reserves annually to pay back funds borrowed to refund for the Distribution Centre's appeals.

#### Revenue

##### Supplementary Taxation

The City budgeted \$1,000,000 for supplementary taxation. Currently \$556,962 has been levied. It is estimated that supplementary taxation will be short by approximately \$200,000 at year end.

##### Provincial Offences (POA)

It is estimated that the revenue from POA will have a shortfall of approximately \$130,000. POA is managed by SDG.

##### Interest Income

Due to COVID-19, interest rates dropped in response to the worldwide pandemic. Interest rates are not expected to increase for the remainder of 2020. The projected shortfall in interest revenue is \$450,000 for the City. Interest from the Progress Fund is used to support long-term debt payments for the Benson Centre. The budget in 2020 for Progress Fund interest is \$493,600. It is anticipated that there will be a shortfall of \$160,000.

##### Interest on Taxes

To support property owners, the City deferred the collection of property taxes for both the interim and the final taxes levied. During this time, the City did not charge interest on any taxes in arrears. It is estimated that interest charged on taxes in arrears will have a shortfall of \$64,000 when compared to the budget.

City of Cornwall  
Financial Statement  
as at September 30, 2020

## Social Support and Housing Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$4,563,172	\$6,528,191	69.90%	\$4,342,933	\$6,454,366	67.29%
Purchase of Goods	\$66,554	\$176,392	37.73%	\$63,919	\$112,975	56.58%
Services and Rents	\$8,768,479	\$16,652,686	52.66%	\$9,392,601	\$13,934,645	67.40%
Financial and Transfers	<u>\$24,596,881</u>	<u>\$34,267,658</u>	<u>71.78%</u>	<u>\$24,146,694</u>	<u>\$32,243,977</u>	<u>74.89%</u>
<b>Subtotal</b>	<b>\$37,995,086</b>	<b>\$57,624,927</b>	<b>65.94%</b>	<b>\$37,946,147</b>	<b>\$52,745,963</b>	<b>71.94%</b>
 Total Revenue	 \$33,007,793	 \$50,179,071	 65.78%	 \$32,659,651	 \$45,398,459	 71.94%
<b>NET COSTS</b>	<b><u>\$4,987,293</u></b>	<b><u>\$7,445,856</u></b>	<b><u>66.98%</u></b>	<b><u>\$5,286,496</u></b>	<b><u>\$7,347,504</u></b>	<b><u>71.95%</u></b>

### Commentary

#### **Social Housing**

Staff vacancies were left open briefly due to COVID-19 related concerns.

Additional offsetting revenues/expenses:

Social Service Relief Fund (SSRF) funding received for COVID-19 support of non-profit community agencies.

Some funding programs in 2019 were carried over into 2020 - income is offset by expenditures (e.g. SHAIIP program).

Savings realized in Social Housing will be contributed to Reserves to support Housing initiatives.

#### **Social Support Services**

Staff vacancies were left open briefly due to COVID-19 related concerns.

Due to COVID, expenditures in employment related benefits have been lower than budget. Ministry expectation is that our expenditures are still within 1% of our allocation at year end.

Electronic Document Management project is in progress and will be implemented by year end, with improved functionality.

Ontario Works is trending under budget. The municipal share is approximately \$273,000 (City share \$191,000).

#### **Child Care**

Funding will be in line with expenditures, with no budget overruns or surplus anticipated.

Funding methodology is in flux, with multiple methods throughout the year to cover standard, emergency child care, and now the reopening and operating phases.

City of Cornwall  
Financial Statement  
as at September 30, 2020

## Glen-Stor-Dun Lodge

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$7,671,039	\$10,798,126	71.04%	\$8,104,643	\$11,037,004	73.43%
Purchase of Goods	\$1,082,338	\$1,530,068	70.74%	\$1,088,798	\$1,485,794	73.28%
Services and Rents	\$509,079	\$709,966	71.70%	\$525,031	\$779,886	67.32%
Financial and Transfers	<u>\$788,692</u>	<u>\$867,579</u>	<u>90.91%</u>	<u>\$787,382</u>	<u>\$971,318</u>	<u>81.06%</u>
<b>Subtotal</b>	<b>\$10,051,148</b>	<b>\$13,905,739</b>	<b>72.28%</b>	<b>\$10,505,854</b>	<b>\$14,274,002</b>	<b>73.60%</b>
 Total Revenue	 <u>\$8,856,045</u>	 <u>\$11,907,415</u>	 <u>74.37%</u>	 <u>\$9,034,936</u>	 <u>\$12,063,891</u>	 <u>74.89%</u>
<b>NET COSTS</b>	<b><u>\$1,195,103</u></b>	<b><u>\$1,998,324</u></b>	<b><u>59.81%</u></b>	<b><u>\$1,470,918</u></b>	<b><u>\$2,210,111</u></b>	<b><u>66.55%</u></b>

### Commentary

#### Services and Rents

Savings will be realized in conferences and travel, including travel for the OutReach Meals on Wheels program. Savings are reported at the Corporate level.

#### Financial and Transfers

Financial and transfers are high due to contribution to capital and reserves booked at 100%.

#### Revenue

Due to COVID-19, revenues are anticipated to be below budget. The projected shortfall is tea room \$18,000, resident revenue \$140,000, Outreach - day away \$50,000, and dietary \$10,000 (net City \$162,600).

The Ministry of Health and Long-Term Care is providing additional funding to support the necessary incremental expenditures of long-term care homes to stop the spread of COVID-19. This funding will help support additional expenditures; such as, screening staff, additional staff, PPE, etc.

City of Cornwall  
Financial Statement  
as at September 30, 2020

## Fire Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$6,920,489	\$8,941,315	77.40%	\$6,658,308	\$9,151,712	72.75%
Purchase of Goods	\$154,287	\$274,915	56.12%	\$203,134	\$275,757	73.66%
Services and Rents	\$110,875	\$152,625	72.65%	\$209,909	\$151,968	138.13%
Financial and Transfers	<u>\$939,875</u>	<u>\$1,177,747</u>	<u>79.80%</u>	<u>\$941,670</u>	<u>\$1,209,311</u>	<u>77.87%</u>
<b>Subtotal</b>	<b>\$8,125,526</b>	<b>\$10,546,602</b>	<b>77.04%</b>	<b>\$8,013,021</b>	<b>\$10,788,748</b>	<b>74.27%</b>
 Total Revenue	 \$93,953	 \$111,750	 84.07%	 \$60,492	 \$92,000	 65.75%
<b>NET COSTS</b>	<b><u>\$8,031,573</u></b>	<b><u>\$10,434,852</u></b>	<b><u>76.97%</u></b>	<b><u>\$7,952,529</u></b>	<b><u>\$10,696,748</u></b>	<b><u>74.35%</u></b>

### Commentary

#### Purchase of Goods

Fuel was budgeted at \$1.10 a litre, and the average cost has been 77¢ a litre. It is anticipated that there will be a savings of \$20,000 to year end (reported under Corporate variances).

#### Services and Rents

The repairs and maintenance budget for the department's fleet is trending over budget by \$130,000 to year end.

#### Revenue

Because of COVID-19, revenue from training, sales, and MTO will be under budget by approximately \$37,000.

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## Cornwall SDG Paramedic Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$8,374,698	\$11,670,701	71.76%	\$9,178,407	\$11,909,142	77.07%
Purchase of Goods	\$540,684	\$806,720	67.02%	\$544,670	\$873,052	62.39%
Services and Rents	\$798,107	\$1,140,632	69.97%	\$733,276	\$1,133,325	64.70%
Financial and Transfers	\$1,000,916	\$1,368,852	73.12%	\$1,090,087	\$1,492,466	73.04%
<b>Subtotal</b>	<b>\$10,714,405</b>	<b>\$14,986,905</b>	<b>71.49%</b>	<b>\$11,546,440</b>	<b>\$15,407,985</b>	<b>74.94%</b>
Total Revenue	\$8,809,373	\$11,672,043	75.47%	\$9,343,101	\$11,988,572	77.93%
<b>NET COSTS</b>	<b>\$1,905,032</b>	<b>\$3,314,862</b>	<b>57.47%</b>	<b>\$2,203,339</b>	<b>\$3,419,413</b>	<b>64.44%</b>

### Commentary

#### Salaries and Benefits

Additional part time staff were hired, above and beyond, normal anticipated attrition. This is contingency planning towards potential staffing shortages because of COVID either directly, such as sickness, or indirectly, such as, closed schools or swabbing. Additional unanticipated overtime was required due to self-isolation orders from the Province following March Break. Shift end overtime has seen a slight increase as crew relief is not being offered. Pandemic pay is a Provincial initiative funded entirely by the Province and has had no effect on the municipal budget.

#### Purchase of Goods

Fuel pricing and decreased mileage due to a lower call volume has resulted in an overall savings to this point. The department is cautiously optimistic that call volume will not spike but is anticipating a return to traditional call volume due to social factors, such as, seasonal influenza, and the effect of people returning to usual activities.

Fuel was budgeted at \$1.10 a litre, and the average cost has been 77¢ a litre. It is anticipated that there will be a savings of \$85,000, net City \$34,000 (reported under Corporate variances).

#### Revenue

Paramedic Services received the annual Ministry of Health (MoH) funding announcement. The department will receive \$491,737 (net City \$196,695) more than what was budgeted in 2020, but still not 50% of the Service's operating budget. At year end, it will be recommended that the Service be brought in on budget and that the savings to the municipal share be contributed to the Land Ambulance Reserve to support future capital purchases.

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## Cornwall Police Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$13,698,020	\$17,936,033	76.37%	\$13,926,748	\$18,621,434	74.79%
Purchase of Goods	\$581,900	\$879,755	66.14%	\$583,727	\$1,027,812	56.79%
Services and Rents	\$720,831	\$1,104,342	65.27%	\$789,001	\$1,092,472	72.22%
Financial and Transfers	\$1,135,180	\$1,340,511	84.68%	\$1,016,416	\$1,237,136	82.16%
<b>Subtotal</b>	<b>\$16,135,931</b>	<b>\$21,260,641</b>	<b>75.90%</b>	<b>\$16,315,892</b>	<b>\$21,978,854</b>	<b>74.23%</b>
 Total Revenue	 \$1,333,834	 \$1,750,690	 76.19%	 \$1,753,779	 \$1,766,624	 99.27%
<b>NET COSTS</b>	<b>\$14,802,097</b>	<b>\$19,509,951</b>	<b>75.87%</b>	<b>\$14,562,113</b>	<b>\$20,212,230</b>	<b>72.05%</b>

### Commentary

#### Purchase of Goods

Fuel costs are currently below target. Fuel was budgeted at \$1.10 a litre, and the average cost has been 77¢ a litre. It is anticipated that there will be a savings of \$40,000 (reported under Corporate variances).

#### Financial and Transfers

Financial and transfers are high due to contribution to capital and reserves booked at 100%.

#### Revenue

Police Services received additional unbudgeted program grants that will be offset with related expenses.

In addition, due to COVID-19 there is an anticipated shortfall in clearance letter and fingerprints revenue of approximately \$110,000 as many of the schools and community groups have temporarily ceased their activities.



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## Municipal Works and Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,746,934	\$2,494,509	70.03%	\$1,604,363	\$2,376,258	67.52%
Purchase of Goods	\$557,953	\$959,517	58.15%	\$516,922	\$939,293	55.03%
Services and Rents	\$1,091,141	\$1,283,378	85.02%	\$1,013,227	\$1,300,321	77.92%
Financial and Transfers	<u>\$1,832,908</u>	<u>\$2,488,597</u>	<u>73.65%</u>	<u>\$1,968,763</u>	<u>\$2,562,251</u>	<u>76.84%</u>
<b>Subtotal</b>	<b>\$5,228,936</b>	<b>\$7,226,001</b>	<b>72.36%</b>	<b>\$5,103,275</b>	<b>\$7,178,123</b>	<b>71.09%</b>
 Total Revenue	 <u>\$2,383,226</u>	 <u>\$3,193,490</u>	 <u>74.63%</u>	 <u>\$2,586,765</u>	 <u>\$3,152,738</u>	 <u>82.05%</u>
<b>NET COSTS</b>	<b><u>\$2,845,710</u></b>	<b><u>\$4,032,511</u></b>	<b><u>70.57%</u></b>	<b><u>\$2,516,510</u></b>	<b><u>\$4,025,385</u></b>	<b><u>62.52%</u></b>

### Commentary

#### Purchase of Goods

Fuel costs are currently below target. Fuel was budgeted at \$1.10 a litre, and the average cost has been 77¢ a litre. It is anticipated that there will be a savings of \$70,000 (reported under Corporate variances).

#### Revenue

Revenue is trending higher than budget due to the sale of equipment on GovDeals. Monies received from the sale of equipment is contributed to the Equipment and Vehicles Reserve.

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## Roads

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,319,360	\$1,749,242	75.42%	\$1,339,010	\$1,826,094	73.33%
Purchase of Goods	\$852,289	\$1,258,770	67.71%	\$919,319	\$1,425,114	64.51%
Services and Rents	\$1,835,104	\$2,528,752	72.57%	\$1,784,415	\$2,426,763	73.53%
Financial and Transfers	\$453,449	\$700,540	64.73%	\$610,031	\$762,210	80.03%
<b>Subtotal</b>	<b>\$4,460,202</b>	<b>\$6,237,304</b>	<b>71.51%</b>	<b>\$4,652,775</b>	<b>\$6,440,181</b>	<b>72.25%</b>
 Total Revenue	 \$48,279	 \$104,858	 46.04%	 \$26,587	 \$94,302	 28.19%
<b>NET COSTS</b>	<b><u>\$4,411,923</u></b>	<b><u>\$6,132,446</u></b>	<b><u>71.94%</u></b>	<b><u>\$4,626,188</u></b>	<b><u>\$6,345,879</u></b>	<b><u>72.90%</u></b>

### Commentary

#### **Summer Control**

No significant variances to report.

#### **Winter Control**

Winter Control activities are on target with budget. Winter Control is currently at 64.7% of budget. Weather conditions during the 4th quarter will impact overall savings or shortfalls. There is a Winter Control Reserve with a balance of \$325,719 to help offset any shortfalls if necessary.

#### **Traffic Flow Maintenance**

No significant variances to report.

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## Transit Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$2,742,503	\$3,672,200	74.68%	\$2,869,356	\$3,812,253	75.27%
Purchase of Goods	\$705,954	\$1,002,125	70.45%	\$599,206	\$1,017,115	58.91%
Services and Rents	\$218,603	\$404,235	54.08%	\$233,272	\$400,221	58.29%
Financial and Transfers	\$772,785	\$1,104,855	69.94%	\$831,974	\$1,136,013	73.24%
<b>Subtotal</b>	<b>\$4,439,845</b>	<b>\$6,183,415</b>	<b>71.80%</b>	<b>\$4,533,808</b>	<b>\$6,365,602</b>	<b>71.22%</b>
Total Revenue	\$1,605,630	\$2,516,965	63.79%	\$1,391,129	\$2,498,649	55.68%
<b>NET COSTS</b>	<b>\$2,834,215</b>	<b>\$3,666,450</b>	<b>77.30%</b>	<b>\$3,142,679</b>	<b>\$3,866,953</b>	<b>81.27%</b>

### Commentary

#### Purchase of Goods

Fuel costs are currently below target. Fuel was budgeted at \$1.10 a litre, and the average cost has been 77¢ a litre. It is anticipated that there will be a savings of \$209,000 (reported under Corporate variances).

#### Revenue

Due to COVID-19, Transit began operating a Saturday (reduced) schedule in the middle of March and fares were not collected for the Service. Fares are now being collected. The City did not increase its fares as planned for 2020. The anticipated shortfall in revenue for 2020 is \$578,000, this includes revenue for regular passenger, charters, school service, and advertising.

The Ministry of Transportation has provided a small amount of funding in the amount of \$27,400 to support enhanced cleaning for buses, and \$687,352 to support municipal transit financial pressures; such as,

- Reduced revenue would include pressures related to the following:
  - Farebox,
  - Advertising,
  - Parking, and
  - Contracts (e.g., school contracts).
- New expenses incurred in response to the COVID-19 outbreak would include:
  - Cleaning costs [costs not claimed as part of MTO's dedicated cleaning funding program],
  - New contracts,
  - Labour costs,
  - Driver protection,
  - Passenger protection, and
  - Other capital costs.

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## Infrastructure Planning

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,306,253	\$1,984,123	65.84%	\$1,192,949	\$1,900,503	62.77%
Purchase of Goods	\$19,537	\$27,250	71.70%	\$13,050	\$28,550	45.71%
Services and Rents	\$48,065	\$104,280	46.09%	\$51,549	\$73,822	69.83%
Financial and Transfers	\$1,317,215	\$1,538,865	85.60%	\$887,983	\$1,221,555	72.69%
<b>Subtotal</b>	<b>\$2,691,070</b>	<b>\$3,654,518</b>	<b>73.64%</b>	<b>\$2,145,531</b>	<b>\$3,224,430</b>	<b>66.54%</b>
 Total Revenue	 \$1,531,911	 \$1,727,632	 88.67%	 \$1,444,268	 \$1,569,293	 92.03%
<b>NET COSTS</b>	<b>\$1,159,159</b>	<b>\$1,926,886</b>	<b>60.16%</b>	<b>\$701,263</b>	<b>\$1,655,137</b>	<b>42.37%</b>

### Commentary

#### Revenue

Revenue is high at this time as Construction and Design revenue related to capital projects has been booked at 100%.

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## Waste Management Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$140,403	\$172,730	81.28%	\$108,285	\$181,590	59.63%
Purchase of Goods	\$61,395	\$43,425	141.38%	\$36,210	\$74,985	48.29%
Services and Rents	\$3,016,060	\$4,589,588	65.72%	\$3,474,038	\$5,045,310	68.86%
Financial and Transfers	\$645,385	\$687,709	93.85%	\$699,152	\$885,557	78.95%
<b>Subtotal</b>	<b>\$3,863,243</b>	<b>\$5,493,452</b>	<b>70.32%</b>	<b>\$4,317,685</b>	<b>\$6,187,442</b>	<b>69.78%</b>
Total Revenue	\$2,244,333	\$2,788,023	80.50%	\$2,476,712	\$3,286,359	75.36%
<b>NET COSTS</b>	<b>\$1,618,910</b>	<b>\$2,705,429</b>	<b>59.84%</b>	<b>\$1,840,973</b>	<b>\$2,901,083</b>	<b>63.46%</b>

### Commentary

#### Salaries and Benefits

In the Fall of 2020, the City brought the Clerk's Security services at the Landfill Site in-house and no longer contracts for this work.

#### Revenue

Tipping fees increased by \$2 per tonne in 2020. The current tipping fee rate is \$79.00 per tonne. Tipping fee revenue is trending on budget at the end of the third quarter. Revenue for Recycled Materials is projected to be short by \$90,000.

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## Economic Development

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$565,719	\$798,120	70.88%	\$457,976	\$697,735	65.64%
Purchase of Goods	\$16,268	\$26,307	61.84%	\$53,561	\$26,980	198.52%
Services and Rents	\$407,810	\$481,199	84.75%	\$336,302	\$490,603	68.55%
Financial and Transfers	\$334,686	\$512,603	65.29%	\$902,396	\$558,183	161.67%
<b>Subtotal</b>	<b>\$1,324,483</b>	<b>\$1,818,229</b>	<b>72.84%</b>	<b>\$1,750,235</b>	<b>\$1,773,501</b>	<b>98.69%</b>
Total Revenue	\$494,258	\$952,014	51.92%	\$1,245,506	\$947,226	131.49%
<b>NET COSTS</b>	<b>\$830,225</b>	<b>\$866,215</b>	<b>95.85%</b>	<b>\$504,729</b>	<b>\$826,275</b>	<b>61.08%</b>

### Commentary

#### Financial and Transfers

Financial and transfers are high due to the COVID-19 small business loans that were offered by the City (\$537,500). There is an offset contribution from the Brownfields Reserve to fund the loans.

#### Tourism

Due to travel restrictions, the COVID-19 pandemic has had a significant impact on the tourism industry. Resulting from reduced travel, the City will see a reduction in the Municipal Accommodation Tax (MAT) revenue. MAT revenue forms the single largest revenue item supporting the Tourism budget. Based on the data to date, MAT revenues are expected to be approximately 45% of 2019 levels. MAT revenue is forecasted to be \$301,000 for the entire fiscal year (budget \$600,000). The lower than expected MAT revenue will impact transfers to the Tourism Development Corporation of Cornwall by approximately \$134,550 (budget \$270,000).

Tourism marketing activities have been scaled back as much as possible and reoriented to provide support to the local small business sector.

The City received a grant (\$180,142) from the Regional Relief and Recovery Fund to help fund tourism initiatives for the remainder of the year. This grant will help offset some of the loss in MAT revenue.

#### Business Enterprise Centre

Transfer payments from the Province of Ontario have not yet been fully received however are expected to meet budgeted amounts. Net expenditures to the Corporation are expected to be zero.

#### Economic Development

Expenditures are tracking slightly lower than budget. No significant variances are expected at year end.

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## Planning Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$344,555	\$476,522	72.31%	\$370,535	\$533,986	69.39%
Purchase of Goods	\$3,979	\$11,500	34.60%	\$2,211	\$13,300	16.62%
Services and Rents	\$128,803	\$288,751	44.61%	\$154,031	\$297,791	51.72%
Financial and Transfers	<u>\$208,955</u>	<u>\$257,310</u>	<u>81.21%</u>	<u>\$176,766</u>	<u>\$203,098</u>	<u>87.03%</u>
<b>Subtotal</b>	<b>\$686,292</b>	<b>\$1,034,083</b>	<b>66.37%</b>	<b>\$703,543</b>	<b>\$1,048,175</b>	<b>67.12%</b>
 Total Revenue	 <u>\$345,105</u>	 <u>\$416,824</u>	 <u>82.79%</u>	 <u>\$245,702</u>	 <u>\$454,000</u>	 <u>54.12%</u>
<b>NET COSTS</b>	<b><u>\$341,187</u></b>	<b><u>\$617,259</u></b>	<b><u>55.27%</u></b>	<b><u>\$457,841</u></b>	<b><u>\$594,175</u></b>	<b><u>77.05%</u></b>

### Commentary

#### Services and Rents

Services and rents are below budget at third quarter. This is due to the timing of the studies being undertaken by the department in 2020. These studies are funded from reserves on an actual basis. Therefore, there is a corresponding shortfall in revenue at this time.

There will also be a savings in conferences and travel (reported at the Corporate level).

#### Financial and Transfers

Financial and transfers are high due to contribution to reserves booked at 100%.

#### Revenue

It is estimated that revenue will be under budget by \$70,000 at year end. Due to COVID-19, PAC meetings have been put on hold thus affecting planning application revenues.

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## Building Services

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$746,613	\$934,859	79.86%	\$596,054	\$848,266	70.27%
Purchase of Goods	\$9,981	\$31,050	32.14%	\$6,414	\$31,600	20.30%
Services and Rents	\$115,862	\$156,094	74.23%	\$102,753	\$156,791	65.54%
Financial and Transfers	\$148,725	\$201,969	73.64%	\$122,309	\$159,351	76.75%
<b>Subtotal</b>	<b>\$1,021,181</b>	<b>\$1,323,972</b>	<b>77.13%</b>	<b>\$827,530</b>	<b>\$1,196,008</b>	<b>69.19%</b>
Total Revenue	<u>\$1,540,172</u>	<u>\$861,800</u>	<u>178.72%</u>	<u>\$885,812</u>	<u>\$941,500</u>	<u>94.09%</u>
<b>NET COSTS</b>	<b><u>(\$518,991)</u></b>	<b><u>\$462,172</u></b>	<b><u>-112.29%</u></b>	<b><u>(\$58,282)</u></b>	<b><u>\$254,508</u></b>	<b><u>-22.90%</u></b>

### Commentary

#### Revenue

Building permit revenue is trending over budget. A surplus for the Department at year end will be contributed to the Building Surplus Reserve (permits) as per the Reserve and Reserve Fund policy.



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## Bylaw Enforcement

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$260,811	\$360,835	72.28%	\$338,291	\$546,092	61.95%
Purchase of Goods	\$3,288	\$7,725	42.56%	\$8,069	\$9,900	81.51%
Services and Rents	\$149,608	\$180,840	82.73%	\$130,057	\$194,956	66.71%
Financial and Transfers	<u>\$190,708</u>	<u>\$251,625</u>	<u>75.79%</u>	<u>\$53,553</u>	<u>\$102,637</u>	<u>52.18%</u>
<b>Subtotal</b>	<b>\$604,415</b>	<b>\$801,025</b>	<b>75.46%</b>	<b>\$529,970</b>	<b>\$853,585</b>	<b>62.09%</b>
 Total Revenue	 <u>\$124,544</u>	 <u>\$101,500</u>	 <u>122.70%</u>	 <u>\$96,092</u>	 <u>\$137,700</u>	 <u>69.78%</u>
<b>NET COSTS</b>	<b><u>\$479,871</u></b>	<b><u>\$699,525</u></b>	<b><u>68.60%</u></b>	<b><u>\$433,878</u></b>	<b><u>\$715,885</u></b>	<b><u>60.61%</u></b>

### Commentary

#### Purchase of Goods

Purchase of goods is high due to purchase of uniforms and equipment in the first half of the year. The department anticipates being on budget.

#### Revenue

As our vendor stores were closed or partially closed and not promoting the sale of dog tags, it is estimated that revenue from dog tags will be under budget by 50% or \$25,000.

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## Parking Enforcement

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$150,620	\$216,318	69.63%	\$207,411	\$264,627	78.38%
Purchase of Goods	\$52,039	\$48,100	108.19%	\$33,461	\$59,700	56.05%
Services and Rents	\$82,731	\$115,760	71.47%	\$65,245	\$118,193	55.20%
Financial and Transfers	\$175,210	\$228,853	76.56%	\$143,988	\$230,779	62.39%
<b>Subtotal</b>	<b>\$460,600</b>	<b>\$609,031</b>	<b>75.63%</b>	<b>\$450,105</b>	<b>\$673,299</b>	<b>66.85%</b>
Total Revenue	\$461,233	\$609,031	75.73%	\$196,955	\$673,299	29.25%
<b>NET COSTS</b>	<b><u>(\$633)</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>	<b><u>\$253,150</u></b>	<b><u>\$0</u></b>	<b><u>0.00%</u></b>

### Commentary

#### Services and Rents

Services and rents are currently below budget due to a savings in contracted services. At the beginning of COVID-19, parking enforcement activities ceased. As a result, there is an anticipated savings in the contract with the Commissionaires estimated at \$20,000.

#### Revenue

Revenue is well below budget for the third quarter due to the COVID-19 pandemic.

No parking enforcement services were provided throughout the City during the months of March, April and May.

Council, at its meeting of June 8, 2020, approved the first 2 hours as free parking throughout the City for the months of June, July, August and half of September. At its September 14, 2020 meeting, Council approved to continue with 2-free hours of parking throughout the City. Administration is to bring a Parking report back to Council in January 2021.

The shortfall in revenue to year end is estimated at \$310,000.

Parking Enforcement is a self-funded department. Normally any surplus/deficit would be contributed to or funded from reserves. The parking reserve has a balance \$124,052 at September 30, 2020 and will not be able to fund the deficit in 2020.

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## Recreation Programming

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries & Benefits	\$1,528,604	\$1,913,417	79.89%	\$1,135,030	\$2,148,413	52.83%
Purchase of Goods	\$75,696	\$93,150	81.26%	\$44,027	\$188,657	23.34%
Services & Rents	\$424,697	\$474,366	89.53%	\$148,023	\$389,182	38.03%
Financial & Transfers	<u>\$1,012,294</u>	<u>\$1,439,901</u>	<u>70.30%</u>	<u>\$954,999</u>	<u>\$1,512,132</u>	<u>63.16%</u>
<b>Subtotal</b>	<b>\$3,041,291</b>	<b>\$3,920,834</b>	<b>77.57%</b>	<b>\$2,282,079</b>	<b>\$4,238,384</b>	<b>53.84%</b>
 Total Revenue	 <u>\$2,405,967</u>	 <u>\$3,457,934</u>	 <u>69.58%</u>	 <u>\$1,223,626</u>	 <u>\$3,690,478</u>	 <u>33.16%</u>
<b>NET COSTS</b>	<b><u>\$635,324</u></b>	<b><u>\$462,900</u></b>	<b><u>137.25%</u></b>	<b><u>\$1,058,453</u></b>	<b><u>\$547,906</u></b>	<b><u>193.18%</u></b>

### Commentary

#### Purchase of Goods

There is an estimated savings in purchase of goods (\$13,000) relating to recreation programs that did not take place because of COVID-19. The fuel tanks at the Marina were not ready for the season. The City did not purchase fuel to sell (\$112,000).

#### Services and Rents

There is an estimated savings in services and rents (\$212,000) relating to events and recreation programs that did not take place in 2020 because of COVID-19.

#### Revenue

Due to COVID-19, Recreation Services ceased offering programming in mid-March. Some programs have resumed at the Benson Centre. For the period of mid-March to the end of 2020, it is estimated that there will be a revenue shortfall of \$1M across all programs and events (including fuel sales at the Marina).

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## City Facilities

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries & Benefits	\$2,261,786	\$3,263,360	69.31%	\$2,192,305	\$3,706,897	59.14%
Purchase of Goods	\$1,793,568	\$2,502,544	71.67%	\$1,596,733	\$2,601,835	61.37%
Services & Rents	\$1,477,263	\$1,833,910	80.55%	\$1,319,819	\$1,825,040	72.32%
Financial & Transfers	\$2,861,546	\$3,576,429	80.01%	\$3,058,084	\$3,479,319	87.89%
<b>Subtotal</b>	<b>\$8,394,163</b>	<b>\$11,176,243</b>	<b>75.11%</b>	<b>\$8,166,941</b>	<b>\$11,613,091</b>	<b>70.33%</b>
 Total Revenue	 \$2,797,269	 \$4,004,972	 69.84%	 \$2,719,563	 \$3,761,019	 72.31%
<b>NET COSTS</b>	<b>\$5,596,894</b>	<b>\$7,171,271</b>	<b>78.05%</b>	<b>\$5,447,378</b>	<b>\$7,852,072</b>	<b>69.38%</b>

### Commentary

#### Purchase of Goods

Due to COVID-19, most City buildings were closed to the public for a period of time since mid-March. This closure resulted in a reduction in energy consumption. The projected savings in utilities is \$150,000.

#### Services and Rents

There has been a number of unbudgeted repairs at various City facilities; ice plant heat exchange at the Complex (\$69,100), A/C unit compressors at the Justice Building (\$33,000), work completed at Optimist Park (\$15,000), steps/ramps at the Complex (\$15,000), moving the cooler at the Complex (\$10,000), roof and window repairs at the Benson Centre (\$40,000), and the digital street sign at the Benson Centre (\$24,000).

#### Financial and Transfers

Financial and transfers are high due to contribution to capital booked at 100%.

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## Community Agencies

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,980	\$0	0.00%	\$1,371	\$0	0.00%
Purchase of Goods	\$106	\$0	0.00%	\$765	\$0	0.00%
Services and Rents	\$0	\$0	0.00%	\$0	\$0	0.00%
Financial and Transfers	<u>\$3,476,190</u>	<u>\$4,372,376</u>	<u>79.50%</u>	<u>\$3,616,913</u>	<u>\$4,671,925</u>	<u>77.42%</u>
<b>Subtotal</b>	<b>\$3,478,276</b>	<b>\$4,372,376</b>	<b>79.55%</b>	<b>\$3,619,049</b>	<b>\$4,671,925</b>	<b>77.46%</b>
 Total Revenue	 <u>\$176,761</u>	 <u>\$191,188</u>	 <u>92.45%</u>	 <u>\$258,412</u>	 <u>\$217,658</u>	 <u>118.72%</u>
<b>NET COSTS</b>	<b><u>\$3,301,515</u></b>	<b><u>\$4,181,188</u></b>	<b><u>78.96%</u></b>	<b><u>\$3,360,637</u></b>	<b><u>\$4,454,267</u></b>	<b><u>75.45%</u></b>

### Commentary

	<u>2020 Budget</u>
Raisin River Conservation Authority	537,600
Cornwall Regional Airport	103,049
Eastern Ontario Health Unit	817,138
SD&G Historical Society	100,000
Heart of the City	30,000
Cornwall Innovation Centre	50,000
Heritage Cornwall	5,475
Medical Recruitment	175,000
Cornwall Public Library	2,388,843
LTD - Library HVAC	102,958
Eastern Ontario Regional Network	25,858
Municipal Grants Program	200,000
Contribution to reserves	118,367
Internal Charges	<u>17,637</u>
	4,671,925

The Eastern Ontario Health Unit has received additional Provincial funding reducing the municipal contribution. It is estimated that this is a savings of \$109,000.

The Municipal Grants Review Committee has met to review and approve applications received through the Municipal Grants Program. As per the Policy, an annual report will be submitted by the Committee to Council later this year.

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## Environmental Services Water

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,511,145	\$2,279,163	66.30%	\$1,603,734	\$2,384,968	67.24%
Purchase of Goods	\$834,343	\$1,174,158	71.06%	\$812,370	\$1,207,156	67.30%
Services and Rents	\$639,817	\$800,966	79.88%	\$588,551	\$808,212	72.82%
Financial and Transfers	\$3,980,914	\$4,149,464	95.94%	\$4,061,454	\$4,208,959	96.50%
<b>Subtotal</b>	<b>\$6,966,219</b>	<b>\$8,403,751</b>	<b>82.89%</b>	<b>\$7,066,109</b>	<b>\$8,609,295</b>	<b>82.08%</b>
Total Revenue	\$6,506,802	\$8,403,751	77.43%	\$6,433,271	\$8,609,295	74.72%
<b>NET COSTS</b>	<b>\$459,417</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$632,838</b>	<b>\$0</b>	<b>0.00%</b>

### Commentary

Any variance from budget for this department will be allocated to/from the Water Works Reserve at the end of the year.

#### Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies. The estimated savings is \$199,000 to the end of the year.

#### Financial and Transfers

Financial and transfers are high due to contribution to capital booked at 100%.

#### Revenue

Water billings are projected to exceed budget by \$90,000.

#### Capital

The department has seen some variances with its capital projects.

'17 Treatment System Upgrades	\$62,000
'18 Water Purification Plant Upgrades	\$43,000
'05-'18 Asset Management	\$6,768

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## Environmental Services Wastewater

	2019 Actuals Sep 30	2019 Budget	Y-T-D % used	2020 Actuals Sep 30	2020 Budget	Y-T-D % used
<b>EXPENDITURES</b>						
Salaries and Benefits	\$1,409,063	\$1,995,320	70.62%	\$1,510,210	\$2,117,408	71.32%
Purchase of Goods	\$1,093,649	\$1,502,816	72.77%	\$1,152,117	\$1,534,816	75.07%
Services and Rents	\$857,043	\$1,248,665	68.64%	\$804,623	\$1,231,710	65.33%
Financial and Transfers	\$4,817,376	\$5,480,499	87.90%	\$5,149,499	\$5,850,180	88.02%
<b>Subtotal</b>	<b>\$8,177,131</b>	<b>\$10,227,300</b>	<b>79.95%</b>	<b>\$8,616,449</b>	<b>\$10,734,114</b>	<b>80.27%</b>
Total Revenue	\$7,885,215	\$10,227,300	77.10%	\$8,079,514	\$10,734,114	75.27%
<b>NET COSTS</b>	<b>\$291,916</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$536,935</b>	<b>\$0</b>	<b>0.00%</b>

### Commentary

Any variance from budget for this department will be allocated to/from the Wastewater Works Reserve at the end of the year.

#### Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies. The estimated savings is \$98,000 to the end of the year.

#### Services and Rents

There will be a savings in conferences and travel of approximately \$15,000.

#### Financial and Transfers

Financial and transfers are high due to contribution to capital booked at 100%.

#### Revenue

Wastewater billings are projected to exceed budget by \$100,000.

#### Capital

The department has seen some variances with its capital projects.

'17 Treatment System Upgrades	(\$21,339)
'17 Sewer Separation	\$35,000
'05-'18 Asset Management	\$6,768

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'18-'19 N. Kaneb Dr Ext - Marleau to Tenth</b>					
-2018 approved funding (financing)	600,000				
-2019 approved funding (financing)	156,500				
-2019 approved funding (development charges)	<u>1,643,500</u>				
	2,400,000	472,882	1,927,118	253,093	0
Date of Completion: Dec-21					
Comments: Design stage underway, construction in winter					
<b>'19-'20 Centertown - Water St / Montreal Rd</b>					
-2019 approved funding	30,000				
-2020 approved funding	<u>30,000</u>				
	60,000	0	60,000	0	0
Date of Completion: Dec-21					
Comments: Funding is being set aside for future intersections					
<b>'18 -'20 Lemay St Extension</b>					
-2018 grant funding (OCIF)	477,000				
-2018 approved funding (financing)	63,000				
-2019 approved funding (financing)	500,000				
-2020 grant funding (ICIP)	<u>2,500,000</u>				
	3,540,000	1,557,024	1,982,976	845,107	0
Date of Completion: Dec-21					
Comments: Design stage for phases 3 & 4 underway, construction of phase 3 in 2021					
<b>'18 Asphalt Resurfacing Various City Streets</b>					
-2018 federal gas tax	2,892,000				
-2018 approved funding	<u>108,000</u>				
	3,000,000	2,875,694	124,306	2,101,017	100,000
Date of Completion: Dec-20					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
<b>'19 Asphalt Resurfacing Various City Streets</b>					
-2019 federal gas tax	2,140,000				
-2019 grant funding (OCIF)	770,000				
-2019 approved funding	<u>90,000</u>				
	3,000,000	2,899,418	100,582	2,762,264	100,000
Date of Completion: Dec-20					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
<b>'19 Active Transportation - Bikepath</b>					
-2019 federal gas tax	390,000	320,463	69,537	215,065	69,000
Date of Completion: Dec-20					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
<b>'20 Marleau Ave Reconstruction and Widening Stage 2</b>					
-2020 approved funding (development charges)	131,500				
-2020 approved funding (road infrastructure reserve)	168,500				
-2020 approved funding (report 2020-242 Infrastructure and MW)	<u>646,105</u>				
	946,105	646,977	299,128	646,977	0
Date of Completion: Dec-22					
Comments: Design stage					
<b>'20 Asphalt Resurfacing Various City Streets</b>					
-2020 federal gas tax	2,910,000				
-2020 grant funding (OCIF)	<u>1,090,000</u>				
	4,000,000	3,020,285	979,715	2,029,339	0
Date of Completion: Apr-21					
Design stage; remaining items to be tendered with other projects					



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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'20 Asset Management Plan Update</b>					
-2020 approved funding (road infrastructure reserve)	50,000				
-2020 approved funding (water works reserve)	50,000				
-2020 approved funding (wastewater works reserve)	<u>50,000</u>				
	150,000	0	150,000	0	0
Date of Completion: Jun-21					
Comments: RFP to be issued shortly					
<b>'20 Update Subdivision Manual and the Subdivision Agreement</b>					
-2020 approved funding (road infrastructure reserve)	75,000	0	75,000	0	0
Date of Completion: Dec-21					
Comments: RFP to be issued shortly					
<b>'20 Active Transportation - Bikepath</b>					
-2020 federal gas tax	420,000				
-2020 transfer to another project (report 2020-265 Financial Services)	-41,469				
-2020 transfer to another project (report 2020-271 Financial Services)	<u>-50,000</u>				
	328,531	248,865	79,666	244,389	79,000
Date of Completion: Dec-20					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
<b>'20 Active Transportation - Sidewalks</b>					
-2020 federal gas tax	340,000	308,997	31,003	105,101	0
Date of Completion: May-21					
Comments: Construction nearing completion					
<b>'20 Nick Kaneb Dr. Extension - Industrial Park Dr. to Tollgate Rd.</b>					
-2020 approved funding (financing)	500,000	167,396	332,604	109,997	0
Date of Completion: Dec-21					
Comments: RFP for design to be issued shortly					
<b>'19 Bikepath Retaining Wall Structure Replacement</b>					
-2019 approved funding (financing)	1,000,000	0	1,000,000	0	0
Date of Completion: Jul-21					
Comments: Design stage; to be tendered with other projects					
<b>ROADS</b>	<b><u>19,729,636</u></b>	<b><u>12,518,000</u></b>	<b><u>7,211,636</u></b>	<b><u>9,312,349</u></b>	<b><u>348,000</u></b>
<b>'15-'18 Brookdale Ave / CN Overpass</b>					
-2015 federal gas tax	169,000				
-2015 approved funding	100,000				
-2016 federal gas tax	169,000				
-2016 approved funding	100,000				
-2017 grant funding (Connecting Link)	3,000,000				
-2018 approved funding (financing - report 2018-44-PU)	<u>1,360,000</u>				
	4,898,000	5,062,292	0	5,328,063	-430,063
Date of Completion: Complete					
Comments: Construction complete; deficiencies to be addressed; will borrow amount required					
<b>'18 Structure Improvements - Water St Retaining Wall</b>					
-2018 approved funding (road infrastructure reserve)	600,000				
-2020 federal gas tax (report 2020-304 Financial Services)	<u>303,362</u>				
	903,362	903,269	93	325,974	0
Date of Completion: Jun-21					
Comments: Construction nearing completion; deficiencies to be addressed in spring					

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'18 Culvert Replacement - McConnell to Raisin River</b>					
-2018 approved funding (financing)	866,000	66,585	799,415	61,001	0
Date of Completion: Oct-21					
Comments: Design stage complete; construction scheduled for 2021. Postponed as a result of MTO Overpass rehabilitation at Pitt St.					
<b>'19-'20 Small Diameter Culvert Replacement</b>					
-2019 approved funding	75,000				
-2020 approved funding	100,000				
	175,000	148,653	26,347	146,201	0
Date of Completion: Dec-21					
Comments: Construction nearing completion					
<b>'18 Structure Improvements - Boundary/CN Overpass EA</b>					
-2018 approved funding (cost sharing - Transport Canada, CN Rail,	271,500				
-2018 approved funding	28,500				
	300,000	0	300,000	0	0
Date of Completion: Dec-21					
Comments: Multi-year project					
<b>'19 Culvert Replacement - Fly Creek &amp; Mack Dr</b>					
-2019 approved funding	350,000	343,425	6,575	343,387	0
Date of Completion: Dec-20					
Comments: Construction complete; deficiencies to be addressed					
<b>'20 Boundary Road at Grant's Corners Bridge Reconstruction</b>					
-2020 approved funding (financing)	100,000	0	100,000	0	0
Date of Completion: Nov-21					
Comments: Multi-year project in conjunction with United Counties of SD&G					
<b>'20 Culvert Replacement - Boals Drain at Benny Ave.</b>					
-2020 federal gas tax	400,000	30,252	369,748	25,570	0
Date of Completion: Jun-21					
Comments: Design stage complete; construction in spring 2021					
<b>STRUCTURES</b>	<b>7,992,362</b>	<b>6,554,476</b>	<b>1,602,178</b>	<b>6,230,196</b>	<b>-430,063</b>
<b>'20 Traffic Signal Upgrades</b>					
-2020 federal gas tax	300,000				
-2020 transfer from another project (report 2020-271 Financial Services)	50,000				
	350,000	332,784	17,216	70,395	0
Date of Completion: Dec-20					
Comments: Construction nearing completion					
<b>'20 LED Streetlight Program</b>					
-2020 approved funding (Financing - report 2020-322 Financial Services)	439,828	439,828	0	0	0
Date of Completion: Jun-21					
Comments: Construction underway					
<b>'20 Pole Replacement Program</b>					
-2020 approved funding	100,000				
-2020 approved funding (working reserves - report 2020-272 Financial Services)	66,788				
	166,788	166,788	0	70,561	0
Date of Completion: Dec-20					
Comments: Construction nearing completion					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'19 Traffic Analysis - Brookdale Ave &amp; Ninth St</b>					
-2019 approved funding (road infrastructure reserve)	75,000	0	75,000	0	0
Date of Completion: Dec-21 Comments: RFP being prepared; connecting link application underway					
<b>TRAFFIC CONTROL</b>	<b>1,031,616</b>	<b>939,400</b>	<b>92,216</b>	<b>140,956</b>	<b>0</b>
<b>TOTAL ROADWAYS, STRUCTURES &amp; TRAFFIC</b>	<b>28,753,614</b>	<b>20,011,876</b>	<b>8,906,030</b>	<b>15,683,501</b>	<b>-82,063</b>
<b>'16-'20 Landfill Expansion / Alternative Disposal ECA</b>					
-2016 approved funding	80,000				
-2019 approved funding	50,000				
-2020 approved funding (waste management reserve)	100,000				
	230,000	47,424	182,576	41,329	0
Date of Completion: Dec-21 Comments: Developing RFP in conjunction with SWMP update					
<b>'16-'20 Landfill Site Public Service Area</b>					
-2016 WDO Funding	30,000				
-2018 approved funding	50,000				
-2019 approved funding	40,000				
-2020 approved funding (waste management reserve)	40,000				
	160,000	79,472	80,528	74,711	0
Date of Completion: Apr-21 Comments: Scale house & MRF upgrades					
<b>'18-'20 Diversion Facilities</b>					
-2018 approved funding	50,000				
-2020 approved funding (waste management reserve)	30,000				
	80,000	0	80,000	0	0
Date of Completion: Apr-21 Comments: Design stage, \$30K for baler realignment					
<b>'18 Flare replacement</b>					
-2018 approved funding (financing)	1,290,000				
-2020 approved funding (financing - report 2020-228 Financial Services)	207,744				
	1,497,744	1,603,269	0	620,259	-105,525
Date of Completion: Dec-20 Comments: Flare construction underway					
<b>'19-'20 Leachate - Gas Collection</b>					
-2019 approved funding	200,000				
-2019 federal gas tax	398,679				
-2019 transfer from prior years	94,358				
-2020 approved funding (waste management reserve)	40,000				
	733,037	314,877	418,160	279,206	0
Date of Completion: Dec-21 Comments: Construction underway					
<b>'19 Waste Management Diversion Review</b>					
-2019 approved funding	10,000				
-2019 transfer from prior years	160,480				
	170,480	103,583	66,897	7,215	0
Date of Completion: Mar-21 Comments: RFP awarded					
<b>'20 Old Landfill Flaring Facility Decommissioning</b>					
-2020 approved funding (waste management reserve)	90,000	0	90,000	0	0
Date of Completion: Dec-21 Comments: Flare replacement has delayed decommissioning					
<b>TOTAL WASTE MANAGEMENT</b>	<b>2,961,261</b>	<b>2,148,625</b>	<b>918,161</b>	<b>1,022,720</b>	<b>-105,525</b>

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'17 Sewer Separation</b>					
- 2017 approved funding (wastewater reserve)	150,000				
- 2017 approved funding	<u>185,000</u>				
	335,000	299,741	35,259	269,654	35,000
Date of Completion: Dec-20					
Comments: Construction nearing completion					
<b>'18 Sewer Separation (various locations)</b>					
- 2018 approved funding	675,000	624,736	50,264	88,604	0
Date of Completion: Jun-21					
Comments: Construction underway					
<b>'19 Sewer Network Improvements</b>					
- 2019 provincial grant (National Disaster Mitigation Program)	275,000				
- 2019 approved funding	<u>1,005,000</u>				
	1,280,000	811,157	468,843	797,464	225,000
Date of Completion: Jun-21					
Comments: Construction underway					
<b>'19 Sewer Separation</b>					
- 2019 approved funding	470,000	316,258	153,742	315,218	0
Date of Completion: Jun-21					
Comments: Construction underway					
<b>'18 Brookdale North Sanitary Sewer Project</b>					
- approved funding (cost sharing with benefitting property owners)	10,700,000	10,642,251	57,749	3,847,672	0
Date of Completion: Jun-21					
Comments: Construction underway					
<b>'20 Sewer Network Improvements</b>					
- 2020 approved funding	1,050,000	369,847	680,153	278,096	0
Date of Completion: Aug-21					
Comments: Design stage complete; construction scheduled for spring 2021					
<b>'20 Sewer Separation</b>					
- 2020 approved funding	700,000	43,696	656,304	43,696	0
Date of Completion: Dec-21					
Comments: Design stage underway; construction scheduled for spring 2021					
<b>TOTAL SEWER COLLECTION PROGRAM</b>	<b><u>15,210,000</u></b>	<b><u>13,107,687</u></b>	<b><u>2,102,313</u></b>	<b><u>5,640,404</u></b>	<b><u>260,000</u></b>
<b>'14-'15 Culvert Replacement</b>					
-2014 approved funding (financing)	200,000				
-2015 approved funding (financing)	<u>200,000</u>				
	400,000	376,565	23,435	349,975	0
Date of Completion: Dec-20					
Comments: Construction nearing completion					
<b>'14-'16 Infiltration/Inflow Reduction Project</b>					
-2014 approved funding (financing)	200,000				
-2015 approved funding (financing)	100,000				
-2016 approved funding	<u>200,000</u>				
	500,000	309,849	190,151	309,537	0
Date of Completion: Jun-21					
Comments: Construction nearing completion					
<b>'16 Fennell Crescent Pumping Station Upgrade</b>					
-2016 approved funding (financing)	900,000				
-2019 approved funding (financing - report 2019-202 Financial Services)	<u>2,152,000</u>				
	3,052,000	2,647,165	404,835	1,669,690	0
Date of Completion: Jun-21					
Comments: Construction nearing completion; deficiencies to be addressed in the spring					

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'17-'18 Flood Reduction/Management</b>					
-2017 approved funding (wastewater reserve)	200,000				
-2018 approved funding	200,000				
-2019 approved funding (financing - report 2019-202 Financial Services)	<u>184,600</u>				
	584,600	513,598	71,002	279,872	0
Date of Completion: Jun-21					
Comments: Construction nearing completion					
<b>TOTAL FLOOD REDUCTION MANAGEMENT</b>	<b><u>4,536,600</u></b>	<b><u>3,847,177</u></b>	<b><u>689,423</u></b>	<b><u>2,609,074</u></b>	<b><u>0</u></b>
<b>'17 Treatment System Upgrades</b>					
-2017 approved funding	550,000				
-2019 transfer from another project	160,000				
-2019 transfer from another project	<u>92,283</u>				
	802,283	823,622	0	215,534	-21,339
Date of Completion: Dec-20					
Comments: Project ongoing; shortfall to be funded from savings in other projects; potential \$48K in additional costs					
<b>'18 Treatment System Upgrades</b>					
-2018 approved funding	570,000				
-2018 approved funding (wastewater reserve)	320,000				
-2020 transfer from another project	<u>70,000</u>				
	960,000	908,286	51,714	721,527	0
Date of Completion: Dec-20					
Comments: Thick and sludge modification project \$70K transferred from piping and control project					
<b>'19 Treatment System Upgrades</b>					
-2019 approved funding	570,000				
-2019 approved funding (wastewater reserve)	250,000				
-2019 transfer to another projects	<u>-160,000</u>				
	660,000	157,566	502,434	74,641	0
Date of Completion: Dec-21					
Comments: Tender issued for energy generation, completion Dec 2020; boiler and flare on hold pending co-digestion					
<b>'20 Treatment System Upgrades</b>					
-2020 approved funding	975,000				
-2020 grant funding (FCM)	57,500				
-2020 transfer to another project	<u>-70,000</u>				
-2020 Waste Water Works Reserve (Report 2020-315-Financial Services)	<u>142,128</u>				
	1,104,628	381,821	722,807	127,494	0
Date of Completion: Jun-21					
Comments: Design stage for digester insulation Dec 2020. Piping and control project cancelled. Funds transferred to the thick and sludge modification project. Brick replacement on pumphouse wall \$80K over budget.					
<b>TOTAL WASTEWATER TREATMENT</b>	<b><u>3,526,911</u></b>	<b><u>2,271,295</u></b>	<b><u>1,276,955</u></b>	<b><u>1,139,196</u></b>	<b><u>-21,339</u></b>
<b>'18 Watermain Rehabilitation Improvements</b>					
-2018 approved funding	1,700,000				
-2019 grant funding (Clean Water/Wastewater Fund)	<u>130,675</u>				
	1,830,675	1,767,886	62,789	1,656,701	62,000
Date of Completion: Dec-20					
Comments: Construction nearing completion					
<b>'18-'20 System Growth- New Watermain</b>					
-2018 approved funding (reserve)	550,000				
-2019 approved funding (development charges)	250,000				
-2019 approved funding	100,000				
-2020 approved funding (development charges)	<u>550,000</u>				
	1,450,000	167,557	1,282,443	150,395	0
Date of Completion: Dec-21					
Comments: Design stage underway; construction scheduled for 2021					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'19-'20 Watermain Rehab Improvements</b>					
-2019 approved funding	1,530,000				
-2019 approved funding (reserves)	250,000				
-2020 approved funding	<u>2,000,000</u>				
	3,780,000	3,501,034	278,966	2,636,227	0
Date of Completion: Jun-21					
Comments: Construction underway					
<b>TOTAL WATER DISTRIBUTION</b>	<b><u>7,060,675</u></b>	<b><u>5,436,478</u></b>	<b><u>1,624,197</u></b>	<b><u>4,443,323</u></b>	<b><u>62,000</u></b>
<b>'09-'11 Water Meters/Backflow Prevention</b>					
-2012 Capital Carry forward	<u>466,800</u>				
	466,800	58,453	408,347	43,287	0
Date of Completion: on-going					
Comments: Multi-year project					
<b>'16-'17 Water Purification Plant Upgrades / Process Improvements</b>					
-2016 approved funding	650,000				
-2016 transfer from another project	62,375				
-2017 approved funding	650,000				
-2019 transfer to another project	<u>-456,748</u>				
	905,627			905,627	0
Date of Completion: Complete					
Comments: Project complete; deficit to be funded from saving in other projects					
<b>'18 Water Purification Plant Upgrades / Process Improvements</b>					
-2018 approved funding	700,000				
-2018 approved funding (water works reserve)	140,000				
-2018 grant funding (FCM)	40,000				
-2019 transfer to another project	<u>-548,609</u>				
	331,391	287,682	43,709	265,944	43,000
Date of Completion: Dec-20					
Comments: Project nearing completion					
<b>'19-'20 Water Purification Plant Upgrades</b>					
-2019 approved funding	700,000				
-2019 approved funding (water works reserve)	204,000				
-2019 transfer from another project	1,005,357				
-2020 approved funding	<u>225,000</u>				
	2,134,357	1,184,077	950,280	881,844	0
Date of Completion: Dec-21					
Comments: Design stage					
<b>'20 Raw Water Intake Redundancy EA</b>					
-2020 approved funding	125,000				
-2020 approved funding (municipal modernization funding / Reserves - report 2020-264 Financial Services)	<u>77,558</u>				
	202,558	202,558	0	33,317	0
Date of Completion: Jul-21					
Comments: Design stage					
<b>'20 SCADA Upgrades</b>					
-2020 approved funding	400,000	0	400,000	0	0
Date of Completion: Jun-21					
Comments: Design stage					
<b>TOTAL WATER TREATMENT</b>	<b><u>4,440,733</u></b>	<b><u>1,732,770</u></b>	<b><u>1,802,336</u></b>	<b><u>2,130,019</u></b>	<b><u>43,000</u></b>

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'05 -'18 Asset Management</b>					
-2005 to 2010 approved funding	1,659,706				
-2013 approved funding	200,000				
-2013 transfer to another project	-60,000				
-2014 approved funding	100,000				
-2015 approved funding	182,000				
-2016 approved funding	100,000				
-2016 transfer to another project	-39,914				
-2017 approved funding	100,000				
-2017 transfer to another project	-60,000				
-2018 approved funding	100,000				
	<u>2,281,792</u>	2,281,792	0	2,268,257	13,535
Date of Completion: Complete					
<b>'18-'19 York St. (Fifth to Seventh)</b>					
-2018 approved funding	616,000				
-2019 approved funding (financing)	1,384,000				
-2019 transfer to another project (report 2019-01-PU)	-500,000				
	<u>1,500,000</u>	1,317,876	182,124	1,317,065	0
Date of Completion: Complete					
Comments: Construction complete; awaiting final invoices					
<b>'20 Sydney St (Fourth to Fifth)</b>					
-2020 approved funding	1,100,000	815,639	284,361	803,902	0
Date of Completion: Jun-21					
Comments: Construction nearing completion					
<b>'20 York St (Seventh to Ninth)</b>					
-2020 approved funding (financing)	1,600,000	1,531,360	68,640	543,441	0
Date of Completion: Jun-21					
Comments: Construction nearing completion					
<b>TOTAL JOINT INFRASTRUCTURE PROJECTS</b>	<u><b>6,481,792</b></u>	<u><b>5,946,668</b></u>	<u><b>535,124</b></u>	<u><b>4,932,665</b></u>	<u><b>13,535</b></u>
<b>TOTAL WATER AND WASTEWATER</b>	<u><b>41,256,711</b></u>	<u><b>32,342,074</b></u>	<u><b>8,030,349</b></u>	<u><b>20,894,681</b></u>	<u><b>357,196</b></u>
<b>'19 Transit Vehicle Hoist</b>					
-2019 approved funding (financing)	50,000			53,003	-3,003
Date of Completion: Complete					
Comments: Project complete, will borrow amount required					
<b>'19-'21 Purchase of Conventional Buses</b>					
-2019 grant funding (ICIP)	908,600				
-2019 approved funding (financing)	330,500				
-2020 grant funding (ICIP)	936,000				
-2020 approved funding (financing)	340,000				
-2020 grant funding (ICIP - report 2020-293 Financial Services)	899,177				
-2020 estimated funding (financing - report 2020-293 Financial Services)	327,029				
	<u>3,741,306</u>	3,679,644	61,662	0	0
Date of Completion: Mar-21					
Comments: All funding approved; 6 buses ordered; expected delivery date March 2021					
<b>'19-'21 Purchase of Handi Transit Buses</b>					
-2019 grant funding (ICIP)	154,000				
-2019 approved funding (financing)	56,000				
-2020 grant funding (ICIP)	158,000				
-2020 approved funding (financing)	58,000				
-2020 approved funding (ICIP - report 2020-262 Financial Services)	41,667				
-2020 approved funding (financing - report 2020-262 Financial Services)	14,628				
-2020 grant funding (ICIP - report 2020-262 Financial Services)	163,526				
-2020 estimated funding (financing - report 2020-262 Financial Services)	59,474				
	<u>705,295</u>	705,295	0	0	0
Date of Completion: Dec-20					
Comments: All funding approved; 3 buses ordered; expected delivery date December 2020					

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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'19 Passenger Counter / Web Applications</b>					
-2019 grant funding (ICIP)	77,000				
-2019 approved funding (financing)	<u>28,000</u>				
	105,000	99,488	5,512	21,139	0
Date of Completion: Apr-21					
Comments: All funding approved; 75% completed					
<b>'20-'21 Electronic Fareboxes</b>					
-2020 grant funding (ICIP report 2020-310 Financial Services)	567,400				
-2020 approved funding (financing - report 2020-310 Financial Services)	<u>113,507</u>				
	680,907	680,907	0	0	0
Date of Completion: Feb-21					
Comments: Tender issued					
<b>'20 Bus Shelters &amp; Bus Stop Accessibility</b>					
-2020 grant funding (ICIP)	31,000				
-2020 approved funding (equipment and vehicle reserve)	<u>11,000</u>				
	42,000			48,523	-6,523
Date of Completion: Completed					
Comments: All concrete pads complete, awaiting delivery of 2 bus shelters					
<b>'20 Bus Surveillance System</b>					
-2020 grant funding (ICIP)	24,000				
-2020 approved funding (equipment and vehicle reserve)	<u>8,000</u>				
	32,000	0	32,000	0	0
Date of Completion: Feb-21					
Comments: Project underway					
<b>'20 Air Recovery Units</b>					
-2020 approved funding (financing)	80,000	41,608	38,392	0	0
Date of Completion: Mar-21					
Comments: Project underway					
<b>TOTAL TRANSIT SERVICES</b>	<b>5,436,508</b>	<b>5,206,942</b>	<b>137,566</b>	<b>122,665</b>	<b>-9,526</b>
<b>'19 Municipal Works Fleet Renewal</b>					
-2019 approved funding (financing)	654,000				
-2019 approved funding (financing - reports 2019-59-PU & 2019-66-PU)	<u>68,166</u>				
	722,166	698,324	0	698,324	23,842
Date of Completion: Complete					
Comments: Project complete; awaiting final invoices					
<b>'20 Municipal Works Fleet Renewal</b>					
-2020 approved funding (financing)	738,000				
-2020 approved funding (equipment and vehicle reserve)	60,000				
-2019 approved funding (financing - report 2019-73-PU)	<u>1,088,941</u>				
	1,886,941	1,909,078	0	1,455,153	-22,137
Date of Completion: Dec-20					
Comments: Tenders awarded; awaiting delivery of equipment					
<b>'16 -'20 Municipal Works Yard Redevelopment (financing)</b>					
Site Servicing	425,000	1,469,593	0	1,131,600	
Yard and Noise Remediation	1,175,000	1,374,791	0	609,689	
Site Reconfiguration	150,000	541,098	0	438,238	
Salt Management Facility	3,625,000	4,310,290	0	3,289,256	
Rerouting of Utilities	400,000	290,662	109,338	235,452	
Generator	930,000	940,860	0	864,425	
Employee Parking Lot	230,000	230,000	0	184,129	
MW Admin and Multi Purpose Building	<u>2,015,000</u>	<u>0</u>	<u>2,015,000</u>	<u>0</u>	
	8,950,000	9,157,294	2,124,338	6,752,789	0
Date of Completion: ongoing					
Comments: Construction underway					



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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'14-'20 Emerald Ash Borer Project</b>					
-2014 approved funding	64,724				
-2015 approved funding (financing)	400,000				
-2015 approved funding	100,000				
-2016 approved funding (financing)	400,000				
-2016 approved funding	100,000				
-2017 approved funding (financing)	300,000				
-2017 approved funding	100,000				
-2018 approved funding (financing)	300,000				
-2019 approved funding (financing)	300,000				
-2020 approved funding (financing)	300,000				
	<u>2,364,724</u>	2,196,040	168,684	2,115,238	0
Date of Completion: On-going					
Comments: Multi-year project					
<b>TOTAL FACILITIES/EQUIPMENT</b>	<b><u>13,923,831</u></b>	<b><u>13,960,736</u></b>	<b><u>2,293,022</u></b>	<b><u>11,021,504</u></b>	<b><u>1,705</u></b>
<b>'19 Outdoor Pool Filter System</b>					
-2019 approved funding	55,000	55,000	0	35,361	0
Date of Completion: Dec-20					
Comments: Equipment received; to be installed in November					
<b>'18-'19 King George Park Washroom</b>					
-2018 approved funding	25,000				
-2019 approved funding	<u>25,000</u>				
	50,000	30,500	19,500	29,099	0
Date of Completion: Dec-20					
Comments: Project ongoing					
<b>'18-'19 Docks at RCAF and Guindon Park</b>					
-2018 approved funding	80,000				
-2019 approved funding	<u>80,000</u>				
	160,000	119,405	0	117,955	40,595
Date of Completion: Complete					
Comments: Project complete; awaiting final invoices					
<b>'18 Way Finding Signage</b>					
-2018 approved funding	46,600				
-2020 transfer from another project	<u>19,975</u>				
	66,575	61,695	4,880	30,748	0
Date of Completion: Jun-21					
Comments: Tender awarded					
<b>'19 Brian Tardiff Field Netting and Lighting</b>					
-2019 approved funding	140,000				
-2020 transfer from another project (report 2020-247 Financial Services)	<u>66,617</u>				
	206,617	210,234	0	192,195	-3,617
Date of Completion: Complete					
Comments: Project complete; awaiting final invoices					
<b>'19-'20 Bicycle Path Repairs</b>					
-2019 federal gas tax	50,000				
-2020 federal gas tax	<u>50,000</u>				
	100,000	46,395	53,605	0	0
Date of Completion: May-21					
Comments: Remaining work to be tendered					
<b>'19 Gateway Signage and Landscaping</b>					
-2019 approved funding (reserves)	20,000				
-2019 approved funding	18,750				
-2020 transfer from another project	<u>17,699</u>				
	56,449	48,949	7,500	48,076	0
Date of Completion: Dec-20					
Comments: Project underway					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'20 Playground Structure Replacement</b>					
-2020 approved funding (parkland reserve)	30,000				
-2020 approved funding	90,000				
	120,000	0	120,000	0	0
Date of Completion: May-21					
Comments: Tender issued					
<b>TOTAL PARKS / PLAYGROUNDS</b>	<b>814,641</b>	<b>572,178</b>	<b>205,485</b>	<b>453,434</b>	<b>36,978</b>
<b>'16-'19 Arc Flash Risk Analysis</b>					
-2016 approved funding (building reserve)	60,000				
-2017 approved funding (building reserve)	60,000				
-2018 approved funding (building reserve)	30,000				
-2018 approved funding (water billings)	40,000				
-2018 approved funding (sewer surcharge)	60,000				
-2019 approved funding (recreation facilities reserve)	125,000				
-2019 approved funding (water billings)	15,000				
-2019 approved funding (sewer surcharge)	19,000				
	409,000			408,525	475
Date of Completion: Complete					
Comments: Project complete					
<b>'17-'19 Justice Building Courtyard Repair</b>					
-2017 approved funding	170,000				
-2017 approved funding (building reserve)	50,000				
-2019 approved funding (building reserve)	175,000				
	395,000	431,567	0	426,173	-36,567
Date of Completion: Complete					
Comments: Shortfall to be funded by savings in other projects					
<b>'18-'20 Justice Building HVAC</b>					
-2018 approved funding (building reserve)	80,000				
-2018 approved funding (financing)	450,000				
-2020 approved funding (financing)	1,050,000				
	1,580,000	1,155,899	424,101	357,335	0
Date of Completion: Jun-21					
Comments: Project ongoing					
<b>'17 Locomotive Stabilization Initiative</b>					
-2017 approved funding (working reserve)	100,000	0	100,000	0	0
Date of Completion: On-going					
Comments: Canvassing for partnerships & alternatives					
<b>'18 Justice Building Interior Repairs</b>					
-2018 approved funding (building reserve)	30,000	31,085		19,085	-1,085
Date of Completion: Dec-20					
Comments: Project ongoing; shortfall to be funded from reserves					
<b>'18 Renovations at Various Municipal Buildings</b>					
-2018 approved funding (building reserve)	107,000	30,980	76,020	30,980	0
Date of Completion: Dec-21					
Comments: Project ongoing					
<b>'18-'19 Renovations at Various Municipal Buildings</b>					
-2018 approved funding	53,000				
-2019 approved funding	29,000				
	82,000	5,000	77,000	4,162	0
Date of Completion: Dec-21					
Comments: Project ongoing					

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<b>'19-'20 EMS Headquarters Roof</b>					
- 2019 approved funding (municipal building reserve - report 2019-54-PU)	236,276				
- 2020 approved funding (municipal building reserve - report 2020-296 Financial Services)	948,543				
	1,184,819	1,075,746	109,074	498,158	0
Date of Completion: Jul-21 Comments: Project ongoing					
<b>'20 Renovations at Various Municipal Buildings</b>					
-2020 approved funding (building reserve)	16,500			884	15,616
Date of Completion: Complete Comments: Surplus to be returned to reserves					
<b>'20 Renovations at Various Municipal Buildings</b>					
-2020 approved funding	26,500	21,929	4,571	21,929	0
Date of Completion: Dec-20 Comments: Project ongoing					
<b>'11 Decommissioning - Si Miller</b> (funded from reserves)	0	0	0	630,367	0
Date of Completion: Ongoing Comments: project to be funded from reserves; final remediation being completed now; North section has been sold and proceeds returned to reserve					
<b>'18 Complex Parking Lot, Ext Stairs, &amp; Walkway Improvements</b>					
-2018 approved funding (recreation facilities reserve)	125,000	69,757	55,243	4,541	0
Date of Completion: May-21 Comments: Tender awarded					
<b>'18 Complex Main Concourse Renovations</b>					
-2018 approved funding (recreation facilities reserve)	75,000	38,796	36,204	36,096	0
Date of Completion: Dec-20 Comments: Project ongoing, tender for video display awarded					
<b>'19 Aquatic Centre Ventilation and UV Disinfection</b>					
-2019 approved funding (financing)	500,000	50,473	449,527	6,305	0
Date of Completion: Sep-21 Comments: Tender issued					
<b>'19 Complex LED Arena Lighting</b>					
-2019 approved funding (financing)	250,000			301,413	-51,413
Date of Completion: Complete Comments: Will borrow amount required					
<b>'19 Benson Centre LED Arena Lighting</b>					
-2019 approved funding (financing)	300,000			199,000	101,000
Date of Completion: Complete Comments: Will borrow amount required					
<b>'19 Benson Centre Arena Duct Work</b>					
-2019 approved funding (recreation facilities reserve)	80,000			79,826	174
Date of Completion: Complete Comments: Surplus to be returned to reserves					
<b>'19 Recreation Master Plan Update</b>					
-2019 approved funding	16,200				
-2019 approved funding (development charges)	43,800				
	60,000	63,269	0	38,893	-3,269
Date of Completion: Jun-21 Comments: Project underway, deficit to be funded from operating					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'19-'20 Complex Spectator Seat Replacement</b>					
-2019 approved funding (recreation facilities reserve)	55,000				
-2020 approved funding (recreation facilities reserve)	<u>250,000</u>				
	305,000	301,424	3,576	260,247	0
Date of Completion: Jun-21					
Comments: Installation ongoing					
<b>'20 Outdoor Bleacher Replacement</b>					
-2020 approved funding	40,000	35,562	0	34,965	4,438
Date of Completion: Complete					
Comments: Surplus to be returned to operating					
<b>20 Benson Centre Laser Ice Leveler</b>					
-2020 approved funding (recreation facilities reserve)	60,000	0	60,000	0	0
Date of Completion: May-21					
Comments: To be tendered in spring 2021					
<b>'20 Civic Complex Compressor and Electrical Panels</b>					
-2020 approved funding (recreation facilities reserve)	115,000	114,960	40	0	0
Date of Completion: Dec-20					
Comments: Project ongoing, compressor replaced					
<b>'20 Civic Complex Building Improvements</b>					
-2020 approved funding (recreation facilities reserve)	40,000			43,150	-3,150
Date of Completion: Complete					
Comments: Deficit to be funded from reserves					
<b>'20 Civic Complex Parking Lot Lighting Replacement</b>					
-2020 federal gas tax	200,000				
-2020 transfer to another job (federal gas tax)	<u>-63,000</u>				
	137,000	111,645	25,355	0	0
Date of Completion: Dec-20					
Comments: Tender awarded					
<b>'20 Implementation of the Waterfront Plan</b>					
-2020 approved funding	200,000	0	200,000	0	0
Date of Completion: Dec-21					
Comments: Funding is being set aside for future projects					
<b>'20 Big Ben Snow Making Equipment</b>					
-2020 federal gas tax	75,000				
-2020 transfer from another job (federal gas tax)	<u>63,000</u>				
	138,000	137,252	748	0	0
Date of Completion: Dec-20					
Comments: RFP awarded					
<b>'20 Outdoor Pool Basin Structural Review</b>					
-2020 approved funding	60,000	33,239	26,761	0	0
Date of Completion: Dec-20					
Comments: Consultant investigating					
<b>'20 Marina 200 Above Ground Fuel Tanks</b>					
-2020 federal gas tax	125,000				
-2020 transfer from another project (report 2020-265 Financial Services)	<u>41,469</u>				
	166,469	166,469	0	0	0
Date of Completion: May-21					
Comments: Construction underway					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'20 Outdoor Tennis Court Lighting Replacement &amp; Court Resurfacing</b>					
-2020 approved funding	110,000				
-2020 transfer to another project (report 2020-247 Financial Services)	-66,617				
-2020 transfer to another project	-17,699				
-2020 transfer to another project	-19,975				
	<u>5,709</u>			0	5,709
Date of Completion: Cancelled					
Comments: Project cancelled; to be re-budgeted in 2021					
<b>'20 Benson Centre Outdoor Playstructure</b>					
-2020 federal gas tax	100,000				
-2020 federal gas tax (report 2020-332-Financial Services)	<u>50,000</u>				
	150,000	0	150,000	0	0
Date of Completion: May-21					
Comments: Fall tender, Spring 2021 installation					
<b>TOTAL MUNICIPAL FACILITY/EQUIPMENT UPGRADES</b>	<b>6,737,997</b>	<b>3,875,052</b>	<b>1,798,220</b>	<b>3,402,034</b>	<b>31,928</b>
<b>'19-'20 Fire HQ and Training Ctr</b>					
-2019 approved funding (development charges)	331,200				
-2019 approved funding (financing)	2,568,800				
-2020 approved funding (development charges)	278,400				
-2020 approved funding (financing)	<u>2,621,600</u>				
	5,800,000	1,303,972	4,496,028	1,302,446	0
Date of Completion: Jun-22					
Comments: Project on-going					
<b>TOTAL FIRE SERVICES</b>	<b>5,800,000</b>	<b>1,303,972</b>	<b>4,496,028</b>	<b>1,302,446</b>	<b>0</b>
<b>'19 Police Capital</b>					
- 2019 approved funding	152,800	-	-	114,844	0
Date of Completion: Dec-20					
Comments: Project on-going					
<b>'20 Police Capital</b>					
- 2020 approved funding	100,200	-	-	43,439	0
Date of Completion: Dec-20					
Comments: Project on-going					
<b>'20 Police Fleet</b>					
- 2020 approved funding (equipment and vehicle reserve)	192,000	-	-	183,595	0
Date of Completion: Dec-20					
Comments: Project on-going					
<b>TOTAL POLICE SERVICES</b>	<b>445,000</b>			<b>341,878</b>	<b>0</b>
<b>'18-19 Defibrillators (PAD)</b>					
-2018 approved funding (EMS reserve)	141,000				
-2019 approved funding (EMS reserve)	<u>17,000</u>				
	158,000			23,752	134,248
Date of Completion: Complete					
Comments: Project complete; surplus to be returned to Reserves					
<b>'19 Toughbook Computers</b>					
-2019 approved funding (EMS reserve)	58,000	0	58,000	0	0
Date of Completion: May-21					
Comments: Project ongoing					
<b>'20 Ambulance Replacement</b>					
-2020 approved funding (EMS reserve)	523,000			527,260	-4,260
Date of Completion: Complete					
Comments: Project complete; deficit to be funded from Reserves					

**City of Cornwall  
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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'19 PAD Vehicle Replacement</b>					
-2019 approved funding (EMS reserve)	31,000				
-2019 approved funding (EMS reserve - report 2019-75-PU)	57,451				
	<u>88,451</u>			88,451	0
Date of Completion: Complete					
Comments: Project complete					
<b>'20 Power Cot Replacement</b>					
-2020 approved funding (EMS reserve)	75,000			72,798	2,202
Date of Completion: Complete					
Comments: Project complete; surplus to be returned to Reserves					
<b>'20 Automatic CPR devices</b>					
-2020 approved funding (EMS reserve)	18,000			16,498	1,502
Date of Completion: Complete					
Comments: Project complete; surplus to be returned to Reserves					
<b>'20 Defibrillators</b>					
-2020 approved funding (report 2020-321-Financial Services)	303,147			303,147	0
Date of Completion: Complete					
Comments: Project complete					
<b>'20 Paramedic Real-Time Data</b>					
-2020 approved funding (EMS reserve)	93,500	0	93,500	0	0
Date of Completion: Dec-20					
Comments: Project ongoing					
<b>TOTAL CORNWALL SDG PARAMEDIC SERVICES</b>	<b><u>1,317,098</u></b>	<b><u>0</u></b>	<b><u>151,500</u></b>	<b><u>1,031,906</u></b>	<b><u>133,692</u></b>
<b>'17-'20 Flooring Replacement</b>					
-2017 approved funding	100,000				
-2017 transfer to another project	-50,000				
-2018 approved funding	150,000				
-2019 approved funding	100,000				
-2019 transfer to another project	-16,139				
-2019 transfer to another project	-12,400				
-2020 approved funding	<u>100,000</u>				
	371,461	4,000	367,461	3,986	0
Date of Completion: Sep-21					
Comments: Project deferred to 2021 due to COVID-19					
<b>'16 Building Requirements - Surveillance &amp; Card Swipe Systems</b>					
-2016 approved funding	60,000				
-2019 transfer to another project	-25,000				
-2019 transfer to another project	<u>30,000</u>				
	65,000			49,943	15,057
Date of Completion: Complete					
Comments: Project complete. Savings to offset deficits in other projects					
<b>'17-'18 Furniture Replacement</b>					
-2017 approved funding	10,000				
-2018 approved funding	<u>55,000</u>				
	65,000			69,160	-4,160
Date of Completion: Complete					
Comments: Project complete. Deficit to be offset by savings in other projects					
<b>'18-'19 Building Requirements</b>					
-2018 approved funding	236,000				
-2019 approved funding	<u>94,000</u>				
	330,000	235,431	94,569	224,565	0
Date of Completion: Jun-21					
Comments: Projects ongoing					

**City of Cornwall  
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<b>Project Name</b>	<b>Approved Funding</b>	<b>Committed</b>	<b>Uncommitted</b>	<b>Expenditure To Date</b>	<b>Projected Variance</b>
<b>'19 Resident Equipment</b>					
-2019 approved funding	50,000				
-2019 transfer to another project	<u>-30,000</u>				
	20,000			23,801	-3,801
Date of Completion: Complete					
Comments: Project complete. Deficit to be offset by savings in other projects					
<b>'19 Building Requirements</b>					
-2019 approved funding	90,000				
-2019 transfer from another project	12,400				
-2019 transfer to another project	<u>-17,000</u>				
	85,400	57,308	28,092	49,318	0
Date of Completion: Dec-20					
Comments: Project nearing completion					
<b>'19-'20 Building Requirements - Elevators</b>					
-2019 approved funding	60,000				
-2020 approved funding	<u>145,000</u>				
	205,000	141,317	63,683	70,658	0
Date of Completion: Sep-21					
Comments: Multi year project					
<b>'20 Resident Equipment</b>					
-2020 approved funding	115,000	33,759	81,241	30,848	0
Date of Completion: Dec-20					
Comments: Project ongoing					
<b>'20 Building Requirements - Various</b>					
-2020 approved funding	71,500	0	71,500	0	0
Date of Completion: Jun-21					
Comments: Project ongoing					
<b>TOTAL GLEN-STOR-DUN LODGE</b>	<b>1,328,361</b>	<b>471,815</b>	<b>706,546</b>	<b>522,279</b>	<b>7,096</b>
<b>'16-17 Upgrade Corporate Phone System</b>					
-2016 approved funding (building reserve)	30,000				
-2017 approved funding (financing)	<u>1,000,000</u>				
	1,030,000	163,303	866,697	112,739	0
Date of Completion: Dec-21					
Comments: Project ongoing					
<b>'17-'18 Accounting System Upgrade</b>					
-2017 approved funding	130,000				
-2018 approved funding	105,043				
-2018 transfer from another project	67,745				
-2019 approved funding (working reserves)	<u>561,000</u>				
	863,788	780,724	83,064	771,020	0
Date of Completion: Dec-20					
Comments: Project ongoing					
<b>'18 Sharepoint &amp; Corporate Email Replacement</b>					
-2018 approved funding (financing)	428,000	13,890	414,110	10,660	0
Date of Completion: Dec-21					
Comments: Project ongoing					
<b>'18 Desktop Virtualization</b>					
-2018 approved funding (financing)	340,000	0	340,000	0	0
Date of Completion: Dec-21					
Comments: Project ongoing					
<b>'19 CityView Software Upgrade</b>					
-2019 approved funding	50,000			56,355	-6,355
Date of Completion: Complete					
Comments: Project complete; deficit to be funded from operating					

City of Cornwall  
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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
<b>'19 Woodhouse Museum Repairs</b>					
-2019 approved funding	50,000	11,386	38,614	10,215	0
Date of Completion: Dec-21					
Comments: Window coverings installed, awaiting painting					
<b>'18-'20 Arts and Culture Centre</b>					
-2019 approved funding (financing)	300,000				
-2020 approved funding (grant application / financing)	5,000,000				
-2020 approved funding (community fundraising)	<u>1,000,000</u>				
	6,300,000	1,239,967	5,060,033	605,582	0
Date of Completion: Winter 2021					
Comments: In 2018 the City purchased the building for \$485k. The 2019 budget includes \$300k for the design of the Arts and Culture facility, design underway.					
<b>'20 ITT Master Plan</b>					
-2020 approved funding (municipal modernization funding)	75,000	0	75,000	0	0
Date of Completion: Apr-21					
Comments: RFP is being prepared					
<b>TOTAL OTHER</b>	<b>9,136,788</b>	<b>2,209,270</b>	<b>6,877,518</b>	<b>1,566,571</b>	<b>-6,355</b>
<b>TOTAL</b>	<b>117,911,810</b>	<b>82,102,539</b>	<b>34,520,426</b>	<b>57,365,619</b>	<b>365,126</b>



**2020 SUMMARY OF RESERVES**  
**September 30, 2020**

	<b>Opening Balance</b>	<b>Net Transactions</b>	<b>Balance at Sep 30/20</b>	<b>Targeted Balance</b>
<b><u>Operating Reserves</u></b>				
Working Reserves	2,275,221	309,560	2,584,781	
Tax Stabilization Reserve	300,000	0	300,000	
Winter Control Reserve	325,719	0	325,719	
Health and Safety Reserve	76,022	0	76,022	
Municipal Elections Reserve	45,000	45,000	90,000	
Renaissance Reserve	88,826	0	88,826	
Medical Recruitment Reserve	<u>611,496</u>	<u>128,979</u>	<u>740,475</u>	
	<b>3,722,284</b>	<b>483,539</b>	<b>4,205,823</b>	<b>7,198,143</b>
<b><u>Capital Reserves</u></b>				
Equipment and Vehicles Reserve	274,434	573,235	847,669	
Recreation Facilities Reserve	220,082	91,516	311,598	
Municipal Buildings Reserve	870,958	1,295,291	2,166,249	
Fire Equipment Reserve	74,321	0	74,321	
Land Ambulance Reserve	465,545	(252,860)	212,685	
Waste Management Capital Reserve	487,755	(167,379)	320,376	
Land Reserve	(2,206,667)	211,678	(1,994,989)	
Road Infrastructure Reserve	<u>320,167</u>	<u>(368,648)</u>	<u>(48,481)</u>	
	<b>506,595</b>	<b>1,382,833</b>	<b>1,889,428</b>	<b>5,003,401</b>
<b><u>Restricted Reserves (Municipal Funding)</u></b>				
Water Works Reserve	4,484,436	642,507	5,126,943	3,546,241
Wastewater Works Reserve	3,781,510	60,802	3,842,312	3,729,979
Building Surplus Reserve (permits)	813,352	7,676	821,028	1,366,761
CAHC Operating Reserve Fund	3,170,100	27,839	3,197,939	Not Defined
Brownfields Reserve	576,468	(194,966)	381,502	2,000,000
Landfill Closure and Post Closure Reserve Fund	0	0	0	16,705,318
Waterfront Development Fund	240,000	0	240,000	Not Defined
WSIB - Estimated Future Benefit Costs Reserve	2,068,404	19,521	2,087,925	3,821,468
Downtown Investment Reserve Fund	3,512,453	27,715	3,540,168	3,500,000
ODRP / Heart of City Reserve	(132,722)	21,526	(111,196)	200,000
Social Housing - Regeneration Reserve	0	403,775	403,775	Not Defined
Parking Reserve Fund	122,146	2,127	124,273	Not Defined
Progress Fund	<u>25,649,612</u>	<u>61,292</u>	<u>25,710,904</u>	25,000,000
	<b>44,285,759</b>	<b>1,079,814</b>	<b>45,365,573</b>	
<b><u>Restricted Reserves (Funded Externally)</u></b>				
(a targeted reserve balance is not applicable)				
Provincial Gas Tax Reserve (Transit)	123,703	172,484	296,187	
Federal Gas Tax Reserve (Infrastructure)	5,276,940	(4,081,302)	1,195,638	
Development Charges Reserve	1,109,916	(2,178,787)	(1,068,871)	
Social Housing Providers Reserve	2,318,002	21,876	2,339,878	
Social Housing Capital Reserve Fund	1,109,982	14,719	1,124,701	
Employment Assistance Retained Surplus Reserve	641,357	(7,540)	633,817	
Child Care ELCD Reserve	95,394	0	95,394	
Consolidated Homelessness CHPI Reserve	39,927	0	39,927	
Parkland Reserve Fund	207,106	(14,194)	192,912	
Winter Games/Legacy Trust Fund	60,119	(1,711)	58,408	
Arts and Culture Trust Fund	<u>316,614</u>	<u>167,080</u>	<u>483,694</u>	
	<b>11,299,060</b>	<b>(5,907,375)</b>	<b>5,391,685</b>	
<b>TOTAL RESERVES AND RESERVE FUNDS</b>	<b>59,813,698</b>	<b>(2,961,189)</b>	<b>56,852,509</b>	

**2020 DETAIL OF RESERVES**

**September 30, 2020**

	<b>Opening Balance</b>	<b>Withdrawals</b>	<b>Additions</b>	<b>Balance</b>
<b>OPERATING RESERVES</b>				
<b>Working Reserves</b>	2,275,221			
Carry Forward 2019 - GSDL Resource Materials		(25,000)		
Carry Forward 2019 - Recreation - PerfectMind		(28,000)		
Carry Forward 2019 - Bridge Inspections		(30,000)		
2020 Bridge Infrastructure Inspections			15,000	
Carry Forward 2019 - ITT Servers and Applications		(91,000)		
Carry Forward 2019 - Fire Bunker Gear		(16,630)		
Council Chambers Cameras		(10,000)		
Fund Roadway Lighting Improvements		(66,788)		
Repay Taxes Written Off in 2019 (Balance to repay \$1,399,263)			500,000	
Repay EORN (2020-2026)			28,367	
Repay GSDL Fire Panel Replacement (2014-2024)			18,310	
Repay Refurbished Transit Bus (2018-2020)			18,658	
Repay Accounting Software Upgrade (2020-2027)			50,000	
Repay Dual Stream Recycling - Public Spaces			43,500	
Council ITT Requirements for 2022			5,500	
Planning Department - Plans Review		(77,093)	90,000	
Beyond 21 Capital Funding		(100,000)		
Audit Review of Municipal Works Yard		(15,264)		
				2,584,781
<b>Tax Stabilization Reserve</b>	300,000			300,000
<b>Winter Control Reserve</b>	325,719			325,719
<b>Health and Safety Reserve</b>	76,022			76,022
<b>Municipal Elections Reserve</b>	45,000			
2022 Election Contribution			45,000	90,000
<b>Renaissance Reserve</b>	88,826			88,826
<b>Medical Recruitment Reserve</b>	611,496			
Committed Funds (Medical Scholarships/Recruitment \$460,000)				
Budgeted Contribution			175,000	
Medical Recruitment Loan Pmnt			40,000	
Recognize 2020 Medical Scholarships		(15,000)		
Fund Expenditures		(71,021)		740,475
<b>TOTAL Operating Reserves</b>	<b>3,722,284</b>	<b>(545,796)</b>	<b>1,029,335</b>	<b>4,205,823</b>

# 2020 DETAIL OF RESERVES

September 30, 2020

	Opening Balance	Withdrawals	Additions	Balance
<b>CAPITAL RESERVES</b>				
<b>Equipment and Vehicles Reserve</b>	274,434			
Contributions from Sale of Surplus Equipment			116,958	
Police Contribution to Reserve			210,000	
Fire Contribution to Reserve			35,000	
MW Contribution to Reserve			75,000	
MW Fleet Renewal		(60,000)		
Capital Levy as per LTFP			348,100	
Fund Transit Bus Shelters and Bus Stop Accessibility		(17,523)		
Fund Transit Bus Surveillance System		(8,000)		
Fund Police Fleet		(192,000)		
Record Payment of MW Vehicles			65,700	847,669
<b>Recreation Facilities Reserve</b>	220,082			
Contribution from Recreation Facilities			328,498	
Life Cycle Costing - LTFP			250,000	
Benson Centre Arena Duct Work surplus			174	
Complex Compressor and Electrical Panels		(115,000)		
Complex Building Improvements		(40,000)		
Complex Arena Spectator Seat Replacement		(250,000)		
Benson Centre Laser Ice Leveler		(60,000)		
Proceeds from Sale of Surplus Equipment			2,844	
Carry Forward 2019 - Benson Centre - Flooring in Automotive Room		(25,000)		311,598
<b>Municipal Buildings Reserve</b>	870,958			
Contribution from Buildings			465,433	
Contribution for Library			75,000	
Justice Building Repayment			257,231	
EMS HQ			111,512	
Arc Flash Surplus			475	
Renovations at Various Buildings Surplus			15,616	
Fund Renovations at Various Municipal Buildings		(16,500)		
Fund LTD HVAC for Library (2018-2026)		(62,391)		
Justice Building Interior Repairs Shortfall		(1,085)		
Reverse Justice HVAC Funding from 2018			450,000	2,166,249
<b>Fire Equipment Reserve (Fire Marque)</b>	74,321			74,321
<b>Land Ambulance Reserve</b>	465,545			
Fund Replacement Ambulances		(527,260)		
Fund Power Cots		(72,798)		
Fund Automatic CPR Devices		(16,498)		
Fund Paramedic Real-Time Data		(93,500)		
Fund Principal on LTD for Ambulances (2019-2022)		(72,324)		
Fund Purchase of Defibrillators		(303,147)		
Proceeds of Sale of Surplus Equipment			3,171	
18-19 Defibrillators (PAD)			134,248	
Transfer Amortization			695,248	212,685
<b>Waste Management Capital Reserve</b>	487,755			
Transfer to Reserves based on Q3 Tonnage Recycling			62,621	
Fund 2020 Capital Projects		(500,000)		320,376
<b>Land Reserve</b>	(2,206,667)			
Interest Paid on Business Park Land Purchase Loan		(24,500)		
Sale of Surplus Lands			253,390	
Fund Appraisal Fees on Surplus Lands		(3,792)		
Fund Legal Fees on Sale of Land		(13,420)		(1,994,989)
<b>Road Infrastructure Reserve</b>	320,167			
Marleau Properties Rental Surplus/(Deficit)			15,968	
Deposit R.O.W.			1,476	
LED Savings			50,000	
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
Fund Marleau Ave Reconstruction and Widening - Stage 2		(168,500)		
Fund Update Subdivision Manual and Subdivision Agreement		(75,000)		
Purchase of Marleau Property		(242,592)		
Budgeted Contribution			100,000	(48,481)
<b>TOTAL Capital Reserves</b>	<b>94</b>	<b>506,595</b>	<b>(3,010,830)</b>	<b>4,393,663</b>
				<b>1,889,428</b>

**2020 DETAIL OF RESERVES**

**September 30, 2020**

	Opening Balance	Withdrawals	Additions	Balance
<b>RESTRICTED RESERVES (Municipal Funding)</b>				
<b>Water Works Reserve</b>	4,484,436			
Budgeted Contribution			250,000	
Interest Earned			41,739	
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
Estimated 2020 Surplus			400,768	5,126,943
<b>Wastewater Works Reserve</b>	3,781,510			
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
Purchase of Submersible Pump		(157,827)		
Interest Earned			35,200	
Estimated 2020 Surplus			233,429	3,842,312
<b>Building Surplus Reserve (permits)</b>	813,352			
Interest Earned			7,676	821,028
<b>CAHC Operating Reserve Fund</b>	3,170,100			
Interest Earned - Loan to Land Reserve			12,250	
Interest Earned			7,040	
Interest Paid on CAHC 1st Mortgage			8,549	3,197,939
<b>Brownfields Reserve</b>	576,468			
Fund Brownfields Programs		(63,403)		
Budgeted Contribution			400,000	
Fund Small Business Loans - Covid-19		(537,500)		
Interest Earned			5,937	381,502
<b>Landfill Closure and Post Closure Reserve Fund</b>	0			0
<b>Waterfront Development Fund</b>	240,000			240,000
<b>WSIB-Estimated Future Benefit Costs Reserve</b>	2,068,404			
Interest Earned			19,521	2,087,925
<b>Downtown Investment Reserve Fund</b>	3,512,453			
Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve			27,499	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			4,725	
Record CAHC Interest transferred to HoTC		(32,224)		
Interest Earned not Paid			27,715	3,540,168
<b>ODRP / Heart of City Reserve</b>	(132,722)			
Capital Outlay			32,250	
Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve			27,499	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			4,725	
Tax Incentive Grant - Non-refundable			89,830	
Loan Forgiveness		(36,715)		
Fund HOTC Programs		(96,063)		(111,196)
<b>Social Housing - Regeneration Reserve</b>	0			
Budgeted Contribution			400,000	
Interest Earned			3,775	403,775
<b>Parking Reserve Fund</b>	122,146			
Interest Earned			2,127	124,273
<b>Progress Fund (Policy - 80% of Interest Earned)</b>	25,649,612			
Benson Centre Debt Payments		(245,166)		
Interest Earned			306,458	25,710,904
<b>TOTAL Restricted Reserves (Municipal Funding)</b>	<b>44,285,759</b>	<b>(1,268,898)</b>	<b>2,348,712</b>	<b>45,365,573</b>

# 2020 DETAIL OF RESERVES

September 30, 2020

	Opening Balance	Withdrawals	Additions	Balance
<b>RESTRICTED RESERVES (Funded Externally)</b>				
<b>Provincial Gas Tax Reserve (Transit)</b>	123,703			
Gas Tax Funding			733,509	
Fund Transit Operating Expenses		(245,271)		
2014 Handi Transit Buses (LTD 2016-2023)		(37,258)		
2015/2016 Conventional Buses (LTD 2016-2031)		(58,941)		
2016/2017 Handi Transit Buses (LTD 2017-2020)		(48,094)		
2017 Conventional Buses (LTD 2018-2026)		(81,169)		
2018 Conventional Buses (LTD 2020-2024)		(90,292)		296,187
<b>Federal Gas Tax Reserve (Infrastructure)</b>	5,276,940			
2020 Gas Tax Allocation			2,826,670	
2018 Asphalt Resurfacing		(811,717)		
2019 Asphalt Resurfacing		(599,503)		
2020 Asphalt Resurfacing		(2,910,000)		
Bicycle Path Asphalt - Bicycle Infrastructure		(154,745)		
Landfill Site - Gas Collection		(119,473)		
Bicycle Path Repairs		(100,000)		
Fund Culvert Replacement - Boals Drain at Benny Ave		(400,000)		
Active Transportation - Bicycle Infrastructure		(341,000)		
Active Transportation - Sidewalks		(340,000)		
Fund Traffic Signal Upgrades		(300,000)		
Fund Water St Retaining Wall Rehab Balance		(303,362)		
Fund Big Ben Snow Making Equipment		(75,000)		
Fund Complex Parking Lot Lighting Replacement		(200,000)		
Fund Marina 200 Above Ground Fuel Tanks		(125,000)		
Fund Benson Centre Outdoor Playstructure		(150,000)		
Interest Earned			21,828	1,195,638
<b>Development Charges Reserve</b>	1,109,916			
Deposits			461,587	
Nick Kaneb (Industrial Park to Tollgate)		(114,267)		
Fund Fire Headquarters and Training Centre		(24,502)		
Brookdale North Sanitary Sewer Project		(1,777,473)		
New Watermain (Power Dam)		(51,335)		
Recreation Master Plan		(26,253)		
Marleau Ave Project		(435,689)		
Municipal Works Yard Redevelopment		(234,347)		
Interest			23,492	(1,068,871)
<b>Social Housing Providers Reserve</b>	2,318,002			
Interest Earned			21,876	2,339,878
<b>Social Housing Capital Reserve Fund</b>	1,109,982			
Interest Earned			2,469	
Interest Earned - Loan to Land Reserve			12,250	1,124,701
<b>Employment Assistance Retained Surplus Reserve</b>	641,357			
Fund Operating Budget		(7,540)		633,817
<b>Child Care ELCD Reserve</b>	95,394			95,394
<b>Consolidated Homelessness CHPI Reserve</b>	39,927			39,927
<b>Parkland Reserve Fund</b>	207,106			
Interest Earned			3,606	
Fund Playground Structure Replacement		(30,000)		
Payment in Lieu			12,200	192,912
<b>Winter Games/Legacy Trust Fund</b>	60,119			
Fund Plaques		(321)		
Legacy Awards		(2,000)		
Interest Earned			610	58,408
<b>Arts and Culture Trust Fund</b>	316,614			
Donations Received			163,941	
Interest Earned			3,139	483,694
<b>TOTAL Restricted Reserves (Funded Externally)</b>	<b>96</b> 11,299,060	<b>(10,194,552)</b>	<b>4,287,177</b>	<b>5,391,685</b>

**City of Cornwall Progress Fund  
Investment Register**

<u>Investment Type</u>	<u>Dealer</u>	<u>Maturity</u>	<u>Maturity Value</u>	<u>+Premium /-Discount</u>	<u>Investment Paid</u>	<u>Interest Earned up to Maturity</u>	<u>% Yield</u>	<u>Book Value of Investments Sept 30 2020</u>
<b><i>Schedule I Banks</i></b>								
CIBC Investment	CIBC	15-Dec-20	\$1,230,000.00	\$0.00	\$1,230,000.00	\$162,400.00	2.00%	\$1,230,000.00
<b><i>ONE Funds</i></b>								
Money Market	ONE	on demand					0.85%	\$62,048.17
Bond Fund	ONE	on demand					1.26%	\$18,018,609.34
High Interest Savings	ONE	on demand					0.92%	\$6,621,630.89
<b><i>Accrued Interest</i></b>								
CIBC Investment	CIBC							\$1,075.00
<b><i>Amount Owing to the General Account from the Progress Fund</i></b>								<b>(\$222,459.90)</b>
<b>PROGRESS FUND INVESTMENTS</b>								<b>\$25,710,903.50</b>

## Progress Fund

Opening Balance		25,000,000
Add:		
Interest earned 1998	467,241	
Interest earned 1999	1,403,582	
Interest earned 2000	1,372,515	
Interest earned 2001	1,645,226	
Interest earned 2002	1,422,723	
Interest earned 2003	1,594,927	
Interest earned 2004	1,097,206	
Interest earned 2005	945,362	
Interest earned 2006	935,804	
Interest earned 2007	1,124,533	
Interest earned 2008	1,346,915	
Interest earned 2009	1,065,338	
Interest earned 2010	814,611	
Interest earned 2011	818,915	
Interest earned 2012	727,852	
Interest earned 2013	657,044	
Interest earned 2014	609,527	
Interest earned 2015	568,725	
Interest earned 2016	560,649	
Interest earned 2017	546,323	
Interest earned 2018	554,594	
Interest earned 2019	601,843	
Interest earned 2020	<u>306,458</u>	21,187,913
Less: Current Fund Transfers		
2003 SLRIES	-500,000	
2008 Boys and Girls Club	-150,000	
2008/09 Cornwall Hospice	-500,000	
2009 Agape Centre	-200,000	
2010-2012 Hospital Commitment	-4,410,255	
2013 University Study	-40,000	
Benson Centre Debt Payment	-4,160,108	
2020 Benson Centre Debt Payment	<u>-245,166</u>	-10,205,529
Less: Capital Fund Purchases		
2000 Unfinanced Capital Outlay	-600,000	
2003 Recreation Projects	-135,902	
2003-2005 Aquatic Centre	-5,834,141	
2004 Complex Roof Repairs	-460,100	
2004 Complex HVAC	-1,373,698	
2005/2006 Complex HVAC	-824,290	
2006 Roof Replacement - Complex	-464,349	
2008 Complex Cladding	<u>-579,000</u>	-10,271,480
Balance of Progress Fund at Sept 30, 2020		<u><u>25,710,904</u></u>
Balance of Progress Fund at Sept 30, 2020		25,710,904
Principal		<u>-25,000,000</u>
Interest Earned but not spent		<u><u>710,904</u></u>

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

Department: Infrastructure and Municipal Works  
Division: Environment  
Report Number: 2020-398-Infrastructure and Municipal Works  
Prepared By: Owen O'Keefe, Water Purification Plant Supervisor  
Meeting Date: November 9, 2020  
Subject: Water Financial Plan

**Purpose**

To provide Council with the finalized Water Financial Plan as per the requirements of Ontario Regulation 453/07.

**Recommendation**

That Council approve the City of Cornwall Water Financial Plan Resolutions Numbers 2020-07 and 2020-08 for submission of the Water Financial Plan to the Ministry of Environment, Conservation and Parks and the Ministry of Municipal Affairs and Housing.

**Financial Implications**

The Financial Plan is a guidance document for the next 5 years of the water system. Financial decisions are determined during the budget process.

**Strategic Priority Implications**

This Water Financial Plan is an important element of a financially and environmentally sustainable community as stated in the City of Cornwall's Mission Statement of the Strategic Plan. *"To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents."*



## **Background / Discussion**

On August 16, 2007, the Province of Ontario approved Ontario Regulation 453/07 which requires all Ontario municipalities who provide water services to prepare Financial Plans as "a key step in the long-term stability for municipal residential drinking water systems". The Financial Plan is part of the required documentation to be submitted as part of the City's renewal application for its Municipal Drinking Water License (MDWL) to operate the water system. The City's previous financial plans were filed with the Province in 2010 and 2015. The City's updated Financial Plan needs to be submitted to the Province by the end of 2020.

At the October 13, 2020 Council meeting, Council received a presentation from Watson & Associates on the 2020 Water and Wastewater Rate Study being completed. At that time Council directed Administration to complete the Financial Plan for subsequent approval using the current flat rate structure but indicating that a transition to volume-based rate structure may be implemented over the next five-year period. In this manner, the Province will have an understanding that a financial transition within the next five-year reporting period may occur should the City opt to move to a volume-based structure.

Ontario Regulation 453/07 requires that the Financial Plan be approved by the municipality Council via a resolution of Council.

This resolution of Council must be submitted to the Ministry of the Environment, Conservation and Parks (MECP), to satisfy the requirements under the Safe Drinking Water Act. (S.D.W.A. section 32 (5) 2.ii.).<sup>1</sup> The Financial Plan also needs to be submitted to the Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6).

Lastly, the drinking water system must provide public notice advising the availability of the Financial Plan and make the Financial Plan available to members of the public via the City website.

Document Title:	Water Financial Plan - 2020-398-Infrastructure and Municipal Works.docx
Attachments:	- Cornwall Water Financial Plan Final.pdf
Final Approval Date:	Nov 4, 2020

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

**Carl Goodwin - Nov 3, 2020 - 11:44 PM**

**Bill de Wit - Nov 4, 2020 - 12:33 PM**

**Tracey Bailey - Nov 4, 2020 - 5:52 PM**

**Maureen Adams - Nov 4, 2020 - 6:54 PM**



# Water Ontario Regulation 453/07 Financial Plan

City of Cornwall

---

Financial Plan # 176-101

October 28, 2020

Watson & Associates Economists Ltd.  
905-272-3600  
[info@watsonecon.ca](mailto:info@watsonecon.ca)

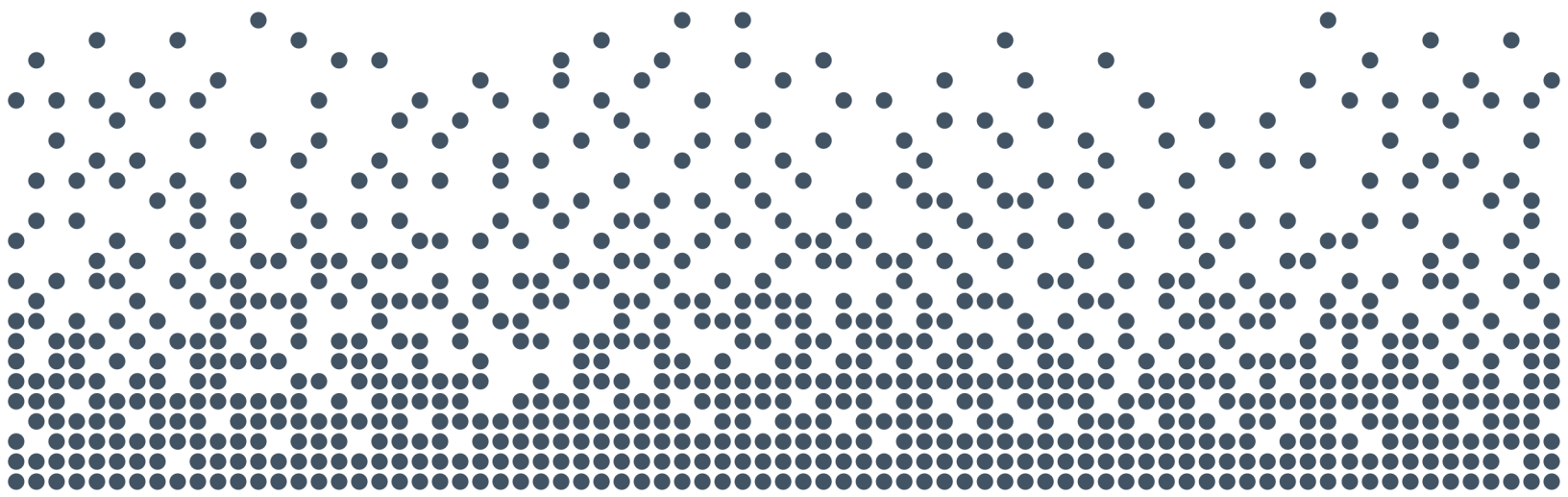
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# Report



# Chapter 1

## Introduction





# 1. Introduction

## 1.1 Study Purpose

---

The City of Cornwall (City) retained Watson & Associates Economists Ltd. (Watson) to prepare a water financial plan as part of the five submission requirements for the purposes of obtaining a municipal drinking water license as per the *Safe Drinking Water Act, 2002*. In general, a financial plan requires an in-depth analysis of capital and operating needs, a review of current and future demand versus supply, and consideration of available funding sources. The detailed financial planning and forecasting regarding the City's water system has been completed based the draft findings of the City's Water Rate Study, that is currently ongoing. The Water Rate Study draft findings have been prepared on the basis of the City's current water rate structure that imposes residential water rates based on the number of water using fixtures in each home and non-residential rates based on either the number of water using fixtures or metered water consumption. The City is also currently undertaking a Water Conservation and Servicing Master Plan to assess the impacts of implementing water demand initiatives such as the implementation of City-wide water meters and rate structure alternatives to promote water conservation. Depending on the findings of the Water Conservation and Servicing Master Plan, this water financial plan may be subsequently amended.

The objective of the report provided herein is to convert the findings of the Water Rate Study draft findings into the prescribed reporting requirements for a financial plan as defined by Ontario Regulation 453/07 (O. Reg. 453/07).

## 1.2 Background

---

The Safe Drinking Water Act (S.D.W.A.), "the Act," was passed in December 2002 in order to address the recommendations made by the Walkerton Inquiry Part II report. Note that S.D.W.A. has been amended several times since 2002. One of the main requirements of the Act is the mandatory licensing of municipal water providers. Section 31 (1) specifically states:

"No person shall,





- a) establish a new municipal drinking water system or replace or carry out an alteration to a municipal drinking water system except under the authority of and in accordance with an approval under this Part or a drinking water works permit; or
- b) use or operate a municipal drinking water system that was established before or after this section comes into force except under the authority of and in accordance with an approval under this Part or municipal drinking water licence.”

In order to become licensed, a municipality must satisfy five key requirements as per section 44(1):

1. Obtain a drinking water works permit.
2. Acceptance of the operational plan for the system based on the Drinking Water Quality Management Standard.
3. Accreditation of the Operating Authority.
4. Prepare and provide a financial plan.
5. Obtain permit to take water.

For licence renewals, the application must be accompanied by proof that the financial plan meets the prescribed requirements as per the Act s. 32 (5) 2.ii.

The preparation of a financial plan is a key requirement for licensing and as such, must be undertaken by all municipal water providers.

### **1.2.1 Financial Plan Defined**

Subsection 30 of the Act provides the following definition of financial plans:

“financial plans” means financial plans that satisfy the requirements prescribed by the Minister. 2017, c. 2, Sched. 11, s. 6 (3).

As of time of writing, the Sustainable Water and Sewage Systems Act, 2002 has been repealed (see section 2.2 of this report); however, the standards that it directs underpin the specific requirements of s. 30 as they are outlined in O. Reg. 453/07 and which will be examined in detail below.



### **1.2.2 Financial Plan Requirements – Existing System**

The O. Reg. 453/07 provides details with regards to the financial plans for existing water systems. The requirements for existing systems are summarized as follows:

- Financial plans must be approved by resolution of Council (or governing body);
- Financial plans must include a statement that the financial impacts have been considered and apply for a minimum six-year period (commencing in the year of licence expiry);
- Financial plans must include detail regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficit and accumulated surplus/deficit (i.e. the components of a “Statement of Operations” as per the PSAB) for each year in which the financial plans apply;
- Financial plans must present financial position itemized by total financial assets, total liabilities, net debt, non-financial assets, and tangible capital assets (i.e. the components of a “Statement of Financial Position” as per PSAB) for each year in which the financial plans apply;
- Gross cash receipts/payments itemized by operating transactions, capital transactions, investing transactions and financial transactions (i.e. the components of a “Statement of Cash Flow” as per PSAB) for each year in which the financial plans apply;
- Financial plans applicable to two or more solely-owned drinking water systems can be prepared as if they are for one drinking water system;
- Financial plans are to be made available to the public upon request and at no charge;
- If a website is maintained, financial plans are to be made available to the public through publication on the Internet at no charge;
- Notice of the availability of the financial plans is to be given to the public;
- Financial plan is to be submitted to the Ministry of Municipal Affairs and Housing; and
- The resolution of Council approving the Financial Plan be submitted to the Ministry of the Environment, Conservation and Parks (MECP).



### **1.2.3 Financial Plan Requirements – General**

Given that the requirements for a financial plan is legislated under the Act, a financial plan is mandatory for water systems. The financial plans shall be for a forecast period of at least six years but longer planning horizons are encouraged. The ten-year forecast goes above and beyond the minimum requirement. The financial plan is to be completed and approved by resolution of Council or the governing body in accordance with subsection 3(1)1 of O. Reg. 453/07. Confirmation of approval of the financial plan must be submitted at the time of municipal drinking water license renewal (i.e. six months prior to license expiry).

A copy of the financial plan will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) and not the MECP; however, MECP may request it in the course of review of the licence renewal. Financial plans may be amended and additional information beyond what is prescribed can be included if deemed necessary. The financial plan must contain on the front page, the appropriate financial plan number as set out in Schedule A of the Municipal Drinking Water Licence.

### **1.2.4 Public Sector Accounting Board (PSAB) Requirements**

The components of the financial plans indicated by the regulation are consistent with the requirements for financial statement presentation as set out in section PS1200 of the Canadian Institute of Chartered Accountants Public Sector Accounting Handbook:

“Financial statements should include a Statement of Financial Position, a Statement of Operations, a Statement of Change in Net Debt, and a Statement of Cash Flow.”

The format required is to conform to the requirements of PS1200 and PS3150. The financial statements are to be reported on a full accrual accounting basis. The accrual accounting method recognizes revenues and expenses in the same period as the activities that give rise to them regardless of when they are actually paid for. Since an exchange of cash is not necessary to report a financial transaction, the accrual method is meant to provide a more accurate picture of financial position.

The accounting treatment of tangible capital assets is prescribed under section PS3150. Tangible capital assets are to be capitalized to ensure an inventory of the assets owned are recorded and to account for their ability to provide future benefits.



The Statement of Cash Flow and the Statement of Change in Net Financial Assets/Debt are required statements. The Statement of Change in Net Financial Assets/Debt reports on whether enough revenue was generated in a period to cover the expenses in the period and whether sufficient resources have been generated to support current and future activities. The Statement of Cash Flow reports on how activities were financed for a given period providing a measure of the changes in cash for that period.

### ***1.2.5 The City's Financial Plan***

The City is currently in the process of renewing the drinking water license (license number 176-101) and the previous version of the financial plan no longer meets the requirements as it must apply to a period of a least six years beginning in the year that the licenses would otherwise expire. Although the Act requires at least six years to be included, this financial plan provides for a ten-year forecast period 2021 to 2030. The City's application renewal deadline was October 13, 2020, however, the City has received permission from MECP to submit their financial plan portion of their application by December 31, 2020.



# Chapter 2

## Sustainable Financial Planning



## 2. Sustainable Financial Planning

### 2.1 Introduction

---

In general, sustainability refers to the ability to maintain a certain position over time. While the Act requires a declaration of the financial plan's sustainability, it does not give a clear definition of what would be considered sustainable. Instead, MECP released a guideline ("Towards Financially Sustainable Drinking-Water and Wastewater Systems") that provides possible approaches to achieving sustainability. The Province's Principles of Financially Sustainable Water and Wastewater Services are provided below:

- Principle #1: Ongoing public engagement and transparency can build support for, and confidence in, financial plans and the system(s) to which they relate.
- Principle #2: An integrated approach to planning among water, wastewater, and storm water systems is desirable given the inherent relationship among these services.
- Principle #3: Revenues collected for the provision of water and wastewater services should ultimately be used to meet the needs of those services.
- Principle #4: Life-cycle planning with mid-course corrections is preferable to planning over the short-term, or not planning at all.
- Principle #5: An asset management plan is a key input to the development of a financial plan.
- Principle #6: A sustainable level of revenue allows for reliable service that meets or exceeds environmental protection standards, while providing sufficient resources for future rehabilitation and replacement needs.
- Principle #7: Ensuring users pay for the services they are provided leads to equitable outcomes and can improve conservation. In general, metering and the use of rates can help ensure users pay for services received.
- Principle #8: Financial plans are "living" documents that require continuous improvement. Comparing the accuracy of financial projections with actual results can lead to improved planning in the future.



Principle #9: Financial plans benefit from the close collaboration of various groups, including engineers, accountants, auditors, utility staff, and municipal Council.

## 2.2 Sustainable Water and Sewage Systems Act

---

The *Sustainable Water and Sewage Systems Act* (S.W.S.S.A.) was passed on December 13, 2002. The intent of the Act was to introduce the requirement for municipalities to undertake an assessment of the “full cost” of providing their water and the wastewater services. In total, there were 40 areas within the Act to which the Minister could have made Regulations. It is noted that, the regulations, which accompany the Act, were not issued and the Act was repealed on December 31, 2012.

## 2.3 Water Opportunities Act, 2010

---

Since the passage of the *Safe Drinking Water Act*, changes and refinements to the legislation have been introduced, including the *Water Opportunities Act* (W.O.A). W.O.A. was introduced into legislation on May 18, 2010 and received Royal Assent on November 29, 2010, as the *Water Opportunities Act*.

The purposes of the *Water Opportunities Act* are to: foster innovative water, wastewater and storm water technologies, services and practices; create opportunities for economic development and clean-technology jobs; and conserve and sustain water resources. To achieve this the W.O.A. provides for the creation of performance targets (financial, operational and maintenance related), which will vary by service type and location and the required submission of conservation and sustainability plans for water, wastewater and stormwater.

The sustainability plan in W.O.A. expands on interim legislation for financial plans included in O. Reg. 453/07, to include the following:

- an asset management plan for the physical infrastructure;
- financial plan;
- water conservation plan (for water service only);
- a risk assessment;
- a strategy for maintaining and improving the services; and



- additional information considered advisable.

Where a Board has jurisdiction over a service, the plan (and any plan amendments) must be approved by the municipality in which the municipal service is provided, before submission to the Minister. The Minister may also direct preparation of joint or partially joint plans.

Regulations (still forthcoming) will prescribe details in regard to any time periods or time limits, contents of the plans, identifying which portions of the plan will require certification, the public consultation process (if required), limitations updates and refinements.

## **2.4 Infrastructure for Jobs and Prosperity Act (I.J.P.A.), 2015**

---

On June 4, 2015, the Province passed the Infrastructure for Jobs and Prosperity Act (I.J.P.A.) which, over time, will require municipalities to undertake and implement asset management plans for all infrastructure they own. On December 27, 2017, the Province of Ontario released Ontario Regulation 588/17 under I.J.P.A. which has 3 phases that municipalities must meet.

Every municipality in Ontario will have to prepare a strategic asset management policy by July 1, 2019. Municipalities will be required to review their strategic asset management policies at least every five years and make updates as necessary. The subsequent phases are as follows:

- Phase 1 – Asset Management Plan (by July 1, 2021):
  - For core assets – Municipalities must have the following:
    - Inventory of assets;
    - Current levels of service measured by standard metrics; and
    - Costs to maintain levels of service.
- Phase 2 – Asset Management Plan (by July 1, 2023):
  - Same steps as Phase 1 but for all assets.
- Phase 3 – Asset Management Plan (by July 1, 2024):
  - Builds on Phase 1 and 2 by adding:
    - Proposed levels of service; and
    - Lifecycle management and Financial strategy.





In relation to water (which is considered a core asset), municipalities will need to have an asset management plan that addresses the related infrastructure by July 1, 2021 (Phase 1). O. Reg. 588/17 specifies that the municipality's asset management plan must include the following for each asset category:

- the current levels of service being provided;
  - determined in accordance with the following qualitative descriptions and technical metrics and based on data from at most the two calendar years prior to the year in which all information required under this section is included in the asset management plan.
- the current performance of each asset category;
- a summary of the assets in the category;
- the replacement cost of the assets in the category;
- the average age of the assets in the category, determined by assessing the average age of the components of the assets;
- the information available on the condition of the assets in the category;
- a description of the municipality's approach to assessing the condition of the assets in the category, based on recognized and generally accepted good engineering practices where appropriate; and
- the lifecycle activities that would need to be undertaken to maintain the current levels of service.

Upon completion of the asset management plan for water, the City will need to consider the impacts during the annual budget and forecast process.

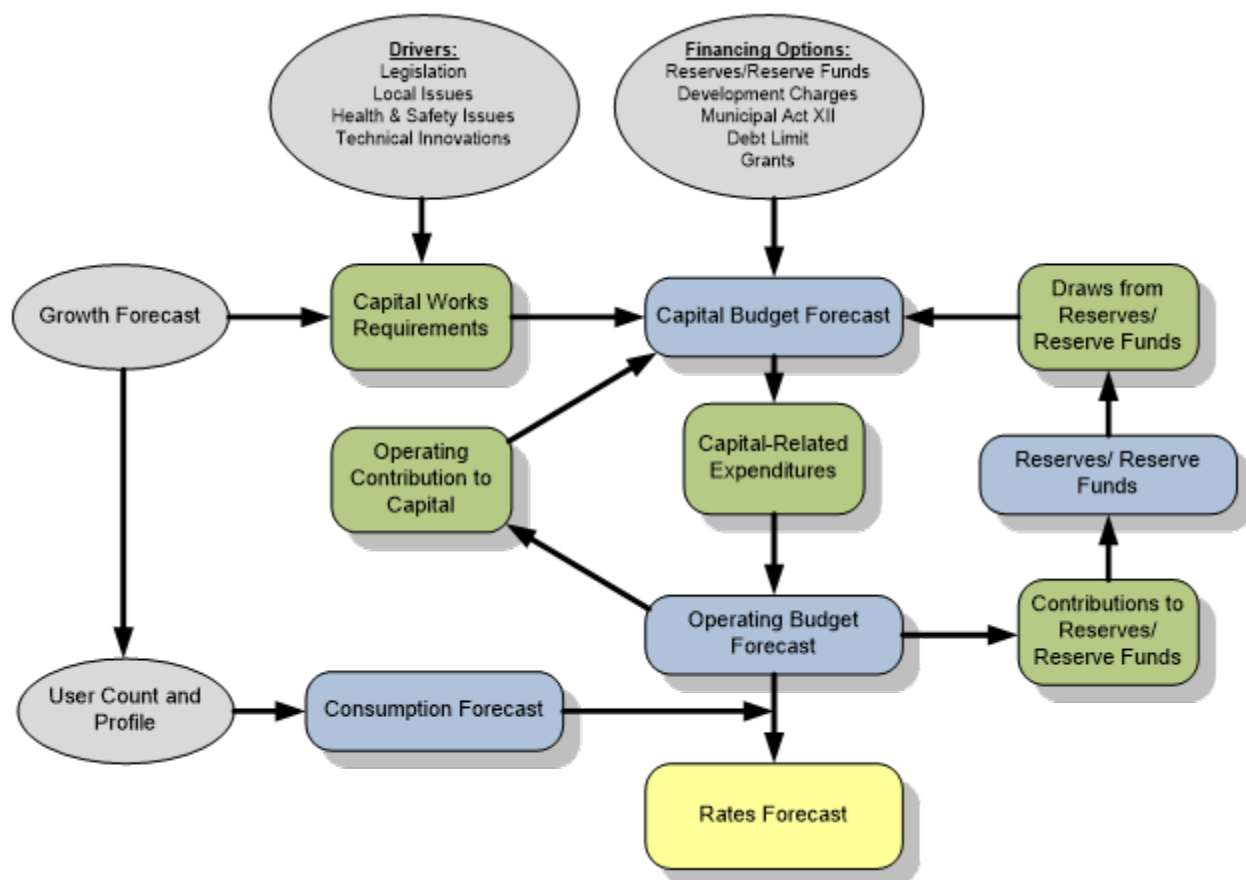
## **2.5 Water Forecast**

---

As noted earlier, City is currently undertaking a Water Rate Study and Water Conservation and Servicing Master Plan including preparing draft findings within the context of the current rate structure. The ongoing Rate Study process is designed to address “full cost” principles and reflects the guiding principles toward sustainable financial planning. Figure 2-1 below summarizes the process.



Figure 2-1  
Water and Wastewater Rate Calculation Methodology



As a result of employing this process, a Rate Study provides the basis for a sound financial plan for the City's water system by assessing:

- A detailed assessment of current and future capital needs including an analysis of potential funding sources;
- An analysis of operating costs in order to determine how they will be impacted by evolving infrastructure needs;
- A review and recommendation on rates that ensure revenues are equitable and sufficient to meet system needs; and
- A public process that involves consultation with the main stakeholders including the City's staff, Council, the general public (specifically the users of the system) and others with the aim of gaining input and collaboration on the sustainability of the water systems.



The details from the draft findings of the Rate Study that have been used in this plan are outlined in detail in Appendix A.



# Chapter 3

## Approach



## 3. Approach

### 3.1 Overview

---

The draft Rate Study has been used as a starting point to prepare the water financial plan. The draft Rate Study is prepared on a modified cash basis; therefore, a conversion is required in order to present a full accrual financial plan for the purposes of this report. The conversion process used will help to establish the structure of the financial plan along with the opening balances that will underpin the forecast. This chapter outlines the conversion process utilized and summarizes the adjustments made to prepare the water financial plan.

### 3.2 Conversion Process

---

The conversion from the existing modified cash basis found in the draft Rate Study to the full accrual reporting format required under O. Reg. 453/07 can be summarized in the following steps:

1. Calculate Tangible Capital Asset Balances
2. Convert Statement of Operations
3. Convert Statement of Financial Position
4. Convert Statement of Cash Flow and Net Assets/Debt
5. Verification and Note Preparation

#### 3.2.1 *Calculate Tangible Capital Asset Balances*

In calculating tangible capital asset balances, existing and future purchased, developed, and/or contributed assets will need to be considered. For existing water assets, an inventory has already been compiled and summarized by the City for the purposes of their annual PSAB 3150 compliance process. As required, for PSAB 3150 reporting purposes, the asset inventory listing included historical cost (which is the original cost to purchase, develop, or construct each asset) along with an estimated useful life for each asset and any anticipated salvage value is recorded. The following calculations are made to determine net book value:



- Accumulated amortization up to the year prior to the first forecast year.
- Amortization expense on existing assets for each year of the forecast period.
- Acquisition of new assets for each year of the forecast period.
- Disposals and related gains or losses for each year of forecast period.

Future water capital needs have also been determined and summarized within the draft Rate Study. These estimates, however, only represent future assets that the City anticipates purchasing or constructing without consideration for future assets that are contributed by developers and other parties (at no or partial cost to the City). These contributed assets will form part of the infrastructure going forward in terms of the sustainability of the system and despite their non-monetary nature; future financial plans may need to be adjusted in order to properly account for these transactions. Once the sequence and total asset acquisition has been determined for the forecast period, annual amortization of these assets for each year is calculated in a similar manner as that used for existing assets.

Once the historical cost, accumulated amortization, and amortization expenses are calculated as described above, the total net book value of the tangible capital assets can be determined and recorded on the Statement of Financial Position.

### **3.2.2 Convert Statement of Operations**

A wide range of adjustments will be considered, dependent on the size and complexity of the systems, in order to convert from the cash to full accrual basis (see Figure 3-1). For example, debt repayment costs relating to the principal payment portion only needs to be removed under the accrual basis, as they no longer qualify as an expense for reporting purposes. Principal payments are reported as a decrease in debt liability on the Statement of Financial Position. Transfers to and from reserves are removed as these transactions are represented by changes in cash and accumulated surplus. Finally, expenses relating to tangible capital assets, such as amortization, write-offs, and (gain)/loss on disposal of assets are reported on the Statement of Operations in order to capture the allocation of the cost of these assets to operating activities over their useful lives and therefore are added in under the accrual basis.



Table 3-1  
Conversion Adjustments  
Statement of Operations

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
<b>Revenues</b>					<b>Revenues</b>
Base Charge Revenue	1,214,288			1,214,288	Base Charge Revenue
Rate Based Revenue	7,599,824			7,599,824	Rate Based Revenue
Transfers from Reserves	38,699	38,699			
			38,699	38,699	Earned Development Charges and Gas Tax Revenue
			-	-	Developer Contributions
Other Revenue	269,586		28,501	298,087	Other Revenue
<b>Total Revenues</b>	<b>9,122,397</b>			<b>9,150,898</b>	<b>Total Revenues</b>
<b>Expenditures</b>					<b>Expenses</b>
Operating	5,160,500	-		5,160,500	Operating Expenses
Capital					
Transfers to Reserves	3,866,910		3,866,910		
Transfers to Capital	-		-		
Debt Repayment (Principal & Interest)	94,987		47,737	47,250	Interest on Debt
		1,288,600		1,288,600	Amortization
		-		-	Loss on Disposal of Tangible Capital Assets
<b>Total Expenditures</b>	<b>9,122,397</b>			<b>6,496,350</b>	<b>Total Expenses</b>
<b>Net Expenditures</b>	<b>0</b>			<b>2,654,548</b>	<b>Annual Surplus/(Deficit)</b>
Increase (decrease) in amounts to be recovered	-			53,660,854	Accumulated Surplus/(Deficit), beginning of year
<b>Change in Fund Balances</b>	<b>-</b>	<b>2,654,548</b>	<b>-</b>	<b>56,315,402</b>	<b>Accumulated Surplus/(Deficit), end of year</b>
<b>TOTAL ADJUSTMENTS</b>		<b>3,981,847</b>	<b>3,981,847</b>		



### **3.2.3 Convert Statement of Financial Position**

Once the Statement of Operations has been converted and the net book value of tangible capital assets has been recorded, balances for the remaining items on the Statement of Financial Position are determined and recorded (see Figure 3-2). The opening/actual balances for the remaining accounts such as accounts receivable, inventory, accounts payable, outstanding debt (principal only), are recorded and classified according to the structure of the Statement of Financial Position as outlined in PS1200.

It is acknowledged that some of the balances required on the Statement of Financial Position will be consolidated across the City and as such, will be difficult to isolate the information that is relevant to water. An example of this is accounts payable, which may be administered centrally by the Finance Department. Ontario Regulation 453/07 allows for the exclusion of these numbers if they are not known at the time of preparing the financial plan. Please refer to the Financial Plan Notes in Chapter 4 for more details.

### **3.2.4 Convert Statement of Cash Flow and Net Financial Assets/Debt**

The Statement of Cash Flow summarizes how the City financed its activities or in other words, how the costs of providing services were recovered. The statement is derived using comparative Statement of Financial Position, the current Statement of Operations and other available transaction data.

The Statement of Change in Net Financial Assets/Debt is a statement which reconciles the difference between the surplus or deficit from current operations and the change in net financial assets/debt for the year. This is significant, as net debt provides an indication of future revenue requirements. In order to complete the Statement of Net Financial Assets/Debt, information regarding any gains/losses on disposals of assets, asset write-downs, acquisition/use of supplies inventory, and the acquisition use of prepaid expenses is necessary, (if applicable). Although the Statement of Change in Net Financial Assets/Debt is not required under O. Reg. 453/07, it has been included in this report as a further indicator of financial viability.





Table 3-2  
Conversion Adjustments  
Statement of Financial Position

Modified Cash Basis	Budget 2021	Adjustments		Full Accrual Budget 2021	Accrual Basis
		DR	CR		
<b>ASSETS</b>					<b>ASSETS</b>
<b>Financial Assets</b>					<b>Financial Assets</b>
Cash	1,691,363			1,691,362	Cash
Accounts Receivable	415,649			415,649	Accounts Receivable
				-	Investments
				-	Inventory for resale
<b>Total Financial Assets</b>	<b>2,117,969</b>			<b>2,117,968</b>	<b>Total Financial Assets</b>
<b>Non-Financial Assets</b>					
Inventory of Supplies	-		-		
Prepaid Expenses	-		-		
<b>Total Non-Financial Assets</b>	<b>-</b>				
<b>LIABILITIES</b>					<b>Liabilities</b>
Accounts Payable & Accrued Liabilities	664,424			664,424	Accounts Payable & Accrued Liabilities
Gross Long-term Liabilities	1,817,263			1,817,263	Debt (Principal only)
Deferred Revenue	-			-	Deferred Revenue
Other	-			-	Other
<b>Total Liabilities</b>	<b>2,481,687</b>			<b>2,481,687</b>	<b>Total Liabilities</b>
<b>Net Assets/(Debt)</b>	<b>(363,718)</b>			<b>(363,719)</b>	<b>Net Financial Assets/(Debt)</b>
		56,679,120	-	56,679,120	<b>Non-Financial Assets</b>
		-		-	Tangible Capital Assets
		-		-	Inventory of Supplies
					Prepaid Expenses
				<b>56,679,120</b>	<b>Total Non-Financial Assets</b>
<b>Municipal Position</b>					
Water Reserves	1,453,545	1,453,545	-		
Gas Tax Reserve Fund	-	-	-		
Development Charge Reserve Fund	(10,957)	-	10,957		
Amounts to be Recovered	(1,806,306)	-	1,806,306		
<b>Total Municipal Position</b>	<b>(363,718)</b>		56,315,402	<b>56,315,402</b>	<b>Accumulated Surplus/(Deficit), end of year</b>
<b>TOTAL ADJUSTMENTS</b>		<b>58,132,665</b>	<b>58,132,665</b>		



### 3.2.5 Verification and Note Preparation

The final step in the conversion process is to ensure that all the statements created by the previous steps are in balance. The Statement of Financial Position summarizes the resources and obligations of the City at a set point in time. The Statement of Operations summarizes how these resources and obligations changed over the reporting period. To this end, the accumulated surplus/deficit reported on the Statement of Financial Position should equal the accumulated surplus/deficit reported on the Statement of Operations.

The Statement of Change in Net Financial Assets/Debt and the Statement of Financial Position are also linked in terms of reporting on net financial assets/debt. On the Statement of Financial Position, net financial assets/debt is equal to the difference between financial assets and liabilities and should equal net financial assets/debt as calculated on the Statement of Net Financial Assets/Debt.

While not part of the financial plan, the accompanying notes are important to summarize the assumptions and estimates made in preparing the financial plan. Some of the significant assumptions that need to be addressed within the financial plan are as follows:

- a) Opening cash balances – Opening cash balances are necessary to complete the Statement of Cash Flows and balance the Statement of Financial Position. Preferably, opening cash balances should be derived from actual information contained within the City's ledgers. It may not be possible, however, to extract this information from the ledgers for water alone; therefore, a reasonable proxy will be needed. One approach is to assume that opening cash balances equal ending reserve and reserve fund balances from the previous year adjusted for accrual-based transactions reflected by accounts receivable/payable balances. The following equation outlines this approach:

$$\begin{aligned} &\text{Ending Reserve/Reserve Fund Balance} \\ &\text{Plus: Ending Accounts Payable Balance} \\ &\text{Less: } \underline{\text{Ending Accounts Receivable Balance}} \\ &\text{Equals: Approximate Ending Cash Balance} \end{aligned}$$

- b) Amortization Expense – The method and timing of amortization should be based on the City's amortization policy.



- c) Accumulated Amortization – Will be based on the culmination of accumulated amortization expenses throughout the life of each asset however derived, along with information on construction/acquisition date and useful life obtained from the City
- d) Contributed Assets – As noted earlier, contributed assets could represent a significant part of the City’s infrastructure acquisitions. As such, a reasonable estimate of value and timing of acquisition/donation may be required in order to adequately capture these assets. In the case where contributed assets are deemed to be insignificant or unknown, an assumption of “no contributed assets within the forecast period” will be made.
- e) Accumulated Surplus – The magnitude of the surplus in this area may precipitate the need for additional explanation especially in the first year of reporting. This Accumulated Surplus captures the historical infrastructure investment which has not been reported in the past but has accumulated to significant levels. It also includes all water reserve and reserve fund balances.
- f) Other Revenues – Will represent the recognition of revenues previously deferred (i.e. development charge revenues) and/or accrued revenues (developer contributions), and/or other minor miscellaneous revenues.



# Chapter 4

## Financial Plan



## 4. Financial Plan

### 4.1 Introduction

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The following tables provide the complete financial plan for the City's water system. A brief description and analysis of each table is provided below. It is important to note that the financial plan that follows is a forward look at the financial position of the City's water system. It is not an audited document<sup>1</sup> and it contains various estimates as detailed in the "Notes to the Financial Plan" section below.

### 4.2 Water Financial Plan

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#### 4.2.1 *Statement of Financial Position (Table 4-1)*

The Statement of Financial Position provides information that describes the assets, liabilities, and accumulated surplus of the City's water system. The first important indicator is net financial assets/(debt), which is defined as the difference between financial assets and liabilities. This indicator provides an indication of the system's "future revenue requirement." A net financial asset position is where financial assets are greater than liabilities and implies that the system has the resources to finance future operations. Conversely, a net debt position implies that the future revenues generated by the system will be needed to finance past transactions, as well as future operations. Table 4-1 indicates that in 2021, the City's water system was in a net debt position of \$364,000. The financial plan forecasts a net debt position for each year of the forecast period, decreasing to a net debt position of \$18.3 million by 2030.

Another important indicator on the Statement of Financial Position is the tangible capital asset balance under section PS3150. As noted earlier, providing this information is a requirement for municipalities as part of PS3150 compliance and is significant from a financial planning perspective for the following reasons:

- Tangible capital assets such as watermain and treatment facilities are imperative to water service delivery.

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<sup>1</sup> O. Reg. 453/07 does not require an audited financial plan.

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- These assets represent significant economic resources in terms of their historical and replacement costs. Therefore, ongoing capital asset management is essential to managing significant replacements and repairs.
- The annual maintenance required by these assets has an enduring impact on water operational budgets.

In general terms, an increase in the tangible capital asset balance indicates that assets may have been acquired either through purchase by the municipality or donation/contribution by a third party. A decrease in the tangible capital asset balance can indicate a disposal, write down, or use of assets. A use of assets is usually represented by an increase in accumulated amortization due to annual amortization expenses arising as a result of allocating the cost of the asset to operations over the asset's useful life. Table 4-1 shows tangible capital assets net book value is expected to increase by \$57.6 million to approximately \$107.9 million over the 10-year forecast period. This indicates that the City is anticipating acquiring more assets than the anticipated use of existing assets over the forecast period

#### **4.2.2 Statement of Operations (Table 4-2)**

The Statement of Operations summarizes the revenues and expenses generated by the water system for a given period. The annual surplus/deficit measures whether the revenues generated were sufficient to cover the expenses incurred and in turn, whether net financial assets have been maintained or depleted. Table 4-2 illustrates the ratio of expenses to revenues decreasing from 71% to 64% over the forecast period. As a result, annual surplus/(deficit) increases from a surplus of \$2.7 million to a surplus of \$4.7 million over the forecast period. It is important to note that an annual surplus is beneficial to ensure funding is available to non-expense costs such as tangible capital asset acquisitions and reserve/reserve fund transfers.

Another important indicator on this statement is accumulated surplus/deficit. An accumulated surplus indicates that the available net resources are sufficient to provide future capital water services. An accumulated deficit indicates that resources are insufficient to provide future services and that borrowing or rate increases are required to finance annual deficits. From Table 4-2, the financial plan proposes to add approximately \$35.9 million over the forecast period to a 2021 accumulated surplus of \$53.7 million. The accumulated surplus, as indicated in Table 4-2, is predominantly related to of investments in tangible capital assets made by the City.



### **4.2.3 Statement of Change in Net Financial Assets/Debt (Table 4-3)**

The Statement of Change in Net Financial Assets/Debt indicates whether revenue generated was sufficient to cover operating and non-financial asset costs (i.e. inventory supplies, prepaid expenses, tangible capital assets, etc.) and in so doing, explains the difference between the annual surplus/deficit and the change in net financial assets/debt for the period. Table 4-3 indicates that forecasted tangible capital asset acquisitions (net of amortization for the year) exceed the forecasted annual surplus for all years of the forecast period, resulting in a decrease in net financial assets.

Therefore, an overall decrease to net financial assets is anticipated over the forecast period. This is due to the planned use of debt to construct tangible capital assets in all years of the forecast. Based on the foregoing, the ratio of cumulative annual surplus before amortization to cumulative tangible capital asset acquisitions improves from a value of 0.51 to 0.70 over the forecast period.<sup>1</sup>

### **4.2.4 Statement of Cash Flow (Table 4-4)**

The Statement of Cash Flow summarizes how water systems are expected to generate and use cash resources during the forecast period. The transactions that provide/use cash are classified as operating, capital, investing, and financing activities as shown in Table 4-4. This statement focuses on the cash aspect of these transactions and thus is the link between cash-based and accrual-based reporting. Table 4-4 indicates that cash from operations will be used to fund capital transactions (i.e. tangible capital asset acquisitions) over the forecast period. The financial plan projects the cash position of the City's water systems to worsen from a balance of approximately \$1.7 million at the beginning of 2021, to a deficit of \$946,000 by the end of 2030. The deficit cash position is primarily made up of a deficit position within the City's DC Reserve Fund for Water services throughout the forecast period. Contributing to this trend is a large amount of growth-related debt servicing, which is not matched by sufficient DC revenue during the forecast period. For further discussions, on projected cash balances please refer to the Notes to the Financial Plan.

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<sup>1</sup> A desirable ratio is 1:1 or better.



Table 4-1  
Statement of Financial Position: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Financial Assets</b>											
Cash	1	1,691,362	193,670	111,009	12,536	-	-	-	-	-	-
Accounts Receivable	1	415,649	440,520	466,811	493,439	520,770	534,723	550,592	567,284	584,386	601,903
Long-term Accounts Receivable	2	10,957	43,521	113,435	199,107	285,114	371,337	493,348	660,383	874,610	1,138,281
<b>Total Financial Assets</b>		<b>2,117,968</b>	<b>677,711</b>	<b>691,255</b>	<b>705,082</b>	<b>805,884</b>	<b>906,060</b>	<b>1,043,940</b>	<b>1,227,667</b>	<b>1,458,996</b>	<b>1,740,184</b>
<b>Liabilities</b>											
Bank Indebtedness		-	-	-	-	86,703	172,484	295,700	464,465	680,536	946,158
Accounts Payable & Accrued Liabilities	1	664,424	677,711	691,256	705,084	719,182	733,577	748,242	763,203	778,460	794,026
Debt (Principal only)	2	1,817,263	6,790,777	12,806,069	13,359,888	13,802,743	14,313,675	14,888,116	15,555,506	16,326,422	18,250,765
Deferred Revenue	3	-	-	-	-	-	-	-	-	-	-
<b>Total Liabilities</b>		<b>2,481,687</b>	<b>7,468,488</b>	<b>13,497,325</b>	<b>14,064,972</b>	<b>14,608,628</b>	<b>15,219,736</b>	<b>15,932,058</b>	<b>16,783,174</b>	<b>17,785,418</b>	<b>19,990,949</b>
<b>Net Financial Assets/(Debt)</b>		<b>(363,718)</b>	<b>(6,790,777)</b>	<b>(12,806,069)</b>	<b>(13,359,888)</b>	<b>(13,802,743)</b>	<b>(14,313,675)</b>	<b>(14,888,116)</b>	<b>(15,555,506)</b>	<b>(16,326,422)</b>	<b>(18,250,765)</b>
<b>Non-Financial Assets</b>											
Tangible Capital Assets	4	56,679,120	65,540,837	74,383,208	77,681,863	81,257,482	85,815,418	90,685,201	95,806,234	101,186,013	107,843,752
<b>Total Non-Financial Assets</b>		<b>56,679,120</b>	<b>65,540,837</b>	<b>74,383,208</b>	<b>77,681,863</b>	<b>81,257,482</b>	<b>85,815,418</b>	<b>90,685,201</b>	<b>95,806,234</b>	<b>101,186,013</b>	<b>107,843,752</b>
<b>Accumulated Surplus/(Deficit)</b>	5	<b>56,315,402</b>	<b>58,750,060</b>	<b>61,577,139</b>	<b>64,321,975</b>	<b>67,454,739</b>	<b>71,501,743</b>	<b>75,797,085</b>	<b>80,250,728</b>	<b>84,859,591</b>	<b>89,592,987</b>
<b>Financial Indicators</b>	<b>Total Change</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
1) Increase/(Decrease) in Net Financial Assets	(21,669,899)	(3,782,852)	(6,427,059)	(6,015,292)	(553,819)	(442,855)	(510,932)	(574,441)	(667,390)	(770,916)	(1,924,343)
2) Increase/(Decrease) in Tangible Capital Assets	57,602,032	6,437,400	8,861,717	8,842,371	3,298,655	3,575,619	4,557,936	4,869,783	5,121,033	5,379,779	6,657,739
3) Increase/(Decrease) in Accumulated Surplus	35,932,133	2,654,548	2,434,658	2,827,079	2,744,836	3,132,764	4,047,004	4,295,342	4,453,643	4,608,863	4,733,396





Table 4-2  
Statement of Operations: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Water Revenue</b>											
Rate Based Revenue		1,214,288	1,280,312	1,351,559	1,425,743	1,502,895	1,540,389	1,578,156	1,618,587	1,659,312	1,700,331
Fixture Charge Revenue		7,599,824	8,038,098	8,501,200	8,990,516	9,507,511	9,770,540	10,040,347	10,317,100	10,600,969	10,892,130
Earned Development Charges Revenue	3	38,699	74,935	112,226	127,635	127,635	127,635	162,534	205,806	250,345	296,220
Other Revenue	6	298,087	274,900	280,300	285,799	291,500	297,200	303,001	308,901	315,101	321,501
<b>Total Revenues</b>		<b>9,150,898</b>	<b>9,668,245</b>	<b>10,245,285</b>	<b>10,829,693</b>	<b>11,429,541</b>	<b>11,735,764</b>	<b>12,084,038</b>	<b>12,450,394</b>	<b>12,825,727</b>	<b>13,210,182</b>
<b>Water Expenses</b>											
Operating Expenses	Sch. 4-1	5,160,500	5,793,700	5,696,900	6,039,300	6,188,800	5,798,600	5,811,500	5,927,700	6,046,200	6,194,100
Interest on Debt	2	47,250	63,604	237,677	448,212	467,596	483,096	500,979	521,084	544,443	571,425
Amortization	4	1,288,600	1,376,283	1,483,629	1,597,345	1,640,381	1,407,064	1,476,217	1,547,967	1,626,221	1,711,261
Loss on Disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>		<b>6,496,350</b>	<b>7,233,587</b>	<b>7,418,206</b>	<b>8,084,857</b>	<b>8,296,777</b>	<b>7,688,760</b>	<b>7,788,696</b>	<b>7,996,751</b>	<b>8,216,864</b>	<b>8,476,786</b>
<b>Annual Surplus/(Deficit)</b>		<b>2,654,548</b>	<b>2,434,658</b>	<b>2,827,079</b>	<b>2,744,836</b>	<b>3,132,764</b>	<b>4,047,004</b>	<b>4,295,342</b>	<b>4,453,643</b>	<b>4,608,863</b>	<b>4,733,396</b>
Accumulated Surplus/(Deficit), beginning of year	5	53,660,854	56,315,402	58,750,060	61,577,139	64,321,975	67,454,739	71,501,743	75,797,085	80,250,728	84,859,591
Accumulated Surplus/(Deficit), end of year		56,315,402	58,750,060	61,577,139	64,321,975	67,454,739	71,501,743	75,797,085	80,250,728	84,859,591	89,592,987
<b>Note 5:</b>											
<b>Accumulated Surplus/(Deficit) Reconciliation:</b>		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Reserve Balances</b>											
Reserves: Development Charges		(10,957)	(43,521)	(113,435)	(199,107)	(285,114)	(371,337)	(493,348)	(660,383)	(874,610)	(1,138,281)
Reserves: Gas Tax		-	-	-	-	-	-	-	-	-	-
Reserves: Capital/Other		1,453,545	-	-	-	-	-	-	-	-	-
<b>Total Reserves Balance</b>		<b>1,442,588</b>	<b>(43,521)</b>	<b>(113,435)</b>	<b>(199,107)</b>	<b>(285,114)</b>	<b>(371,337)</b>	<b>(493,348)</b>	<b>(660,383)</b>	<b>(874,610)</b>	<b>(1,138,281)</b>
Less: Debt Obligations and Deferred Revenue		(1,817,263)	(6,790,777)	(12,806,069)	(13,359,888)	(13,802,743)	(14,313,675)	(14,888,116)	(15,555,506)	(16,326,422)	(18,250,765)
Add: Long-term Accounts Receivable		10,957	43,521	113,435	199,107	285,114	371,337	493,348	660,383	874,610	1,138,281
Add: Tangible Capital Assets	4	56,679,120	65,540,837	74,383,208	77,681,863	81,257,482	85,815,418	90,685,201	95,806,234	101,186,013	107,843,752
<b>Total Ending Balance</b>		<b>56,315,402</b>	<b>58,750,060</b>	<b>61,577,139</b>	<b>64,321,975</b>	<b>67,454,739</b>	<b>71,501,743</b>	<b>75,797,085</b>	<b>80,250,728</b>	<b>84,859,591</b>	<b>89,592,987</b>
<b>Financial Indicators</b>	<b>Total Change</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>
1) Expense to Revenue Ratio		71%	75%	72%	75%	73%	66%	64%	64%	64%	64%
2) Increase/(Decrease) in Accumulated Surplus	35,932,133	2,654,548	2,434,658	2,827,079	2,744,836	3,132,764	4,047,004	4,295,342	4,453,643	4,608,863	4,733,396



Schedule 4-1  
Statement of Operating Expenses: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Operating Expenses</b>											
Financial Overhead		672,100	685,500	699,200	713,200	727,500	742,100	756,900	772,000	787,400	803,100
Purchase of Goods		1,231,300	1,255,900	1,281,000	1,306,600	1,332,700	1,359,400	1,386,600	1,414,300	1,442,600	1,471,500
Salary and Benefits		2,432,700	2,481,400	2,531,000	2,581,600	2,633,200	2,685,900	2,739,600	2,794,400	2,850,300	2,907,300
Services and Rent		824,400	840,900	857,700	874,900	892,400	910,200	928,400	947,000	965,900	985,200
Non TCA - Expenses from Capital Budget	7	-	530,000	328,000	563,000	603,000	101,000	-	-	-	27,000
<b>TOTAL OPERATING EXPENSES</b>		<b>5,160,500</b>	<b>5,793,700</b>	<b>5,696,900</b>	<b>6,039,300</b>	<b>6,188,800</b>	<b>5,798,600</b>	<b>5,811,500</b>	<b>5,927,700</b>	<b>6,046,200</b>	<b>6,194,100</b>



**Table 4-3**  
**Statement of Changes in Net Financial Assets/Debt: Water Services**  
**UNAUDITED: For Financial Planning Purposes Only**  
**2021-2030**

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Annual Surplus/(Deficit)		2,654,548	2,434,658	2,827,079	2,744,836	3,132,764	4,047,004	4,295,342	4,453,643	4,608,863	4,733,396
Less: Acquisition of Tangible Capital Assets	4	(7,726,000)	(10,238,000)	(10,326,000)	(4,896,000)	(5,216,000)	(5,965,000)	(6,346,000)	(6,669,000)	(7,006,000)	(8,369,000)
Add: Amortization of Tangible Capital Assets	4	1,288,600	1,376,283	1,483,629	1,597,345	1,640,381	1,407,064	1,476,217	1,547,967	1,626,221	1,711,261
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Proceeds on Sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Add: Write-downs of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
		(6,437,400)	(8,861,717)	(8,842,371)	(3,298,655)	(3,575,619)	(4,557,936)	(4,869,783)	(5,121,033)	(5,379,779)	(6,657,739)
Less: Acquisition of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Less: Acquisition of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
Add: Consumption of Supplies Inventory		-	-	-	-	-	-	-	-	-	-
Add: Use of Prepaid Expenses		-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-
<b>Increase/(Decrease) in Net Financial Assets/(Net Debt)</b>		<b>(3,782,852)</b>	<b>(6,427,059)</b>	<b>(6,015,292)</b>	<b>(553,819)</b>	<b>(442,855)</b>	<b>(510,932)</b>	<b>(574,441)</b>	<b>(667,390)</b>	<b>(770,916)</b>	<b>(1,924,343)</b>
Net Financial Assets/(Net Debt), beginning of year		3,419,134	(363,718)	(6,790,777)	(12,806,069)	(13,359,888)	(13,802,743)	(14,313,675)	(14,888,116)	(15,555,506)	(16,326,422)
<b>Net Financial Assets/(Net Debt), end of year</b>		<b>(363,718)</b>	<b>(6,790,777)</b>	<b>(12,806,069)</b>	<b>(13,359,888)</b>	<b>(13,802,743)</b>	<b>(14,313,675)</b>	<b>(14,888,116)</b>	<b>(15,555,506)</b>	<b>(16,326,422)</b>	<b>(18,250,765)</b>
<b>Financial Indicators</b>											
1) Acquisition of Tangible Capital Assets (Cumulative)		7,726,000	17,964,000	28,290,000	33,186,000	38,402,000	44,367,000	50,713,000	57,382,000	64,388,000	72,757,000
2) Annual Surplus/Deficit before Amortization (Cumulative)		3,943,148	7,754,089	12,064,797	16,406,978	21,180,123	26,634,191	32,405,750	38,407,360	44,642,444	51,087,101
3) Ratio of Annual Surplus before Amortization to Acquisition of TCA's (Cumulative)		0.51	0.43	0.43	0.49	0.55	0.60	0.64	0.67	0.69	0.70



Table 4-4  
Statement of Cash Flow – Indirect Method: Water Services  
UNAUDITED: For Financial Planning Purposes Only  
2021-2030

	Notes	Forecast									
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Operating Transactions</b>											
Annual Surplus/Deficit		2,654,548	2,434,658	2,827,079	2,744,836	3,132,764	4,047,004	4,295,342	4,453,643	4,608,863	4,733,396
Add: Amortization of TCA's	4	1,288,600	1,376,283	1,483,629	1,597,345	1,640,381	1,407,064	1,476,217	1,547,967	1,626,221	1,711,261
(Gain)/Loss on disposal of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Earned Deferred Revenue	3	(38,699)	(74,935)	(112,226)	(127,635)	(127,635)	(127,635)	(162,534)	(205,806)	(250,345)	(296,220)
Less: Developer Contributions		-	-	-	-	-	-	-	-	-	-
Add: Deferred Revenue Proceeds		42,983	42,370	42,311	41,963	41,629	41,412	40,523	38,772	36,118	32,549
Change in A/R (Increase)/Decrease		(415,649)	(24,870)	(26,291)	(26,628)	(27,331)	(13,953)	(15,869)	(16,692)	(17,102)	(17,517)
Change in A/P Increase/(Decrease)		664,424	13,287	13,545	13,828	14,098	14,395	14,665	14,961	15,257	15,566
Less: Interest Proceeds		(28,501)	-	-	-	-	-	-	-	-	-
<b>Cash Provided by Operating Transactions</b>		<b>4,167,706</b>	<b>3,766,793</b>	<b>4,228,047</b>	<b>4,243,709</b>	<b>4,673,906</b>	<b>5,368,287</b>	<b>5,648,344</b>	<b>5,832,845</b>	<b>6,019,012</b>	<b>6,179,035</b>
<b>Capital Transactions</b>											
Proceeds on sale of Tangible Capital Assets		-	-	-	-	-	-	-	-	-	-
Less: Cash Used to acquire Tangible Capital Assets	4	(7,726,000)	(10,238,000)	(10,326,000)	(4,896,000)	(5,216,000)	(5,965,000)	(6,346,000)	(6,669,000)	(7,006,000)	(8,369,000)
<b>Cash Applied to Capital Transactions</b>		<b>(7,726,000)</b>	<b>(10,238,000)</b>	<b>(10,326,000)</b>	<b>(4,896,000)</b>	<b>(5,216,000)</b>	<b>(5,965,000)</b>	<b>(6,346,000)</b>	<b>(6,669,000)</b>	<b>(7,006,000)</b>	<b>(8,369,000)</b>
<b>Investing Transactions</b>											
Proceeds from Investments		28,501	-	-	-	-	-	-	-	-	-
Less: Cash Used to Acquire Investments		-	-	-	-	-	-	-	-	-	-
<b>Cash Provided by (applied to) Investing Transactions</b>		<b>28,501</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Financing Transactions</b>											
Proceeds from Debt Issue	2	515,000	5,041,134	6,263,538	1,032,238	974,521	1,095,666	1,218,384	1,376,955	1,554,007	2,789,793
Less: Debt Repayment (Principal only)	2	(47,737)	(67,619)	(248,246)	(478,420)	(531,666)	(584,734)	(643,944)	(709,565)	(783,090)	(865,450)
<b>Cash Applied to Financing Transactions</b>		<b>467,263</b>	<b>4,973,515</b>	<b>6,015,292</b>	<b>553,818</b>	<b>442,855</b>	<b>510,932</b>	<b>574,440</b>	<b>667,390</b>	<b>770,917</b>	<b>1,924,343</b>
<b>Increase in Cash and Cash Equivalents</b>		<b>(3,062,530)</b>	<b>(1,497,692)</b>	<b>(82,661)</b>	<b>(98,473)</b>	<b>(99,239)</b>	<b>(85,781)</b>	<b>(123,216)</b>	<b>(168,765)</b>	<b>(216,071)</b>	<b>(265,622)</b>
Cash and Cash Equivalents, beginning of year	1	4,753,892	1,691,362	193,670	111,009	12,536	(86,703)	(172,484)	(295,700)	(464,465)	(680,536)
<b>Cash and Cash Equivalents, end of year</b>	<b>1</b>	<b>1,691,362</b>	<b>193,670</b>	<b>111,009</b>	<b>12,536</b>	<b>(86,703)</b>	<b>(172,484)</b>	<b>(295,700)</b>	<b>(464,465)</b>	<b>(680,536)</b>	<b>(946,158)</b>



## Notes to Financial Plan

The financial plan format as outlined in Chapter 4 closely approximates the full accrual format used by municipalities on their audited financial statements. However, the financial plan is not an audited document and contains various estimates. In this regard, section 3 (2) of O. Reg. 453/07 states the following:

“Each of the following sub-subparagraphs applies only if the information referred to in the sub-subparagraph is known to the owner at the time the financial plans are prepared:

1. Sub-subparagraphs 4 i A, B and C of subsection (1)
2. Sub-subparagraphs 4 iii A, C, E and F of subsection (1).”

The information referred to in sub-subparagraphs 4 i A, B and C of subsection (1) includes:

- A. Total financial assets (i.e. cash and receivables);
- B. Total liabilities (i.e. payables, debt and deferred revenue);
- C. Net debt (i.e. the difference between A and B above).

The information referred to in sub-subparagraphs 4 iii A, C, E and F of subsection (1) includes:

- A. Operating transactions that are cash received from revenues, cash paid for operating expenses and finance charges
- B. Investing transactions that are acquisitions and disposal of investments
- C. Change in cash and cash equivalents during the year
- D. Cash and cash equivalents at the beginning and end of the year

In order to show a balanced financial plan in a full accrual format for the City, some of the items listed above have been estimated given that the City does not maintain all financial asset and liability data separately for water. Usually, this type of data is combined with the financial assets and liabilities of other departments and services



given that there is not a current obligation to disclose this data separately (as there is with revenue and expenses).

The assumptions used have been documented below:

## 1. Cash, Receivables and Payables

It is assumed that the opening cash balances required to complete the financial plan are equal to:

Ending Reserve/Reserve Fund Balance  
*Plus:* Ending Accounts Payable Balance  
*Less:* Ending Accounts Receivable Balance  
*Equals:* *Approximate Ending Cash Balance*

Receivable and payable balances were estimated for each year of the forecast based on the following factors:

- a) Receivables: Based on historical levels of water receivables as a percentage of annual water revenue earned (source: 2018-2019 City provided water accounts receivable balances); and
- b) Payables: Based on historical levels of City-wide payables as a percentage of annual City-wide expenses incurred (source: 2017-2018 Financial Information Returns).

## 2. Debt

Currently there is no outstanding water related debt. The City is anticipating the need to issue debt in 2020 as well as over the forecast period 2021-2030) to fund growth and non-growth-related expenditures. Principal repayments for the new debt over the forecast period are scheduled as follows:



Year	Principal Payments
2021	47,737
2022	67,619
2023	248,246
2024	478,420
2025	531,666
2026	584,734
2027	643,944
2028	709,565
2029	783,090
2030	865,450
<b>Total</b>	<b>4,960,471</b>

For financial reporting purposes, debt principal payments represent a decrease in debt liability and the interest payments represent a current year operating expense.

### 3. Deferred Revenue

Deferred revenue is typically made up of water development charge reserve fund and gas tax balances which are considered to be a liability for financial reporting purposes until the funds are used to emplace the works for which they have been collected. In years when the water development charge reserve fund balance is negative, it is shown as an asset (“long-term accounts receivable”) for financial reporting purposes, representing future amounts to be collected from developers. Note that the draft findings for the Rate Study anticipates that the water D.C. reserve fund will continue to stay in a deficit position throughout the forecast. Therefore, the deficit balances are being financed internally through the overall general water revenues. In future years, as D.C. revenue is received, there will be an adjustment to refund the overall water account to repay the internal financing.

### 4. Tangible Capital Assets

- Opening net book value of tangible capital assets includes water related assets in the following categories:
  - i. Infrastructure (hydrants, service, valves, watermain and relined watermain)
  - ii. Facilities (building equipment and building structures)



- Amortization is calculated based on using the straight-line approach with no amortization in the year of acquisition or construction.
- Given the planned asset replacement forecast in the Rate Study draft findings, useful life on acquisitions is assumed to be equal to the weighted average useful life for all assets on hand in each respective asset category.
- Write-offs are assumed to equal \$0 for each year in the forecast period.
- Tangible capital assets are shown on a net basis. It is assumed that disposals occur when the asset is being replaced, unless the asset is documented as a new asset. The value of each asset disposal is calculated by estimating the original purchase/construction date and deflating current replacement cost values to those estimated dates in order to calculate original historical cost.
- Gains/losses on disposal are assumed to be \$0 (it is assumed that historical cost is equal to accumulated amortization for all disposals).
- Residual value is assumed to be \$0 for all assets contained within the forecast period.
- The City is unaware of any specific lead service piping in the municipal water system.

The balance of tangible capital assets is summarized as follows:

Asset Historical Cost	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Tangible Capital Asset Balance	83,668,477	91,132,895	101,024,920	110,977,058	115,624,832	120,565,378	126,214,158	132,220,288	138,542,587	145,183,922
Acquisitions	7,726,000	10,238,000	10,326,000	4,896,000	5,216,000	5,965,000	6,346,000	6,669,000	7,006,000	8,369,000
Disposals	261,582	345,975	373,862	248,226	275,454	316,220	339,870	346,701	364,665	203,354
<b>Closing Tangible Capital Asset Balance</b>	<b>91,132,895</b>	<b>101,024,920</b>	<b>110,977,058</b>	<b>115,624,832</b>	<b>120,565,378</b>	<b>126,214,158</b>	<b>132,220,288</b>	<b>138,542,587</b>	<b>145,183,922</b>	<b>153,349,568</b>
Opening Accumulated Amortization	33,426,757	34,453,775	35,484,083	36,593,850	37,942,969	39,307,896	40,398,740	41,535,087	42,736,353	43,997,909
Amortization Expense	1,288,600	1,376,283	1,483,629	1,597,345	1,640,381	1,407,064	1,476,217	1,547,967	1,626,221	1,711,261
Amortization on Disposal	261,582	345,975	373,862	248,226	275,454	316,220	339,870	346,701	364,665	203,354
<b>Ending Accumulated Amortization</b>	<b>34,453,775</b>	<b>35,484,083</b>	<b>36,593,850</b>	<b>37,942,969</b>	<b>39,307,896</b>	<b>40,398,740</b>	<b>41,535,087</b>	<b>42,736,353</b>	<b>43,997,909</b>	<b>45,505,816</b>
<b>Net Book Value</b>	<b>56,679,120</b>	<b>65,540,837</b>	<b>74,383,208</b>	<b>77,681,863</b>	<b>81,257,482</b>	<b>85,815,418</b>	<b>90,685,201</b>	<b>95,806,234</b>	<b>101,186,013</b>	<b>107,843,752</b>

## 5. Accumulated Surplus

Opening accumulated surplus for the forecast period is reconciled as follows:





Water	2021 Opening Accumulated Surplus
<b>Reserve Balances</b>	
Reserves: Development Charges	(15,242)
Reserves: Capital/Other	4,769,134
<b>Total Reserves Balance</b>	<b>4,753,892</b>
Less: Debt Obligations and Deferred Revenue	(1,350,000)
Less: Unfinanced Capital	-
Add: Long-term Accounts Receivable	15,242
Add: Tangible Capital Assets	50,241,720
<b>Total Opening Balance</b>	<b>53,660,854</b>

The accumulated surplus reconciliation for all years within the forecast period is contained in Table 4-2.

## 6. Other Revenue

Other revenues include general sales and rents, other user fees, water connections, recoveries, miscellaneous fees and charges, interest, and miscellaneous other revenues.

## 7. Operating Expenses

Capital expenditures for items not meeting the definition of tangible capital assets have been reclassified as operating expenses and have been expensed in the year in which they occur.



# Chapter 5

## Process for Financial Plan Approval and Submission to the Province



## 5. Process for Financial Plan Approval and Submission to the Province

As mentioned in section 1.2, preparation of and approval of a financial plan for water assets that meets the requirements of the Act is mandatory for municipal water providers. Proof of the plan preparation and approval is a key submission requirement for municipal drinking water licensing and, upon completion, must be submitted to the MECP. The process established for plan approval, public circulation and filing is set out in O. Reg. 453/07 and can be summarized as follows:

1. The financial plan must be approved by resolution of Council of the municipality who owns the drinking water system or the governing body of the owner. (O. Reg. 453/07, section 3 (1) 1.)
2. The owner of the drinking water system must provide notice advertising the availability of the financial plan. The plans will be made available to the public upon request and without charge. The plans must also be made available to the public on the municipality's website. (O. Reg. 453/07, section 3 (1) 5.)
3. The owner of the drinking water system must provide a copy of the financial plan to the Director of Policy Branch, Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6.)
4. The owner of the drinking water system must provide proof satisfactory to the Director that the financial plans for the system satisfy the requirements under the Safe Drinking Water Act. (S.D.W.A. section 32 (5) 2.ii.)



# Chapter 6

## Recommendations



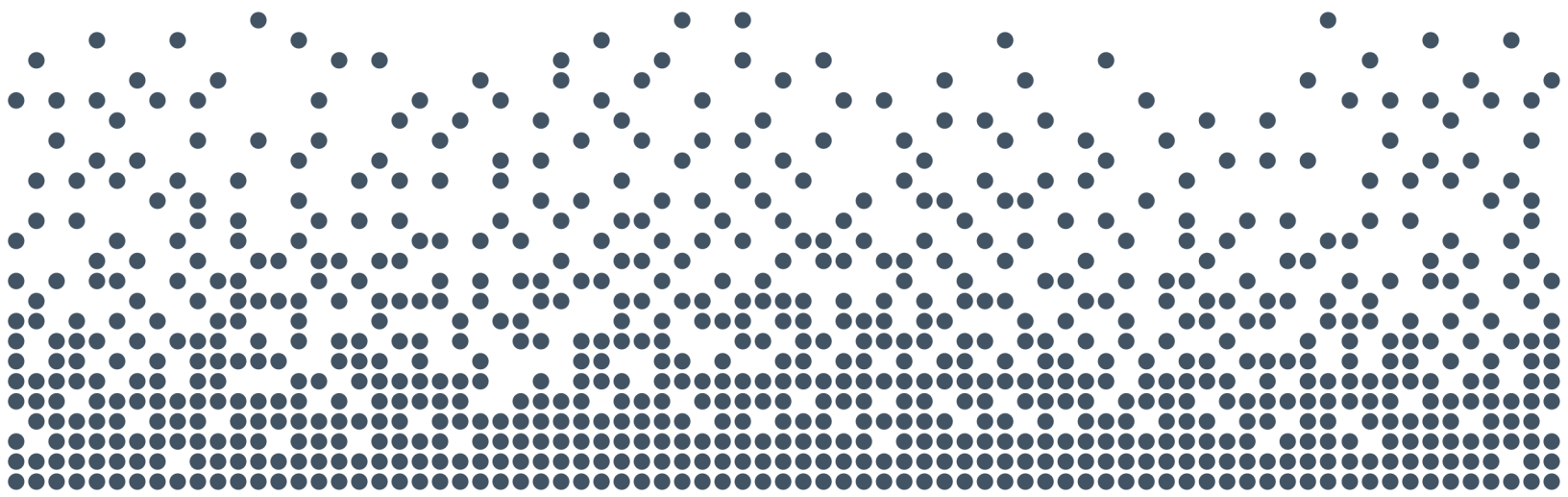
## 6. Recommendations

This report presents the water financial plan for the City of Cornwall in accordance with the mandatory reporting formats for water systems as detailed in O. Reg. 453/07. It is important to note that while mandatory, the financial plan is provided for Council's interest and approval, however, for decision making purposes, it may be more informative to rely on the information contained within draft Rate Study and ultimately the final Water Rate Study prepared through the conclusion of the Water Conservation and Servicing Master Plan. S.5 of O.Reg. 453/07 allows for financial plans to be amended, and as such this plan may be amended upon completion of the Water Rate Study and Water Conservation and Servicing Master Plan. Nevertheless, Council is required to pass certain resolutions with regard to this plan and regulations and it is recommended that:

1. The City of Cornwall's Water Financial Plan prepared by Watson & Associates Economists Ltd. dated October 28, 2020 be approved.
2. Notice of availability of the Financial Plan be advertised.
3. The Financial Plan dated October 28, 2020 be submitted to the Ministry of Municipal Affairs and Housing. (O. Reg. 453/07, section 3 (1) 6).
4. The resolution of Council approving the Financial Plan be submitted to the MECP, satisfying the requirements under the Safe Drinking Water Act. (S.D.W.A. section 32 (5) 2.ii.).<sup>1</sup>

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<sup>1</sup> Note: The Ministry of the Environment does not require the Council Resolution for the initial financial plan submission. We encourage the municipality to contact the Ministry of the Environment to verify all requirements have been met.



# Appendices



# Appendix A

## 2020 Water Rate Study Draft Findings – Water Summary Tables



**Table 1**  
**City of Cornwall**  
**Water Service**  
**Capital Budget Forecast**  
**Inflated \$**

Description	Budget 2020	Total	Forecast									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Capital Expenditures</b>												
<b>Water Purification Plant</b>												
Water Purification Plant Building Addition and Renovations	225,000	-	-	-	-	-	-	-	-	-	-	-
Supervisory Control and Data Acquisition (SCADA) Upgrades	400,000	-	-	-	-	-	-	-	-	-	-	-
Raw Water Intake Redundancy Environmental Assessment	125,000	-	-	-	-	-	-	-	-	-	-	-
Plant Upgrades / Process Improvements estimated for 2021 - 2029	-	10,313,000	824,000	902,000	983,000	1,069,000	1,159,000	1,230,000	1,304,000	1,381,000	1,461,000	-
<b>Water Distribution</b>												
<b>Watermain Rehabilitation</b>												
Improvements to system throughout the City	2,000,000	23,646,000	2,112,000	2,228,000	2,349,000	2,476,000	2,608,000	2,746,000	2,890,000	3,040,000	3,197,000	-
Vincent Massey - Tollgate Rd. to End	-	8,395,000	3,090,000	5,305,000	-	-	-	-	-	-	-	-
Pitt St. - Tollgate Rd. to Cornwall Centre Rd.	-	5,464,000	-	-	5,464,000	-	-	-	-	-	-	-
<b>System Growth - New Watermain</b>												
Powerdam Dr. - Riverdale Ave. to Tollgate Rd.	550,000	-	-	-	-	-	-	-	-	-	-	-
Other System Growth/Protection Projects - Business Park Watermain	-	1,572,000	-	-	328,000	563,000	580,000	101,000	-	-	-	-
Other System Growth/Protection Projects - Powerdam Dr. - Tollgate Rd.	-	1,264,000	515,000	530,000	219,000	-	-	-	-	-	-	-
Other System Growth/Protection Projects - Future Projects	-	2,396,000	-	-	-	-	-	496,000	615,000	633,000	652,000	-
<b>Joint Infrastructure</b>												
York St. - Seventh St. to Ninth St.	800,000	-	-	-	-	-	-	-	-	-	-	-
Sydney St. - Fourth St. to Fifth St.	550,000	-	-	-	-	-	-	-	-	-	-	-
Sydney St. - Fifth St. to Seventh St.	-	1,185,000	1,185,000	-	-	-	-	-	-	-	-	-
Sydney St. - Seventh St. to Eighth St.	-	690,000	-	690,000	-	-	-	-	-	-	-	-
Sydney St. - Eighth St. to Ninth St.	-	583,000	-	583,000	-	-	-	-	-	-	-	-
Third St. - York St. to Bedford St.	-	601,000	-	-	601,000	-	-	-	-	-	-	-
Third St. - Bedford St. to Cumberland St.	-	710,000	-	-	710,000	-	-	-	-	-	-	-
Lawrence Ave. - Montreal Rd. to Second St.	-	732,000	-	-	-	732,000	-	-	-	-	-	-
Gloucester St. - Water St. to First St.	-	619,000	-	-	-	619,000	-	-	-	-	-	-
Gloucester St. - Aberdeen St. to Second St.	-	522,000	-	-	-	-	522,000	-	-	-	-	-
Race St. - Water St. to Marlborough St.	-	927,000	-	-	-	-	927,000	-	-	-	-	-
Eighth St. - Sydney St. to Adolphus St.	-	1,493,000	-	-	-	-	-	1,493,000	-	-	-	-
Eighth St. - Adolphus St. to Marlborough St.	-	1,537,000	-	-	-	-	-	-	1,537,000	-	-	-
Future Projects	-	3,311,000	-	-	-	-	-	-	-	1,615,000	1,696,000	-
Constructed Wetlands for Backwash Water	-	530,000	-	530,000	-	-	-	-	-	-	-	-
Provisions (2030)	-	8,369,000	-	-	-	-	-	-	-	-	-	8,369,000
<b>Studies:</b>												
Asset Management	50,000	-	-	-	-	-	-	-	-	-	-	-
Water Wastewater Rate Study and Financial Plan	-	50,000	-	-	-	-	23,000	-	-	-	-	27,000
<b>Total Capital Expenditures</b>	<b>4,700,000</b>	<b>74,909,000</b>	<b>7,726,000</b>	<b>10,768,000</b>	<b>10,654,000</b>	<b>5,459,000</b>	<b>5,819,000</b>	<b>6,066,000</b>	<b>6,346,000</b>	<b>6,669,000</b>	<b>7,006,000</b>	<b>8,396,000</b>
<b>Capital Financing</b>												
Provincial/Federal Grants	-	-	-	-	-	-	-	-	-	-	-	-
Development Charges Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
Non-Growth Related Debenture Requirements	800,000	18,201,236	-	4,511,134	6,044,538	1,032,238	974,521	599,666	603,384	743,955	902,007	2,789,793
Growth Related Debenture Requirements	550,000	3,660,000	515,000	530,000	219,000	-	-	496,000	615,000	633,000	652,000	-
Operating Contributions	-	-	-	-	-	-	-	-	-	-	-	-
Lifecycle Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-
Water Reserve	3,350,000	53,047,764	7,211,000	5,726,866	4,390,462	4,426,762	4,844,479	4,970,334	5,127,616	5,292,045	5,451,993	5,606,207
<b>Total Capital Financing</b>	<b>4,700,000</b>	<b>74,909,000</b>	<b>7,726,000</b>	<b>10,768,000</b>	<b>10,654,000</b>	<b>5,459,000</b>	<b>5,819,000</b>	<b>6,066,000</b>	<b>6,346,000</b>	<b>6,669,000</b>	<b>7,006,000</b>	<b>8,396,000</b>





**Table 2**  
**City of Cornwall**  
**Water Service**  
**Schedule of Non-Growth Related Debenture Repayments**  
 Inflated \$

Debenture Year	2020	Principal (Inflated)	Forecast									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2020		800,000	56,289	56,289	56,289	56,289	56,289	56,289	56,289	56,289	56,289	56,289
2021		-	-	-	-	-	-	-	-	-	-	-
2022		4,511,134			317,408	317,408	317,408	317,408	317,408	317,408	317,408	317,408
2023		6,044,538				425,300	425,300	425,300	425,300	425,300	425,300	425,300
2024		1,032,238					72,629	72,629	72,629	72,629	72,629	72,629
2025		974,521						68,568	68,568	68,568	68,568	68,568
2026		599,666							42,193	42,193	42,193	42,193
2027		603,384								42,455	42,455	42,455
2028		743,955									52,346	52,346
2029		902,007										63,466
2030		2,789,793										
<b>Total Annual Debt Charges</b>	<b>-</b>	<b>18,201,236</b>	<b>56,289</b>	<b>56,289</b>	<b>373,697</b>	<b>798,997</b>	<b>871,627</b>	<b>940,195</b>	<b>982,388</b>	<b>1,024,843</b>	<b>1,077,188</b>	<b>1,140,655</b>

**Table 3**  
**City of Cornwall**  
**Water Service**  
**Schedule of Growth Related Debenture Repayments**  
 Inflated \$

Debenture Year	2020	Principal (Inflated)	Forecast									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
2020		550,000	38,699	38,699	38,699	38,699	38,699	38,699	38,699	38,699	38,699	38,699
2021		515,000		36,236	36,236	36,236	36,236	36,236	36,236	36,236	36,236	36,236
2022		530,000			37,291	37,291	37,291	37,291	37,291	37,291	37,291	37,291
2023		219,000				15,409	15,409	15,409	15,409	15,409	15,409	15,409
2024		-					-	-	-	-	-	-
2025		-						-	-	-	-	-
2026		496,000							34,899	34,899	34,899	34,899
2027		615,000								43,272	43,272	43,272
2028		633,000									44,539	44,539
2029		652,000										45,875
2030		-										
<b>Total Annual Debt Charges</b>	<b>-</b>	<b>4,210,000</b>	<b>38,699</b>	<b>74,935</b>	<b>112,226</b>	<b>127,635</b>	<b>127,635</b>	<b>127,635</b>	<b>162,534</b>	<b>205,806</b>	<b>250,345</b>	<b>296,220</b>



**Table 4**  
**City of Cornwall**  
**Water Service**  
**Water Reserve Funds Continuity**  
 Inflated \$

Description	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	4,484,436		4,769,134	1,453,544	-	-	-	-	-	-	-	0
Transfer from Operating	3,541,186		3,866,910	4,273,322	4,390,462	4,426,762	4,844,479	4,970,334	5,127,616	5,292,045	5,451,993	5,606,207
Transfer to Capital	3,350,000		7,211,000	5,726,866	4,390,462	4,426,762	4,844,479	4,970,334	5,127,616	5,292,045	5,451,993	5,606,207
Transfer to Operating	-		-	-	-	-	-	-	-	-	-	-
<b>Closing Balance</b>	<b>4,675,622</b>		<b>1,425,044</b>	-	-	-	-	-	-	-	0	0
Interest	93,512		28,501	-	-	-	-	-	-	-	0	0

**Table 5**  
**City of Cornwall**  
**Water Service**  
**Water Development Charges Reserve Fund Continuity**  
 Inflated \$

Description	2020		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance	(56,872)		(15,242)	(10,957)	(42,235)	(110,845)	(195,194)	(279,756)	(364,505)	(485,022)	(650,541)	(863,200)
Development Charge Proceeds	41,929		43,198	44,485	45,790	47,113	48,559	50,033	51,528	53,043	54,611	56,305
Transfer to Capital	-		-	-	-	-	-	-	-	-	-	-
Transfer to Operating	-		38,699	74,935	112,226	127,635	127,635	127,635	162,534	205,806	250,345	296,220
<b>Closing Balance</b>	<b>(14,943)</b>		<b>(10,742)</b>	<b>(41,407)</b>	<b>(108,671)</b>	<b>(191,367)</b>	<b>(274,271)</b>	<b>(357,358)</b>	<b>(475,512)</b>	<b>(637,785)</b>	<b>(846,274)</b>	<b>(1,103,115)</b>
Interest	(299)		(215)	(828)	(2,173)	(3,827)	(5,485)	(7,147)	(9,510)	(12,756)	(16,925)	(22,062)
Required from Development Charges	550,000		515,000	530,000	219,000	-	-	496,000	615,000	633,000	652,000	-



**Table 6**  
**City of Cornwall**  
**Water Services**  
**Operating Budget Forecast**  
**Inflated \$**

Description	Budget 2020		Forecast									
			2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Expenditures</b>												
<u>Operating Costs</u>			-	-	-	-	-	-	-	-	-	-
Financial Overhead	658,959		672,100	685,500	699,200	713,200	727,500	742,100	756,900	772,000	787,400	803,100
Purchase of Goods	1,207,156		1,231,300	1,255,900	1,281,000	1,306,600	1,332,700	1,359,400	1,386,600	1,414,300	1,442,600	1,471,500
Salary and Benefits	2,384,968		2,432,700	2,481,400	2,531,000	2,581,600	2,633,200	2,685,900	2,739,600	2,794,400	2,850,300	2,907,300
Services and Rent	808,212		824,400	840,900	857,700	874,900	892,400	910,200	928,400	947,000	965,900	985,200
<b>Sub Total Operating</b>	<b>5,059,295</b>		<b>5,160,500</b>	<b>5,263,700</b>	<b>5,368,900</b>	<b>5,476,300</b>	<b>5,585,800</b>	<b>5,697,600</b>	<b>5,811,500</b>	<b>5,927,700</b>	<b>6,046,200</b>	<b>6,167,100</b>
<u>Capital-Related</u>												
Existing Debt (Principal) - Growth Related												
Existing Debt (Interest) - Growth Related												
New Growth Related Debt (Principal)			19,449	38,340	58,424	68,212	70,600	73,071	93,167	118,175	144,695	172,815
New Growth Related Debt (Interest)			19,250	36,594	53,802	59,423	57,035	54,564	69,367	87,631	105,650	123,405
Existing Debt (Principal) - Non-Growth Related												
Existing Debt (Interest) - Non-Growth Related												
New Non-Growth Related Debt (Principal)			28,289	29,279	189,822	410,207	461,066	511,663	550,776	591,390	638,395	692,635
New Non-Growth Related Debt (Interest)			28,000	27,010	183,875	388,790	410,561	428,532	431,612	433,453	438,793	448,019
Transfer to Capital Reserve	3,541,186		3,866,910	4,273,322	4,390,462	4,426,762	4,844,479	4,970,334	5,127,616	5,292,045	5,451,993	5,606,207
<b>Sub Total Capital Related</b>	<b>3,541,186</b>		<b>3,961,897</b>	<b>4,404,545</b>	<b>4,876,385</b>	<b>5,353,394</b>	<b>5,843,741</b>	<b>6,038,164</b>	<b>6,272,538</b>	<b>6,522,694</b>	<b>6,779,526</b>	<b>7,043,082</b>
<b>Total Expenditures</b>	<b>8,600,481</b>		<b>9,122,397</b>	<b>9,668,245</b>	<b>10,245,285</b>	<b>10,829,694</b>	<b>11,429,541</b>	<b>11,735,764</b>	<b>12,084,038</b>	<b>12,450,394</b>	<b>12,825,726</b>	<b>13,210,182</b>
<b>Revenues</b>												
Fixture Charge	7,185,064		7,599,824	8,038,098	8,501,200	8,990,516	9,507,511	9,770,540	10,040,347	10,317,100	10,600,969	10,892,130
General Sales and Rents	110,000		112,200	114,400	116,700	119,000	121,400	123,800	126,300	128,800	131,400	134,000
Other User Fees	19,200		19,584	20,000	20,400	20,800	21,200	21,600	22,000	22,400	22,800	23,300
Water Connections	5,000		5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900	6,000
Recoveries	11,000		11,220	11,400	11,600	11,800	12,000	12,200	12,400	12,600	12,900	13,200
Misc. Fees/Charges	15,100		15,402	15,700	16,000	16,300	16,600	16,900	17,200	17,500	17,900	18,300
Interest on Taxes	64,000		65,280	66,600	67,900	69,300	70,700	72,100	73,500	75,000	76,500	78,000
Misc. Other Revenue	40,000		40,800	41,600	42,400	43,200	44,100	45,000	45,900	46,800	47,700	48,700
Contributions from Development Charges Reserve Fund	-		38,699	74,935	112,226	127,635	127,635	127,635	162,534	205,806	250,345	296,220
Contributions from Reserve Funds	-		-	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenue</b>	<b>7,449,364</b>		<b>7,908,109</b>	<b>8,387,933</b>	<b>8,893,726</b>	<b>9,403,951</b>	<b>9,926,646</b>	<b>10,195,375</b>	<b>10,505,882</b>	<b>10,831,806</b>	<b>11,166,414</b>	<b>11,509,850</b>
<b>Water Billing Recovery - Operating</b>	<b>1,151,117</b>		<b>1,214,288</b>	<b>1,280,312</b>	<b>1,351,559</b>	<b>1,425,743</b>	<b>1,502,895</b>	<b>1,540,389</b>	<b>1,578,156</b>	<b>1,618,587</b>	<b>1,659,312</b>	<b>1,700,331</b>
<b>Water Billing Recovery - Total</b>	<b>1,151,117</b>		<b>1,214,288</b>	<b>1,280,312</b>	<b>1,351,559</b>	<b>1,425,743</b>	<b>1,502,895</b>	<b>1,540,389</b>	<b>1,578,156</b>	<b>1,618,587</b>	<b>1,659,312</b>	<b>1,700,331</b>

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

Department: Financial Services  
Division: Purchasing  
Report Number: 2020-343-Financial Services  
Prepared By: Diane Leduc, Senior Buyer  
Meeting Date: November 9, 2020  
Subject: Tender 20-T35 Supply of Electrical Services for City  
Departments – Two Years

**Purpose**

To obtain costing for electrical services for all City departments for a two-year period.

**Recommendation**

That Tender 20-T35 be awarded to Bergeron Electric Limited, from Cornwall, Ontario, for a two year period from December 1, 2020 to November 30, 2022, with an option to renew for an additional one-year term, being the best bid meeting the tender specifications.

**Financial Implications**

The individual departments will be contacting the Contractor on an "as required basis" and will be charging the services to their contracted service accounts.

**Strategic Priority Implications**

This report addresses Council's accountability and transparency to the ratepayers of the City of Cornwall.

## **Background / Discussion**

The tender is for the supply of all labour, parts, equipment, vehicles including a bucket truck with a minimum reach of 30 feet, machinery and tools for electrical repair services required at various City department locations as required. The contract allows for a 15% mark-up of wholesale cost of materials provided by the supplier.

The successful supplier agrees to provide service on a 24-hour, seven days per week basis, and shall complete services within 24 hours of the request where permitting. The suppliers' staff shall be required to provide after hours services when requested, providing that a reasonable notification has been given; to the premises at any time in the event of emergencies such as break-ins, fire, building damage, snowfalls, etc.

The following tenders were received and opened by Purchasing Services on October 26, 2020:

### **Bergeron Electric Limited, Cornwall, Ontario**

#### **Labour Rates (Tradesman)**

Licensed Construction/Maintenance	\$59.95/hour
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### **Barry Latreille Electric Limited, Long Sault, Ontario**

#### **Labour Rates (Tradesman)**

Licensed Construction/Maintenance	\$70.00/hour
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### **Black & McDonald, Ottawa, Ontario**

#### **Labour Rates (Tradesman)**

Licensed Construction/Maintenance	\$75.00/hour
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Document Title:	Tender 20-T35 Supply of Electrical Services for City Departments - Two Years.docx
Attachments:	
Final Approval Date:	Nov 2, 2020

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

**Nicole Robertson - Nov 2, 2020 - 11:27 AM**

**Mark A. Boileau - Nov 2, 2020 - 3:59 PM**

**Tracey Bailey - Nov 2, 2020 - 4:44 PM**

**Maureen Adams - Nov 2, 2020 - 7:37 PM**

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

Department: Financial Services  
Division: Purchasing  
Report Number: 2020-346-Financial Services  
Prepared By: Nicole Robertson, Supervisor  
Meeting Date: November 9, 2020  
Subject: RFP Terms of Reference for Design and Construction  
Administration Services for the Affordable Housing Complex

**Purpose**

Pursuant to Council Report 2019-207 Financial Services, the purpose of this report is to provide Council with the Terms of Reference of a Request for Proposal (RFP) prior to the issuance of a RFP document where the following criteria is met:

1. The contract is estimated at \$150,000.01 or more; and/or
2. A change in level of services is being considered.

**Recommendation**

That Council receive Report 2020-346-Financial Services.

**Financial Implications**

Through the Social Services Relief Fund (SSRF) Phase 2 funding program, the City of Cornwall has been approved to receive \$1,886,455 (including 3% for administration costs) to assist with the cost of the construction of a new social / affordable new mixed-use multi residential buildings on a vacant, City of Cornwall owned, property at Ninth Street and McConnell Avenue.

The budget for this project has been estimated between \$11,500,000 and \$13,500,000.

Due to funding limitations, only Stage 1 (Building A) will be constructed, at this time. The estimated total costs for design, permits fees, and construction for this Stage is between \$6,500,00 and \$7,500,000.

In addition to the \$1,886,455 from the SSRF, an additional municipal contribution of \$1,194,000 will be allocated from reserves, to support the construction of this project.

The net amount to borrow for Stage 1 (Building A) will be approximately \$4,126,138. This amount will be in the form of a mortgage held with Cornwall and Area Housing Corporation.

### **Strategic Priority Implications**

This report addresses Council's accountability and transparency to the ratepayers of the City of Cornwall.

This project aligns with Council's Strategic Plan to grow quality housing stock, including affordable housing.

### **Background / Discussion**

#### *Project Overview*

RFP 20-P20 invites Proposals from qualified multidisciplinary consulting firms and/or architectural consulting firms to provide architectural and engineering design services for the future construction of the social/affordable housing apartment complex, to be located at the corner of Ninth St and McConnell Ave.

The scope of work to be completed by the Proponent includes: a functional design study and space/needs analysis, schematic and detailed building design, interior design, preparation of tender specifications and contract documents, construction supervision and administration, building commissioning and post-construction services.



## *Background*

Due to the COVID-19 pandemic, the housing and homelessness sectors in Ontario have had to alter the ways in which they provide services to vulnerable populations. The Social Services Relief Fund (SSRF) Phase 2 is providing \$362 million in provincial and federal funding (Safe Restart Agreement) to help a diverse range of vulnerable people create longer-term housing solutions for people in need, and to ensure that the housing and homelessness sector has the tools and support to safely and successfully transition to recovery.

The City of Cornwall was approved to receive \$1,886,455 of SSRF Phase 2 funding to assist with the construction of two (2) new mixed-use multi-residential buildings on a vacant, City of Cornwall owned, property at Ninth Street and McConnell Avenue. This vacant property was selected for this capital project after being identified as an ideal location, in the recently published 2020 Social and Housing Services Cornwall and Area Housing Revitalization Plan, due to its proximity to grocery stores, schools, health services, transit routes, and several major employers. Following construction, the new buildings will become part of the social housing portfolio owned by the Cornwall and Area Housing Corporation (CAHC) and considered an expansion of an existing property located at Ninth Street and Marlborough Street.

Considering the primary need for our community, the terms of the awarded SSRF Phase 2 funding, and the draft business plan, the new multi-residential housing complex should consist of two detached or semi buildings, 65 single bedroom units (7 of which will be fully accessible), and approximately 4,100 sq. ft of rentable commercial space for the CAHC central office and community social services.

The total budget for the project including design fees, construction, contingencies, professional services, and land transfer has been estimated between \$11,500,000 and \$13,500,000. The cost of land acquisition is not included in the budget as the subject property will be donated by the City of Cornwall to CAHC for this capital project (land valued at \$758,000).

The design, tendering, and construction of this housing complex will occur in two distinct timeline stages as funding sources and municipal budgets are confirmed.

The approximate timetable for the RFP is as follows:

<b>Item</b>	<b>Date</b>
Issue of RFP	November 13, 2020
Deadline for Questions	November 25, 2020
Deadline for Submission	December 9, 2020
Award of RFP	January 25, 2021
Project Commencement	February 1, 2021
Tendering and Construction of Building A	2021-2022
Tendering and Construction of Building B	Contingent on Funding

Appendix A – Terms of Reference for RFP 20-P20 is attached to this report.

Document Title:	RFP Terms of Reference for Affordable Housing Project - Design and Construction - 2020-346-Financial Services.docx
Attachments:	- RFP Terms of Reference - Affordable Housing Project.pdf
Final Approval Date:	Nov 5, 2020

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

**Mellissa Morgan - Nov 5, 2020 - 12:50 PM**

**Tracey Bailey - Nov 5, 2020 - 1:06 PM**

**Maureen Adams - Nov 5, 2020 - 1:42 PM**

# THE CORPORATION OF THE CITY OF CORNWALL

## Request for Proposal 20-P20

### *Design and Construction Administration Services for the Affordable Housing Complex*

#### ***Appendix A – Terms of Reference***

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The City of Cornwall invites Proposals from qualified multidisciplinary consulting firms and/or architectural consulting firms to provide architectural and engineering design services for the future construction of a mixed-use multi-residential social/affordable housing complex, to be located at the corner of Ninth Street and McConnell Avenue in Cornwall. The scope of work to be completed by the Proponent includes: a functional design study and space/needs analysis, schematic and detailed building design, interior design, preparation of tender specifications and contract documents, construction supervision and administration, building commissioning and post-construction services.

#### **1. PROJECT BACKGROUND AND DEFINITIONS**

##### **1.1 Project Background**

Due to the COVID-19 pandemic, the housing and homelessness sectors in Ontario have had to alter the ways in which they provide services to vulnerable populations. The Social Services Relief Fund (SSRF) Phase 2 is providing \$362 million in provincial and federal funding (Safe Restart Agreement) to help a diverse range of vulnerable people create longer-term housing solutions for people in need, and to ensure that the housing and homelessness sector has the tools and support to safely and successfully transition to recovery.

The City of Cornwall was approved to receive \$1,886,455 of SSRF Phase 2 funding to assist with the construction of two (2) new mixed-use multi-residential buildings on a vacant, City of Cornwall owned, property at Ninth

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Street and McConnell Avenue. This vacant property was selected for this capital project after being identified as an ideal location, in the recently published 2020 Social and Housing Services Housing Revitalization Plan, due to its proximity to grocery stores, schools, health services, transit routes, and several major employers. Following construction, the new buildings will become part of the social housing portfolio owned by the Cornwall and Area Housing Corporation (CAHC) and considered an expansion of an existing property located at Ninth Street and Marlborough Street.

Considering the primary need for our community, the terms of the awarded SSRF Phase 2 funding, and the draft business plan, the new multi-residential housing complex should consist of two detached or semi buildings, 65 single bedroom units (7 of which will be fully accessible), and approximately 4,100 sq. ft of rentable commercial space for the CAHC central office and community social services.

The total budget for the project including design fees, construction, contingencies, professional services, and land transfer has been estimated between \$11,500,000 and \$13,500,000. The cost of land acquisition is not included in the budget as the subject property will be donated by the City of Cornwall to CAHC for this capital project (land valued at \$758,000).

## 1.2 Building information

The proposed business case for the new housing complex was based on an existing 4-storey multi-residential affordable housing facility located at 222 Sixth Street in Cornwall (6<sup>th</sup> Street property). The 6<sup>th</sup> Street property is a financially viable facility that exemplifies the desired number of single-bedroom units per building and demonstrates a healthy sustainable building design for the community. The construction as built drawings for the 6<sup>th</sup> Street

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property are available for review using the link for supporting documents:

<https://bit.ly/3jYJqxm>

Recognizing the building's assets, we are seeking a similar yet slightly modified design concept for this new affordable housing complex with the addition of a ground-level commercial space in one of the buildings. For clarity, we have opted to identify the two buildings Building A and Building B.

#### 1.2.1 Building A – Mixed Use Multi-Residential Building with Commercial Space

- This design should endeavour to match that of the 6<sup>th</sup> Street property design with 33 single-bedroom units across 4 storeys and approximately 4,100 sq. ft. commercial space on the ground floor, resulting in a 5-storey building. As per the draft business plan, units will be assigned to tenants as follows:
  - 10 RGI units
  - 10 units at 80% of AAMR
  - 13 market rent (lower end)
  - 1 commercial space for CAHC
- The design should reflect updates to the Ontario Building Code, including 15% accessible units (not previously included in the 6<sup>th</sup> Street property design).
- The estimated total costs for design, permits fees, and construction is between \$6,500,00 and \$7,500,000. Estimates are based on a market average cost per unit of \$175,000 plus \$250 per sq. ft. for commercial space all including a Class A contingency reserve estimate of 15% (higher than average due to COVID-19 uncertainty).

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### 1.2.2 Building B – Multi-Residential Building

- This design should endeavour to match that of the 6<sup>th</sup> Street property design with 32 single-bedroom units across 4-storeys (if feasible given the current location of the build). As per the draft business plan, units will be assigned to tenants as follows:
  - 8 RGI units
  - 11 units at 80% of AAMR
  - 13 market rent (lower end)
- The design should reflect updates to the Ontario Building Code, including 15% accessible units (higher than average due to COVID-19 uncertainty);
- The estimated total costs for design, permits fees, and construction is between \$5,000,00 and \$6,000,000. Estimates are based on a market average cost per unit of \$175,000 including a Class A contingency reserve estimate of 15% (higher than average due to COVID-19 uncertainty).

### 1.3 Timelines

The design, tendering, and construction of this housing complex will occur in two distinct timeline stages as funding sources and municipal budgets are confirmed.

- Timeline Stage 1: The design for Building A and Building B and tendering for Building A will occur in early 2021 to allow for the construction of Building A to begin in 2021. The construction administration and post-construction services for Building A should extend from 2021-2023.

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- Timeline Stage 2: The tendering and construction of Building B is provisional dependent on future funding awards, however there is intent on completing the entire capital project before 2026.

#### 1.4 Scope of Work Summary

The scope of work for the Consultant Team is described in Section 3, 4, and 5. In summary, the Consulting Team will:

- Coordinate, administer, and manage the overall design process while respecting the project budget;
- Review all available drawings (as built drawings for Ninth Street infrastructure, as built construction drawing for 6<sup>th</sup> Street property), reports, etc., related to previous projects and project area. Available for download on the Bids&Tenders website. The 6<sup>th</sup> Street property as built drawings are available for review using the link for supporting documents: <https://bit.ly/3jYJqxm>
- Prepare a preliminary floor plan design for the commercial portion of Building A, complete with a class C estimate, which includes the identified facility requirements as best as possible while respecting the established project budget;
- Review individual requirements of CAHC staff to determining the optimal size and layout requirements for commercial space within the building, and prepare a Furnishings, Fixtures and Equipment (FFE) brief for how to incorporate existing office furnishing and fixtures in the new commercial space;
- Complete preconstruction surveys of adjacent buildings;
- Coordinate and review the work and findings of the geotechnical report, and topographical survey;



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- Detail all aspects of the design including architecture, structural, mechanical, civil, landscaping and electrical;
  - Prepare complete and coordinated construction and tender documents;
  - Include within tender documents the supply of all building furnishings, appliances (fridge & stove in each apartment, washers and dryers in the common laundry area), maintenance equipment, common areas (laundry mat, garbage/recycling collection, storage, etc.), etc. if applicable;
  - Prepare cost estimates as the design progresses;
  - Retain and manage all sub-consultants required to deliver the full scope of services for the project;
  - Be responsible for obtaining all necessary permits and approvals from authorities having jurisdiction and liaise with these authorities for the duration of the project. Produce drawings stamped by an architect or engineer as required by the Ontario Building Code 2006 (OBC) in order to obtain such permits prior to commencement of work;
  - Prepare and submit to Purchasing Services approved full bid Construction Specification / Drawings for the purpose of tendering the project according to the Corporation's procurement policies;
  - Inspect the construction to verify compliance with the tender documents;
  - Provide construction management services, including periodic site inspections, during the construction phase of the project;

- 
- Serve in the capacity of the Consultant as per the CCDC 2 Stipulated Price Contract Agreement.

## **2. SCOPE OF WORK – PHASE 1 DESIGN**

### **2.1. Preliminary Design - Building A & B**

Definition: Preliminary Design develops the form, size, character and preliminary design details of the project based on the Concept Design, and includes all professional disciplines.

Purpose: To prepare preliminary floor plan layouts - Building A commercial space and site plan layout.

The Prime Consultant shall:

- Meet with the Corporation's Staff to solicit feedback on the existing conceptual designs already prepared and establish a prioritized list of desired amenities. The Consultant shall incorporate said feedback and amenities into preliminary designs while taking into account the project budget. The Consultant shall present the preliminary designs complete with a class C budget.
- Prepare a Furnishings, Fixtures and Equipment (FFE) brief that outlines all equipment and furnishings to be transported from the existing office space to be reused and a verified list of items to be purchased by the Corporation. A draft of the FFE brief shall be submitted to the Corporation for review and approval. The brief shall include the performance specifications for all new FFE, communications, security, and signage. The Proponent shall assist the Corporation with the evaluation and procurement of all equipment and furnishings.

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## 2.2. Design Development – Building A & B

Definition: Design Development that specifies the actual form, size, character and design details of the project, and includes all professional disciplines and fixes the cost of the project.

Purpose: To produce final designs (interior design, architecture and site plan) for all interior and exterior components.

The Prime Consultant shall:

- Prepare for the Corporation's review and approval, design development documents consisting of drawings and other documents appropriate to the size of the Project, to describe the size and character of the entire Project including the architectural, structural, mechanical, electrical and interior design systems, and such other elements as may be appropriate.

Drawings to include:

- floor plans
  - elevations
  - sections
  - interior and exterior perspectives
  - site works
- Prepare and submit a fully detailed Class "B" Construction Cost estimate for base building construction, fit-up, loose furniture, and equipment.
- Consult with Corporation's Staff as necessary.

## 2.3. Construction Documents – Buildings A & B

Purpose: To prepare all necessary construction drawings including site plans, floor plans, descriptions, elevations, sections, construction details and specifications for all professional disciplines, on the basis of the approved final

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design documents, and suitable for tendering and submission to authorities for approval.

The Prime Consultant shall:

- Prepare for the Corporation's review and approval, construction documents consisting of drawings and specification setting forth in detail the requirements for the construction of the Project.
- The construction drawings shall include the co-ordination of all consultants.
- The Prime Consultant will develop a complete, coordinated and defensible specification document so that the intent of the design is efficiently and effectively realized.
- Review statutes, regulations, codes and bylaw applicable to the design and where necessary review the same with the authorities having jurisdiction, so that the Owner shall be able to obtain the consents, approvals, licences, and permits necessary for the Project.
- Prepare and submit a Class 'A' (Pre-Tender) Construction Cost Estimate
- Prepare and submit all required permit applications to obtain the consents, approvals, licenses and permits necessary for the project.

### **3. SCOPE OF WORK - PHASE 2 TENDERING SERVICES**

#### **3.1. Tendering – Building A (Provisional - Building B)**

Purpose: In consultation with Corporation's Staff prepare the necessary bidding information, bidding forms, conditions of contract, including supplementary conditions, and form of contract between the Corporation and the Contractor(s).

The Prime Consultant shall:

- 
- Prepare and submit to Purchasing Services approved full bid Construction Specification / Drawings for the purpose of tendering the project according to the Corporation's procurement policies.
  - Act in an advisory role to the Corporation who will tender the project.
  - Provide the Corporation with recommendations and advice on the preparation of the necessary bidding information, bidding forms, conditions of the contract, and the form of contract between the Corporation and the Contractor.
  - Participate in the pre-tender Site Visit for bidders and respond to questions raised by bidders and prepare addenda or clarifications for issue by Purchasing Services to bidders.
  - Assist Corporation's Staff with the examining of tenders and advise on acceptance.

#### **4. SCOPE OF WORK - PHASE 3 CONSTRUCTION AND POST-CONSTRUCTION SERVICES**

##### **4.1. Construction – Building A (Provisional - Building B)**

Purpose: To support the administration of the construction contract, and in particular to inspect the construction to verify compliance with the design documents.

The Prime Consultant shall:

- Serve as the Consultant as per the CCDC 2 Stipulated Price Contract Agreement between the Owner and the Contractor.
- Chair all construction meetings, prepare agendas, take minutes and distribute as required.

- 
- Submit for the review and approval of Corporation's Staff, a quality management plan related to the Prime Consultant's provision of services during the construction phase of the work. Related to the implementation of this quality management plan, the Prime Consultant shall:
    - Have access to the Work at all times wherever it is in preparation or progress;
    - Examine, evaluate and report to the Corporation on the status of the Work;
    - Inform the Corporation of the progress and quality of the Work;
    - Report defects and deficiencies in the Work observed during the course of the site inspections;
  - Determine the amounts owing to the Contractor under the Contract based on the Prime Consultant's observations and evaluation of the Contractor's applications for payment.
  - In the first instance, interpret the requirements of the Contract Documents, and render to the Corporation's Staff, interpretations in written and graphic form as may be required with promptness consistent with the requirements of the contract between the Owner and Contractor.
  - Render to the Corporation written findings on all claims, disputes, and other matters in question between the Corporation and the Contractor relating to the execution or performance of the Work or the interpretation of the Contract documents.
  - Render interpretations and findings consistent with the Contract Documents.

- 
- Review and take other appropriate action with reasonable promptness upon such Contractor's submittals as shop drawings, product data, and samples, for conformance with the contract requirements.
  - Prepare Contemplated Change Notices and Change Orders for the consideration of the Integrated Construction Team.
  - Have the authority to order minor adjustments in the work which are consistent with the intent of the contract documents when these do not involve and adjustment in the contract price or an extension of the contract time.
  - Furnish supplemental instructions to the contractor in accordance with the requirements of the contract between the Owner and the contractor.
  - Determine the date of substantial performance of the Work.
  - Receive from the Contractor(s), review for completeness and compliance with the contract requirements, and forward to the Corporation's Staff, the written warranties and related documents.
  - Verify the validity of the Contractor's application for final payment and issue a certificate of final payment.
  - Prior to the end of any stipulated warranty period, review any defects or deficiencies which have been reported or observed during that period, and prepare for the Corporation the wording of a notice to the Contractor of those items requiring attention by the Contractor to complete the work in accordance with the Contract.
  - Provide to the Owner, a complete set of electronic as-built drawings for all building systems and components.

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4.2. Post-Construction Services & Inspections - Building A (Provisional - Building B)

- Complete a post-construction photo survey for record purposes. Photos shall be taken during a time that weather will not impact the photos. The post-construction photo survey shall accurately indicate the condition of all existing and new features to verify that no damage to existing property has occurred due to construction. The post-construction photo survey shall be included in the Close-Out Package to be provided to the Corporation.
- Complete warranty inspections for each discipline twelve months and twenty-four months after Substantial Completion. Issue Warranty Inspection Site Reports immediately following each site visit.
- Assist the Corporation as required during the warranty period. Verify that all warranty issues have been addressed and resolved.
- Conduct additional inspections as required for any outstanding or deficient work.
- Coordinate with the Corporation and the contractor to verify that all warranty, deficiency and/or outstanding work is completed.
- Liaise with Corporation staff operating the works and answer all questions.
- Assist the Corporation and coordinate with the contractor to review and resolve any third party claims.

4.3. Testing, Training & Commissioning - Building A (Provisional - Building B)

- Review the contractor's start-up, testing and commissioning plan and update/revise as required to verify that the contractor is following the contract documents.



- 
- Coordinate all required testing, training and commissioning. Collect all testing, training and commissioning records to be provided to Corporation staff at the completion of the project.
  - Coordinate and witness equipment and instrument calibration, start-up verification, performance testing, operational testing, etc.
  - Provide an equipment and instrument list complete with asset tagging.
  - Review the contractor's Operation and Maintenance Manuals and Commissioning Records.
  - The proponent shall not allow the commissioning of any equipment until the start-up tests/reports have been completed and submitted.
  - Verify that the contractor has completed all equipment tagging prior to start-up and commissioning.
  - Witness all equipment calibration and checkout. Complete calibration and check-out reports for all equipment. (Mechanical, Electrical, Lighting, Sound, Video, Instrumentation, Controls, etc.)

4.4. Post-Construction, Testing, Training & Commissioning Services Fees - Building A (Provisional - Building B)

- All disbursements associated with post-construction and inspection services such as mileage, lodging, meals, supplies, etc. shall be included. All costs associated with travel time to and from the job site are to be included.

4.4.1. As-Built Drawings

- Collect detailed As-Built Drawings and submit to the Corporation in AutoCad and PDF format.
- As-Built Drawings in electronic format shall be submitted to the Corporation no later than three months after Substantial Completion.

- 
- The Corporation will review the submitted As-Built Drawings and provide comments to the Prime Consultant. The Prime Consultant shall update the electronic As-Built Drawings as required and re-submit to the Corporation.
  - The Corporation shall not be responsible for additional field surveying required as a result of failure to collect As-Built information.

#### 4.4.2. Close-out Package

- Submission of associated construction documents shall be provided to the Corporation in an organized Close-Out Package. The Corporation is to receive these documents in PDF format as well as two hard copies.
- The Close-Out Packages shall be submitted to the Corporation no later than three months after Substantial Completion.
- The Corporation will review the submitted Close-Out Packages and provide comments to the Prime Consultant. The Prime Consultant shall update the Close-Out Packages as required and re-submit to the Corporation.
- The Corporation shall not be responsible for additional work required as a result of incomplete Close-Out Packages. The Prime Consultant shall update and modify the Close-Out Package as required.
- Provide As-Built Drawings, Operation and Maintenance Manuals, Construction Documents, Site Inspection Reports, Geotechnical Material Test Results, Mix Designs (Concrete and Asphalt), Geotechnical Field Reports, Shop Drawings, Deficiency Lists, Meeting Minutes, Pre-construction and Post-construction Photos,

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Training Logs, Equipment Warranties, Commissioning Records, etc., in an organized Project Close-Out Package. The Prime Consultant shall submit three hard copies of all Close-Out Packages as well as in PDF.

4.5. Construction Administration and Inspection and Post Construction Services Fees - Building A (Provisional - Building B)

- As the time commitments for Construction Administration, Construction Supervision and Site Inspection services, and Post Construction Services are difficult to anticipate, the Proponent shall provide hourly rates for each of the positions listed in the table below and the estimated volume of hours shown in the table shall be used to establish the bid price for these services as detailed in Section 5:

Phase 3 – HOURLY RATES				
POSITION	Building A HOURS	Building B HOURS Provisional	\$/HOUR	TOTAL COST (Building A & B Prov.)
Project Director	100	100	\$	\$
Project Manager/Contract Administrator	260	260	\$	\$
Site Inspector	800	800	\$	\$
Civil/Municipal Engineer	60	60	\$	\$
Structural Engineer	60	60	\$	\$
Mechanical Engineer	60	60	\$	\$
Electrical Engineer	60	60	\$	\$
Various Technicians/Technologists	120	120	\$	\$
Architect	60	60	\$	\$
CAD Operator	80	80	\$	\$
Administrative Support	80	80	\$	\$
<b>TOTAL</b> <b>To be included in Proponent's Detailed Costing Matrix</b>				\$

- 
- Because the construction schedule for Building B is contingent upon funding, construction phases of the project may not necessarily proceed immediately following completion of the design phase of the project. The successful Proponent's quoted hourly rates for the positions listed in the table above will be adjusted in accordance with the Consumer Price Index for each additional year beyond the completion of the design phase of the project (to a maximum of 5 years).
  - All disbursements associated with Construction Administration and Inspection and Post Construction Services such as mileage, lodging, meals, supplies, etc. shall be included in the staff unit rate and will not be paid for in addition to the staff unit rate provided in the submission. All costs associated with travel time to and from the project site are to be included in the staff unit rate and will not be paid for by the Corporation of the City of Cornwall.
  - The time allotment shown in the table above is estimated and the Proponent shall be paid based upon the actual time spent.
  - The Prime Consultant shall notify the Corporation immediately should the Prime Consultant expect to exceed the allotted time. The Prime Consultant shall require Corporation approval prior to exceeding the estimated time allotment. The Proponent shall provide detailed justification for additional time required. The Corporation will not compensate the Prime Consultant for additional time should the Prime Consultant not provide sufficient notification and/or justification to the Corporation.
  - The Corporation will not be responsible for any overtime, rate premium, etc. Any mandated rate premiums shall be the responsibility of the Proponent. The Prime Consultant shall not transfer these rate premiums to the Corporation in any manner.

- 
- The Corporation shall not be responsible for costs related to design error, negligence, etc. The Prime Consultant shall be responsible for all costs related to re-design work due to the Proponent's error, negligence, etc.

## **5. COST, SCHEDULE AND QUALITY CONTROL**

### **5.1. Prime Consultant Requirements**

The Prime Consultant shall monitor project costs from the commencement of the work through to post-construction evaluation of the completed project. The Prime Consultant shall be responsible for the production of a design that can be implemented within the Project Budget. For the purpose of determining the cost of construction, the Corporation shall first rely on prices obtained by tender, and on cost estimates supplied by the Prime Consultant.

Where Corporation's Staff, having examined the Prime Consultant's 'C', 'B', or 'A' cost estimates, concludes that the design provided by the Prime Consultant for the examined estimate cannot be implemented within the Project Budget then the Prime Consultant shall be responsible to amend or redesign its work until a design is produced that can be accomplished within the Project Budget. There shall be no additional fees paid for such redesign work.

### **5.2. Cost Control**

For the purpose of cost control, the Prime Consultant shall provide complete estimates of construction costs, which shall include architectural, structural, mechanical, civil, electrical, loose furniture, equipment, escalation and contingency costs. Potential cost overruns shall be reported by the Prime Consultant well in advance of their anticipated occurrence to allow the Corporation sufficient opportunity to take remedial measures.

The Prime Consultant shall provide assistance to Corporation's Staff by responding to questions concerning project costs and alternative cost solutions.

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### 5.3. Cost Estimates

A complete cost estimate submission will be provided by the Prime Consultant at the completion of:

<b>Design Stage</b>	<b>Estimate Class</b>
Preliminary Design	Class C
Design Development	Class B
Pre-tender	Class A

In addition, the Prime Consultant shall provide cost comparisons and cost reports identifying the differences between each succeeding cost estimate, along with the reasons for them and their cost effect on the project.

### 5.4. Change Orders

The Prime Consultant shall provide Corporation's Staff with cost estimates for Contemplated Change Notices (CCN) prior to the CCN being issued to the Contractor, and shall further identify the anticipated impact on the construction schedule.

The Prime Consultant shall review the Contractor's submission in response to issued CCN's, and shall issue written advisement to the Corporation regarding the disposition of CCN's.

### 5.5. Risk Analysis

All construction estimates must include design and estimating contingency sums as are deemed necessary in light of the design information available. The Prime Consultant shall provide an explanation as to the level of contingency included within each estimate.

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## 5.6. Escalation

Unit rates and prices used in arriving at estimated costs will be based on current rates at the time of submission and will include increases that would normally occur during the construction period. Escalation for the period between submission and the start of construction will be shown separately.

## 5.7. Schedule Control

The proposals for professional services are to identify the time required for the Prime Consultant's work during the planning, design and contract document phases. The successful Prime Consultant must complete the work within schedule.

The successful Prime Consultant shall within five working days of notification of contract award submit a detailed schedule based on the milestones in the Project Schedule. This Design Schedule will then be used to coordinate all phases of the work. Once Corporation's Staff approves the schedule, the Prime Consultant shall complete the work in accordance with the approved schedule.

# 6. PROJECT ROLES AND RESPONSIBILITIES

## 6.1. Prime Consultant

The Prime Consultant shall provide through design development, detailed design, construction, completion and post-construction phases.

### 6.1.1. Responsibility and Definition

The word "Prime Consultant" used throughout this document means the firm, individual or company taking the primary responsibility for executing these terms of reference and any subcontracted firms, individuals or companies.



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The Prime Consultant shall supply all requisite professional services required to complete these terms of reference. The Prime Consultant, who is signatory to the Professional Services Agreement, is responsible for the satisfactory development and completion of the project.

During all phases of the project, the successful Prime Consultant shall correspond primarily with Corporation's Staff.

6.1.2. Design Project Leader

The Prime Consultant shall designate a Design Project Leader as the Prime Consultant's principal representative for the Project who shall not be changed without the prior written consent of Corporation. The Design Project Leader shall be solely responsible for ensuring that the Prime Consultant and its sub consultants deliver all of the required services to the project. The Design Project Leader shall have responsibility for the delivery of services to the Corporation and shall lead the delivery of services throughout the project. For the duration of the Project, the Design Project Leader will attend all Project Team Meetings, Design Meetings, Construction Meetings and such other meetings as the Corporation may request, as the Prime Consultant's representative.

The Design Project Leader shall not be changed without the prior written authorization of the Corporation.

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## 7. PROPOSED PROJECT SCHEDULE

Item	Date
Issue of RFP	November 13, 2020
Deadline for Questions	November 25, 2020
Deadline for Submission	December 9, 2020
Award of RFP	January 25, 2021
Project Commencement	February 1, 2021
Tendering and Construction of Building A	2021-2022
Tendering and Construction of Building B	Contingent on Funding

Note: although every attempt will be made to meet dates as listed, the Corporation reserves the right to modify any or all dates at its sole discretion.

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**Resolution**

Department: Infrastructure and Municipal Works  
Division: Environment  
Resolution Number: 2020-07  
Report Number: 2020-399-Infrastructure and Municipal Works  
Meeting Date: November 9, 2020  
Subject: Cornwall Water Financial Plan – Ministry of the  
Environment, Conservation and Parks

Whereas a financial plan is part of the required documents to be filed as part of the City of Cornwall obtaining its license to operate water systems under the Safe Drinking Water Act (S.D.W.A. Section 32 (5) 2 ii)); and

Whereas the City of Cornwall's previous financial plans were filed with the Province in 2010 and 2015; and

Whereas subsequent financial plans must be submitted as part of the water license renewal application.

Now therefore be it resolved that The Corporation of the City of Cornwall submit to the Ministry of Environment, Conservation and Parks the approved Cornwall Water Financial Plan as part of the water license renewal application.

## Report Approval Details

Document Title:	Water Financial Plan. Ministry of the Environment, Conservation and Parks - 2020-399-Infrastructure and Municipal Works.docx
Attachments:	
Final Approval Date:	Nov 4, 2020

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

**Carl Goodwin - Nov 3, 2020 - 11:46 PM**

**Bill de Wit - Nov 4, 2020 - 2:17 PM**

**Tracey Bailey - Nov 4, 2020 - 5:55 PM**

**Maureen Adams - Nov 4, 2020 - 6:53 PM**

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**Resolution**

Department: Infrastructure and Municipal Works  
Division: Environment  
Resolution Number: 2020-08  
Report Number: 2020-400 Infrastructure and Municipal Works  
Meeting Date: November 9, 2020  
Subject: Cornwall Water Financial Plan- Ministry of Municipal  
Affairs and Housing

Whereas the Province of Ontario approved Ontario Regulation 453/07 which requires all Ontario municipalities who provide water services to prepare financial plans as "a key step in the long-term stability for municipal residential drinking water systems"; and

Whereas a financial plan is part of the required documents to be filed as part of the City of Cornwall obtaining its license to operate water systems under O.Reg 453/07 Section 3 (1) 6; and

Whereas the City of Cornwall's previous financial plans were filed with the Province in 2010 and 2015; and

Whereas subsequent financial plans must be submitted as part of the water license renewal application.

Now therefore be it resolved that The Corporation of the City of Cornwall submit to the Ministry of Municipal Affairs and Housing the approved Cornwall Water Financial Plan as part of the water license renewal application.

### Report Approval Details

Document Title:	Water Financial Plan. Ministry of Municipal Affairs and Housing - 2020-400-Infrastructure and Municipal Works.docx
Attachments:	
Final Approval Date:	Nov 4, 2020

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

**Carl Goodwin - Nov 3, 2020 - 11:46 PM**

**Bill de Wit - Nov 4, 2020 - 2:18 PM**

**Tracey Bailey - Nov 4, 2020 - 6:01 PM**

**Maureen Adams - Nov 4, 2020 - 7:01 PM**

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

Department: Infrastructure and Municipal Works  
Division: Environment  
Report Number: 2020-376-Infrastructure and Municipal Works  
Prepared By: Carl Goodwin, Division Manager  
Meeting Date: October 26, 2020  
Subject: Environment and Climate Change Committee Review of Draft  
Tree Canopy and Natural Vegetation Protection Policy

**Purpose**

To provide Council with recommendations regarding the proposed Tree Canopy and Natural Vegetation Protection policy.

**Recommendation**

- a. That Council approve the Tree Canopy and Natural Vegetation Protection Policy as presented.
- b. That Council direct Administration to prepare a report to address the actionable items / recommendations of the Environment and Climate Change Committee.

**Financial Implications**

There are no financial implications at this time.

**Strategic Priority Implications**

Being leaders in Sustainability and climate change impact

1. Create Environment and Climate Change Committee
6. Identify what the City can take the lead on.

## **Background / Discussion**

A Tree Canopy and Natural Vegetation Protection Policy is a requirement of *Municipal Act, 2001*, the *Municipal Conflict of Interest Act*, the *Municipal Elections Act, 1996*. Bill 68 Section 270 and a draft version was presented to Council on Nov 25, 2019. At the time, Council made the following decision: Motion to receive the presentation and refer the presentation to the Environment and Climate Change Committee for recommendations.

The Environment and Climate Change Committee's mandate is to provide a local perspective on climate change initiatives with respect to greenhouse gas emissions targets as well as provide a framework to work towards climate change goals, strategic direction and priority actions, namely:

- Reduce our contributions to climate change while increasing our ability to adapt to climate change conditions.
- Establish a baseline of greenhouse gas emissions with a corresponding plan for achieving a set target in emission reductions.
- Reduce and offset greenhouse gas (GHG) emissions produced within our community.

Specifically, the Environment and Climate Change Committee will work towards the goals, based on the four areas of focus: Focus area 4:

4. Review, research, and provide feedback on community-related climate action items as directed by Council, including strategic planning, by-laws and policy development.

## **Context**

The environment and our ecosystems surround us. Human interaction can improve the natural environment, can benefit from those living systems, and can harm the functioning of the urban ecosystem.



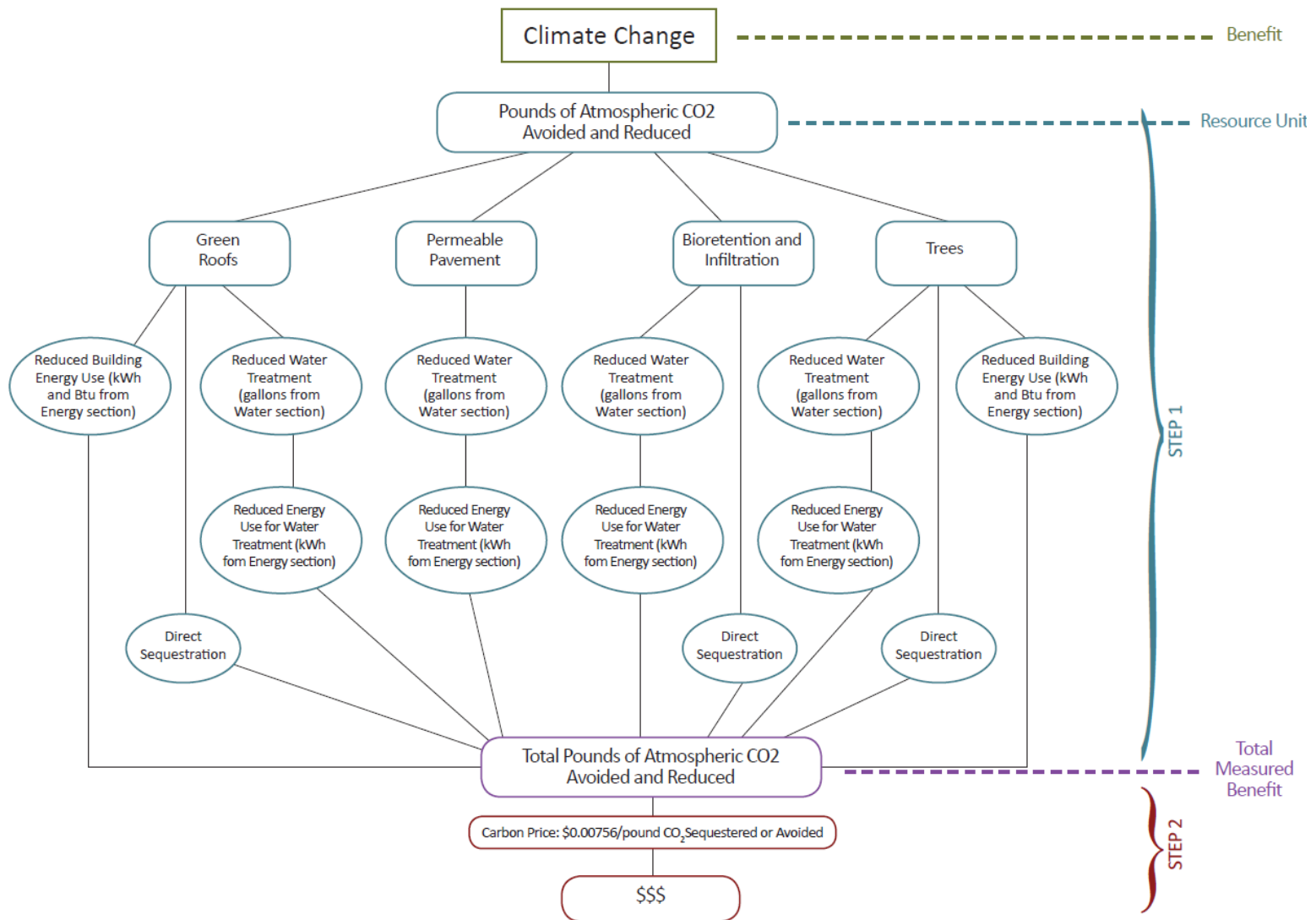


Figure 1. Benefits of Climate Change Mitigation.

## The role of Trees and Vegetation in Climate Change Mitigation

The current knowledge level of our urban systems has developed to the point that cities can make important contributions to limiting and reversing climate change. Potentially more important - is the growing body of knowledge that municipalities can improve the health of the residents living in their municipality while improving the health of the natural environment.

As described in the Draft Tree Canopy and Natural Vegetation Protection Policy, trees and vegetation in our urban space provide important contributions as we venture outside our houses.

An understanding of the tree canopy and natural vegetation values can help communities decide where, when and to what extent green infrastructure practices should become part of future planning, development and redevelopment.

Policies like the Tree Canopy and Natural Vegetation Protection Policy can:

- Inform decision-makers and planners about the multiple benefits Tree Canopy and Natural vegetation incorporated into green infrastructure and Low Impact Development (LID) delivers to communities.
- Cultivate Public Education Opportunities through Community tree planting, community flower bed planting as elements in the policy are enacted.

The Environment and Climate Change Committee recognizes that the Tree Canopy and Natural Vegetation policy will have significant positive effects in our efforts to reduce our contributions to climate change while increasing our ability to adapt to climate change conditions.

The following list of actionable items were designed to support the outcomes of the Tree Canopy and Natural Vegetation policy into the activities of the City of Cornwall:

- a) The Committee recommends to Council the addition of a schedule of when Tree Canopy will be measured.
- b) The Committee recommends to Council that Administration prepare a report, as soon as possible, that assesses the environmental, climate change, social, cultural and economic value to a tree, derived from the tree canopy which can be used to inform policy development.
- c) The Committee recommends to Council that Administration investigate methods to create a Tree Inventory to support the growth and/or maintenance of the tree canopy.
- d) The Committee recommends that the City prepare a list of native tree species, and prioritize these, for maintaining and growing the urban forest tree canopy. Presently mainly non-native species are on the list in the Policy. Note: the species listed in Schedule "A" do not match the species in <https://www.cornwall.ca/en/live-here/forestry.aspx>.
- e) The Committee recommends to Council that the Tree Canopy Policy, section titled "City Initiated Tree Removals and Replacement Plantings" be amended by changing the ratio 1:1 with 3:1.

- f) The Committee recommends to Council that using the tree canopy data and the environmental, climate change, social, cultural and economical value report, establish a budget to grow and maintain the tree canopy which will include creating a tree asset management plan for public land.
- g) The Committee recommends to Council that a consultant be hired to write the Best Practices from the Tree Canopy and Natural Vegetation policy into the appropriate City approved site plans, development and subdivision standards, engineering standards, street scape plans, by laws, etc. The adopted Best Practices (green development) should increase climate adaption and lower GHG emissions and contain a measurement element that tracks progress as a companion to the environmental, climate change, social, cultural and economic value report suggested in this list of actionable items.
- h) The Committee recommends to Council that the Administration develop a new GIS interactive map which could be placed on the City website that shows current and planned tree canopy.

### **Accessibility Impact**

None at this time.

Document Title:	Draft Tree Canopy Protection and Enhancement Policy - 2020-376-IMW.docx
Attachments:	- Urban-Canopy-Assessment-Cornwall-Final.pdf - DRAFT Tree Canopy and Natural Vegetation Policy Climate Change draft edit Oct 15 2020.docx
Final Approval Date:	Nov 2, 2020

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

**Bill de Wit - Oct 21, 2020 - 9:29 AM**

**Tracey Bailey - Oct 21, 2020 - 9:53 AM**

**Maureen Adams - Nov 2, 2020 - 7:13 PM**

# Urban Canopy Assessment

*An estimate of coverage within the City of Cornwall*



**Raisin Region**  
Conservation Authority

18045 County Road 2  
PO Box 429  
Cornwall, ON K6H 5T2

August 25, 2020

Final Report



## Abstract

The urban canopy coverage within the City of Cornwall, as of Spring 2019, was digitized using Geographic Information System (GIS) software and high-resolution aerial photography. Through GIS tools, the total urban canopy coverage was calculated to be approximately 19.9 km<sup>2</sup>. This represents a canopy coverage estimate of 32% within the City of Cornwall.

Additional GIS analyses were performed to determine the canopy coverage on a 1 km square grid and 500-meter square grid basis across the city to produce a visual map to identify canopy coverage within the city boundary.

### **Suggested Citation**

Raisin Region Conservation Authority. *Urban Canopy Assessment, An estimate of coverage within the City of Cornwall*. August 2020.

### **For Internal Use**

Primary Author(s): Phil Barnes, Olivia Harrington, Brittany Hum.

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## Introduction

An urban canopy can provide many benefits such as heat mitigation, storm water management, carbon storage and sequestration, improved air quality, and shade (Green Infrastructure Ontario Coalition, 2016).

Of interest to watershed management is the role trees and an urban canopy can play in controlling stormwater runoff and protecting surface waters from sediment and nutrient loading. In cities, trees can play an important role in stormwater management by reducing the amount of runoff that enters stormwater and combined sewer systems. Trees, acting as mini-reservoirs, control stormwater at the source (USEPA, 2013).

In 2019, the City of Cornwall created the *Cornwall Environment and Climate Change Committee*, of which the Raisin Region Conservation Authority was a member. The committee was initially tasked with reviewing a *Tree Canopy and Natural Vegetation Protection and Enhancement Policy*.

This report is intended to provide a preliminary estimate of the urban canopy coverage within the City of Cornwall.

## Methodology

The urban canopy was digitized manually within ESRI ArcMap software. A GIS technician traced the urban canopy outline in the software using a high-quality aerial image. The image used was from the Digital Raster Acquisition Project Eastern Ontario (DRAPE), 2019.

The DRAPE image for the City of Cornwall was acquired in the spring of 2019 under the best conditions possible to achieve cloud free, snow free, ice free, and smoke free captures. Normally this photo would have been acquired with “leaf-off” conditions; however, due to a late spring thaw and persistent early snow presence, by the time the image was captured, the leaves were fully engaged thus allowing visualization of the canopy (Figure 1).

The orthophotography has a pixel resolution of 16cm and is accurate to 45 centimetres on the ground at 95%. The imagery was acquired by a Vexcel UltraCam X and Vexcel UltraCamEagle digital cameras and was later orthorectified using an elevation dataset generated through image correlation.

Digitization was done at a minimum of 1:500 scale view (Figure 2). The GIS technician would zoom in as necessary to clarify proper delineation of the canopy and to isolate shadows. The canopy of all trees, bushes, and shrubs with an approximate minimum height of 2 meters were digitized (Figure 3). The 2-meter cut-off height is consistent with other North American communities including the 2019 assessment of Canada’s Capital Region (City of Ottawa et al, 2019).



**Figure 1: DRAPE image at 1:10,000 scale**





Figure 2: DRAPE image at 1:500 scale





Figure 3: DRAPE image at 1:500 scale with Urban Canopy digitized



## Results

The urban canopy within the City of Cornwall was digitized by manually tracing a series of 40,388 discrete polygon shapes overtop of the DRAPE aerial imagery. Using ArcMap tools, the individual shapes were *merged* to remove any overlap and *dissolved* to create a single polygon shape. A *clip* operation was performed by overlaying the City of Cornwall municipal boundary over the canopy layer to produce a final polygon representing the urban canopy for the city (Figure 4).

The area of the urban canopy shape was calculated within the software to be 19.9 km<sup>2</sup>. The total area within the City of Cornwall's urban boundary was determined to be 62.0 km<sup>2</sup>. The urban tree canopy coverage for the City of Cornwall in the spring of 2019 was therefore estimated to be 32%.

## Additional Analyses

Since that the urban canopy was digitized in a GIS program, it affords a multitude of additional analyses.

A basic spatial analysis was performed by overlaying a simple 1km x 1km square grid over the city. The percentage of canopy coverage per cell was computed and colour coded. The result is map that permits a quick visual representation of canopy coverage by general location (Figure 5). This process was also repeated for a finer grid of 500 meters x 500 meters (Figure 6).

Additional analyses could be performed such as: urban canopy coverage on public lands, canopy coverage on city owned property, canopy coverage by official plan zoning, canopy coverage by stormsewershed, and canopy coverage by neighbourhood to name a few.

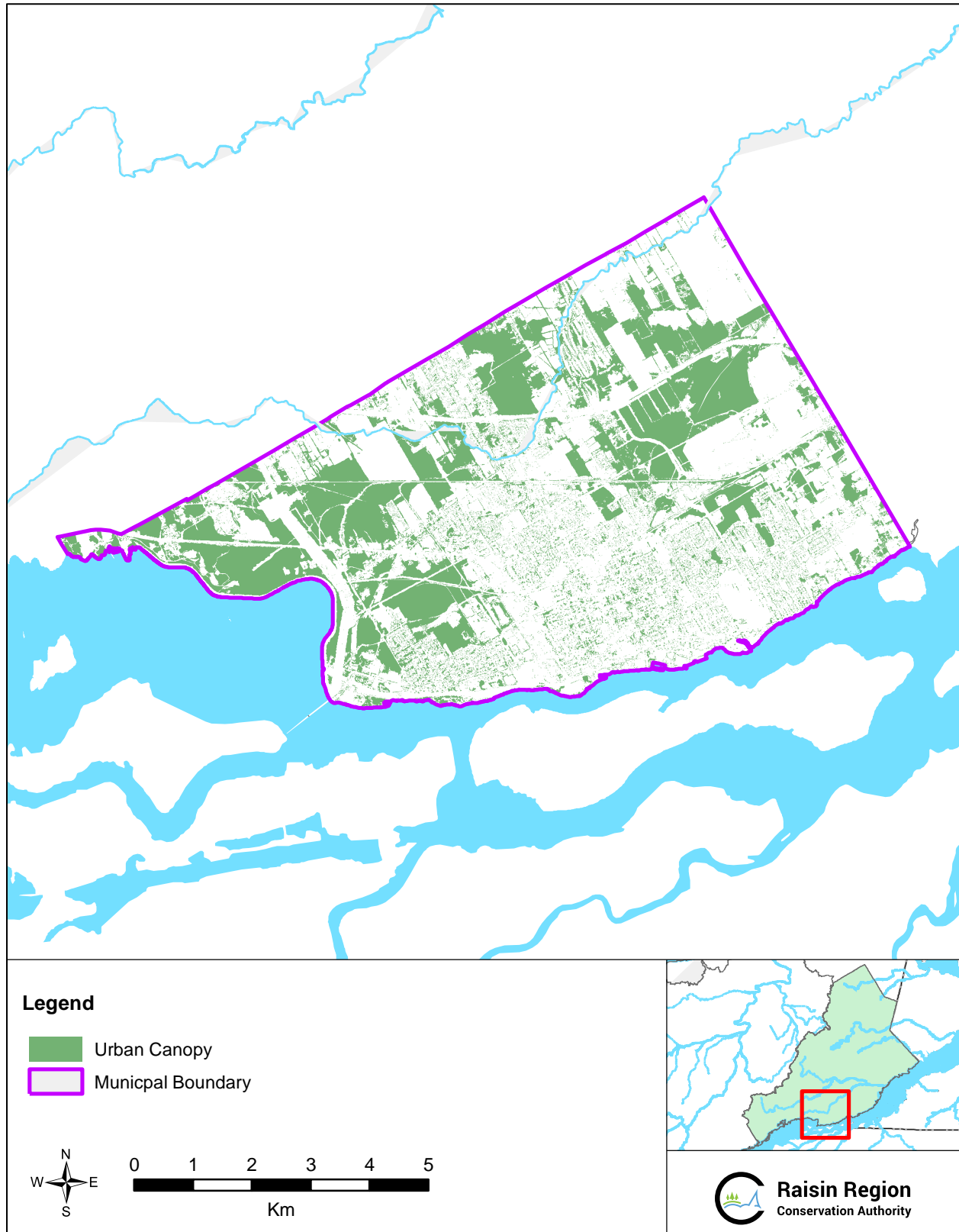
The dataset can also be analysed to estimate the overall or local impact to canopy coverage due to clear-cutting of certain areas (i.e. known future subdivision developments).

The dataset may also prove useful in identifying priority areas for planting and or maintenance.

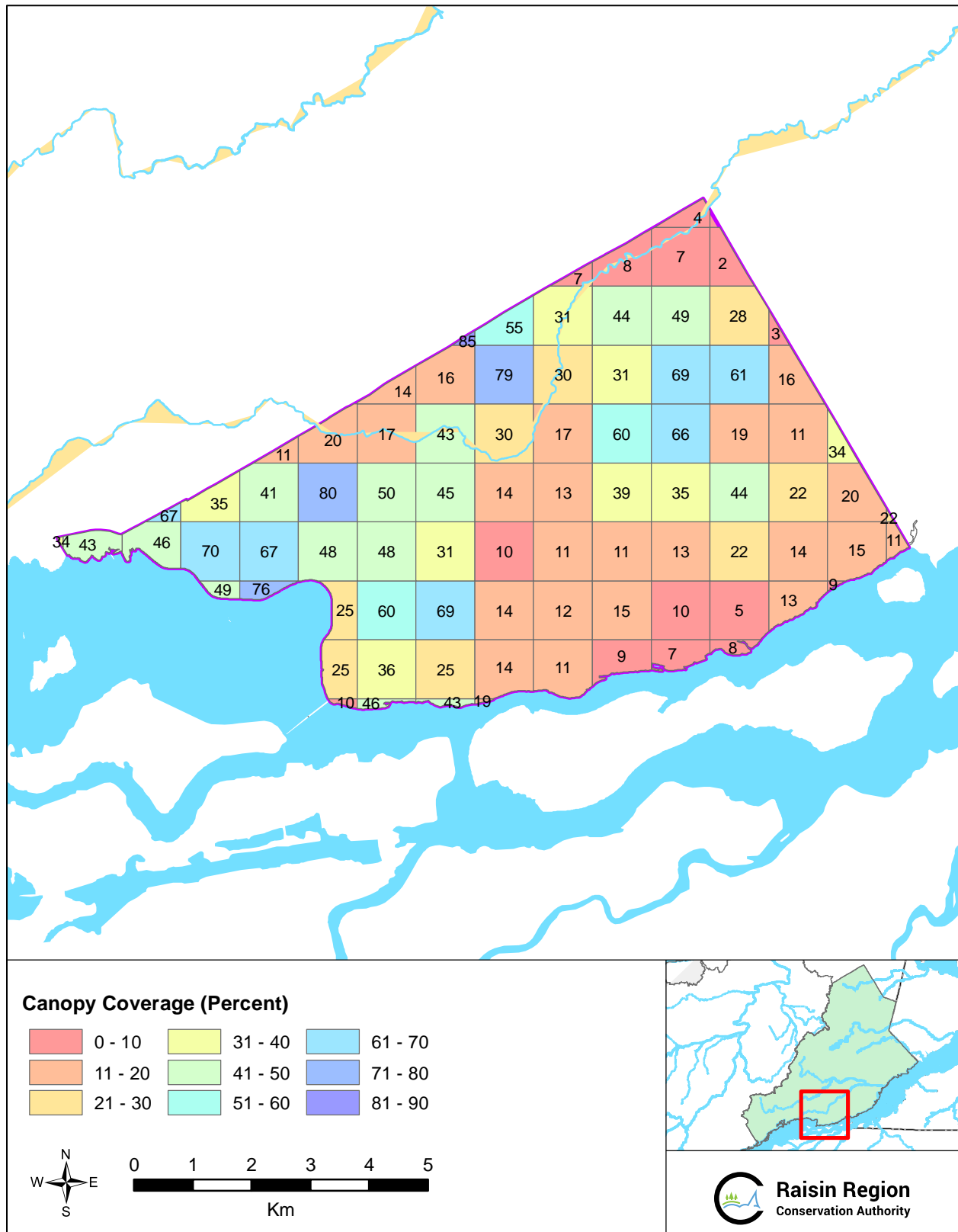
## Limitations

This assessment is intended to be a preliminary estimate and has not been reviewed by a Registered Professional Forester. The canopy delineation was performed manually by hand using operator judgement to determine if the vegetation exceeded the 2-meter height cut-off for tree canopy coverage. This assessment is not intended to be a replacement for field data collection. An improved assessment could be made with multispectral color infrared imagery and light detection and ranging data (LiDAR).

**Figure 4: Estimated Urban Canopy Coverage**

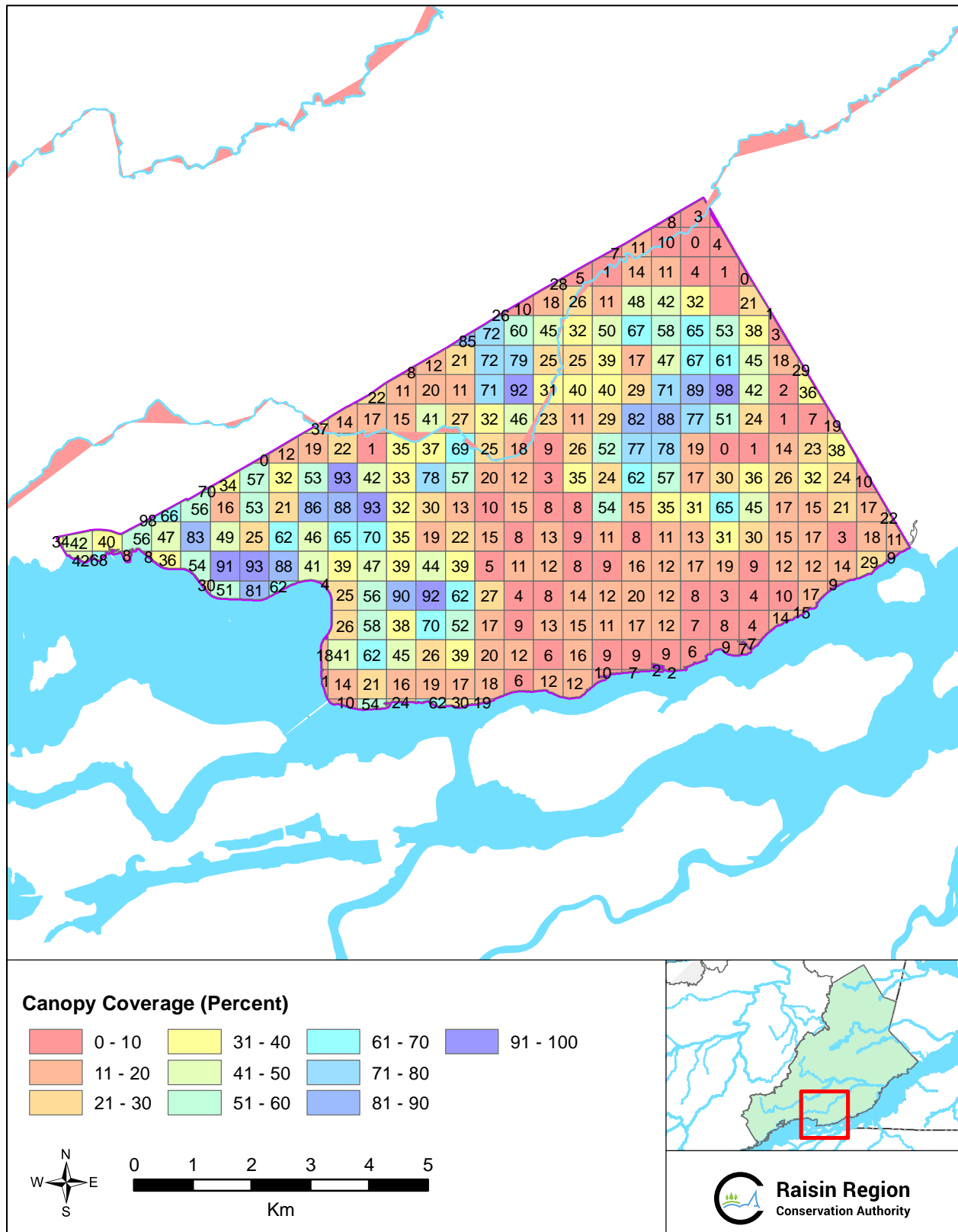


**Figure 5: Urban Canopy Coverage Estimate (percent) by 1km x 1km Grid**





**Figure 6: Urban Canopy Coverage Estimate (percent) by 500m x 500m Grid**





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## **DRAFT (Administration)**

# **The Corporation of the City of Cornwall Tree Canopy and Natural Vegetation Protection and Enhancement Policy**

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Department: Planning, Development and Recreation

Parks and Landscaping

Policy Number: TCNVPEP-2019-03-25

Effective Date: TBD

Council Approval: TBD

### **Definitions**

“Urban Tree canopy” – is defined as the layer of tree leaves, branches and stems that provide tree coverage of the ground when viewed from above. Where a height cut-off of 2 metres be used for separating tree canopy from other vegetation.

“Natural vegetation” – shall mean the native plant life that grows naturally without human intervention in a geographic region.

“Shoreline buffer” “Ribbon of Life”

– shall mean a treed or vegetated strip of land that borders a creek, river or lake.

**A. Background and Purpose** On March 30<sup>th</sup>, 2017 Royal Assent was given to Bill 68. This bill introduced a series of reforms to the *Municipal Act, 2001*, the *Municipal Conflict of Interest Act*, the *Municipal Elections Act, 1996*, *Planning Act* and others. As a whole, this Bill focusses largely on matters of municipal governance and financial accountability, however changes are also introduced that are intended to allow municipalities to be more proactive in combating and mitigating climate change. Of the various reforms introduced, an amendment to Section 270 of the *Municipal Act* has the effect of requiring all municipalities to adopt and maintain policies with respect to the protection and enhancement of the tree canopy and natural vegetation in the municipality. More specifically, Section 270 requires that:

270(1) *A municipality shall adopt and maintain policies with respect to the following matters (...)*

7. *The manner in which the municipality will protect and enhance the tree canopy and vegetation in the municipality.*

This section of Bill 68 comes into force and effect on March 1, 2019.

Of note, Bill 68 also:

- Allows for municipalities to conserve the environment in accordance with regulations, including powers to require green roofs or alternative roof surfaces in circumstances specified by the Building Code;
- Empowers municipalities to pass by-laws respecting climate change as part of their powers to enact by-laws relating to the economic, social, and environmental well-being of the municipality;
- Amends Section 2 of the *Planning Act* to make the “mitigation of greenhouse gas emissions and adaptation to a changing climate” an enumerated matter of provincial interest in which decision makers must have regard in considering planning matters.

## **B. Rationale for Tree Canopy and Natural Vegetation Policy**

Tree cover and natural vegetation infrastructure have been found to produce a number of benefits which are broadly broken down into three themes:

### **Economic:**

- Enhances aesthetic beauty of streetscape – a draw for new businesses and people;
- Increases property values;
- More attractive for tourism;
- Reduces cost of cooling in the summer and heating winter (wind reduction);

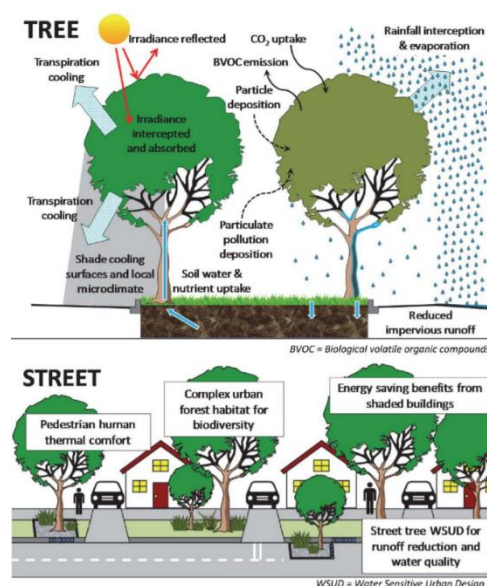
- Saves costs through reduced mowing;

### **Community:**

- Creates more walkable communities, public spaces and recreational areas;
- Creates more comfortable and beautiful city;
- Calms traffic and shades parked cars;
- More people outside means safer streets;
- Encourages more walking, jogging and cycling;
- Reduces sun exposure and heat related illness;
- Studies show the presence of trees improves mental well-being, fostering health and healing;

### **Environmental**

- Moderates temperature, especially in the summer;
- Trees provides the vital supply of oxygen needed for humans to breathe;
- Helps manage stormwater run-off, reduces flooding and enhances water quality;
- Creates wildlife habitat for birds, butterflies, pollinators, plants and animals;
- Helps reduce air pollution;
- Prevents erosion, especially along slopes.



For shoreline areas, a vegetative buffer contains pollutants (salt, fertilizer, septic leachate), reduces erosion, encourages infiltration and improves wildlife habitat, which leads to better outcomes for fish.

On a watershed basis, a minimum 30% tree canopy coverage is recommended by Conservation Authorities, Environment Canada and others to allow rivers and lakes within the watershed to maintain a healthy ecological and hydrological function. The Raisin Region Conservation Authority completed a Forest Cover and Trends Analysis in 2019 (Appendix A) which analyzed the forest cover trends within the region. The report determined the forest cover, overall, for the Raisin Region watershed to be approximately 34%. The report also analyzed the forest cover by municipality and determined the percentage of forest cover within the City of Cornwall to be approximately 20%.

An update to the 2019 Trends Analysis report by the Raisin River Conservation Authority Urban Canopy Assessment Aug 2020 using a different and greater detail method (Appendix B) analyzed the urban tree canopy down to trees above 2m in height determined the urban tree canopy to be 32%. The report includes the identification of areas with low tree canopy cover.

Anticipated effects of climate change include heavy rainfall events and unseasonable precipitation. Runoff from rainfall and snowmelt in a forested area has been demonstrated to be significantly less than in a developed or cleared area in both overall volume and peak flow. A healthy forest cover and natural vegetation areas makes watersheds more resilient to effects of climate change and on a broader scale, helps to

sequester carbon and is consistent with the goals outlined for the community in the Official Plan as well as the City's five Strategic Priorities, one of which is Environmental Sustainability.

## C. Advocacy

The City needs partners to achieve a higher percentage of tree canopy. The following programs of advocacy and explanation of the benefits of the policy will help with public understanding and will encourage actions by all to meet the desired goals.

- Encourage tree planting and the non-removal of trees on private property through various incentives such as workshops, bulk tree purchases, neighborhood planting bees etc.
- Encourage an adopt-a-tree program for the ongoing care of trees planted by the City.
- Publicise the opportunity for residents to request a City street tree in front of their house.
- Work closely with local arborist companies to promote best tree maintenance practices.
- Work closely with the four school boards to promote adding to and preserving the current tree canopy and to reduce grass mowing areas and introduce naturalized areas wherever possible.
- Seek partnerships with the Raisin Region Conservation Authority and local advocacy groups to create and fund tree canopy enhancements in available vacant spaces, shorelines and public areas such as the 'Tiny Forest @ the Library'.
- Support partner agencies in delivery of programs such as the Raisin Region Conservation Authority Tree Seedling Program, the 50 Million Tree Program and the Edible Cities Program.
- Proactively seek other emerging partnership and funding opportunities, amending the policy to include these.
- Promote and publicize the Commemorative Tree Planting Program to encourage buying and planting of trees.
- Promote and publicize the City Arboretum as a place to learn about all the different city trees available.
- Identify and celebrate 'Legacy Trees' as well as naturalized areas and the importance of the 'Ribbon of Life' along shorelines, providing signs to raise awareness of their value.
- Plan for the publication and distribution of this policy on the City website, in other municipal advertising and at the pre-consultation stage of development applications.

- Support the ongoing assessment of the quality and quantity of the tree canopy condition in the city. Support tree inventory and mapping as resources permit to ensure targets are being met.
- Provide information for the public on cost savings, carbon and energy reductions resulting from city actions such as reduced mowing areas.

## D. Municipal Role

The City through its various departments will take the following measures within its own operations to preserve and enhance the urban tree canopy as well as increase areas of natural vegetation within the city. Its actions can also serve a model for the actions taken by citizens on their own property.

### Goals and Priorities

- Environment and Sustainability is one of the city's current five key priorities and this Policy provides one of the key means to achieve the initiatives contained in that priority.
- The City endeavours to increase the overall urban tree canopy coverage to at least the 30% recommended by Conservation Authorities and Environment Canada as needed to maintain a healthy ecological and hydrological function, through its own planting initiatives on public property and public advocacy to promote plantings on private property.

### Subdivision Development – Boulevard Tree Planting and Parkland Dedication Requirements:

The City's standards for all new subdivision developments are outlined in detail within the Department of Infrastructure Planning's Subdivision Manual. As part of the subdivision development process, Developers enter into a contractual agreement with the municipality called the "Subdivision Agreement". This Subdivision Agreement is a binding contract which specifies the Developer's obligations, including boulevard tree planting and parkland dedication. Typically the Subdivision Agreement stipulates one new boulevard tree for every building unit. (ie. One boulevard tree for every single family dwelling, and two boulevard trees for semi detached dwellings, etc). New boulevard tree plantings are to be native tree species as much as possible and shall be in conformance with the City's tree planting specification. Also the Subdivision Agreement typically specifies that a minimum of 5% of the overall development be dedicated as parkland, unless determined by the Department Manager that the neighbourhood already has adequate parkland. In the event that the neighbourhood is determined to already have

adequate parkland, the Developer is required to provide the City with cash in lieu of a parkland dedication valued at 5% of the raw land value of the entire development.

### **Site Plan Development – Landscaping Requirements**

Development sites subject to site plan approval are required to supply a landscaping plan as part of the review process. Proponents are typically encouraged to include a high degree of landscaping elements typically on private lands which includes planting of a variety of species and callipers as defined in the site plan design guideline manual. There is a key focus on landscaping major streets and City entrances. Every effort to protect and preserve existing mature trees shall be made where practical. It should be noted that removal of trees from the site will likely mean that a higher level of landscaping will be required to compensate. Various City staff will provide commentary during the site plan review process to ensure that the proposed landscaping plan is in concert with their respective by-laws and the governing site plan design manual.

Identify and ensure the preservation of high quality existing trees, whenever City owned property is sold, with the sale process applying the appropriate plan of subdivision and/or site plan controls to ensure the protection of said trees, when reasonably feasible. Parks and Landscape staff will review each City owned property to be listed for sale, and will identify any high quality existing trees that warrant protection.

### **City Tree Management Operation Policies**

The preservation of existing trees will be a key priority, when reasonably feasible, when undertaking City Public works projects such as construction of new sidewalks and roadways or other public works. There are a number of circumstances, however in which the removal of a City owned tree is required. The following explains the tree replacement policies that are in place to protect the City's tree canopy.

### **City Initiated Tree Removals and Replacement Plantings**

- There are a number of conditions in which a City owned tree may require removal, such as due to poor health condition, or a tree may be causing damage to private property, etc. If a City tree is deemed to require removal, the Parks and Landscape Dept. endeavours to plant replacement trees at a 1:1 ratio. As much as possible, staff attempt to locate the replacement planting in the same location as the removed tree, however there are occasions where the same location is

not suitable for a new planting. In those circumstances the replacement tree will be planted in a more suitable location.

- Priority will be given to areas of the City that have little or no tree canopy.
- Provide opportunity to abutting property owners to select preferred species from list.
- New and/or replacement plantings shall be native species whenever possible and shall be in conformance with the City's tree planting specifications.
- The City shall endeavour to ensure that there is a minimum of one boulevard tree in front of every property (provided that the boulevard is capable of supporting a tree planting).

### **Tree Removals Resulting from City Construction Projects and/or Infrastructure Repairs**

- Some tree removals are required as a result of the City's infrastructure renewal projects or as a result of underground infrastructure repairs. Typically, such work is initiated by the City's Municipal Works and Infrastructure Planning Department. Whenever there is a concern that such work may impact the health of a City tree, the Parks and Landscape Department will assist by reviewing the impact and make a recommendation as to whether the tree should be removed. Upon the completion of the project/work the Municipal Works and Infrastructure Planning Department shall work with the Parks and Landscape Department to replace any removed trees with replacement plantings. Replacement plantings shall be native species as much as possible and shall be in conformance with the City's tree planting specifications.

### **Emerald Ash Borer (EAB) Management Plan**

- The City has implemented a management plan to deal with an invasive species, the Emerald Ash Borer, which is an insect that attacks and kills ash tree species. At the beginning of the plan in 2014, the City identified approximately 3500 ash trees located on City owned land (boulevards, parks, City building properties, City owned woodlots). The EAB Management Plan includes three main activities: the removal of infected trees, TreeAzin injection treatment, and planting replacement trees. Each year staff review the condition of the City ash tree inventory and identify infected trees requiring removal and contractors are retained to remove said infected trees. The plan includes a tree replacement strategy at a 1:1 ratio. As much as possible, staff attempt to locate the replacement planting in the same location as the removed tree, however there are occasions where the same location is not suitable for a new planting. In those circumstances the replacement tree will be planted in a more suitable location. Replacement plantings shall be native species as much as possible and shall be



in conformance with the City's tree planting specifications. The plan also includes a TreeAzin injection treatment which is intended to prolong the life of specific ash trees on City boulevards and parks that have been identified and characterized as significant. The purpose of the treatment is not to save the tree from its inevitable demise, but is intended to prolong the life of the tree until such time that removal is required. This delay in the removal of the treated tree will provide new plantings in the area the opportunity to become established so that when the treated tree is removed the impact to the canopy in the vicinity won't be as severe.

## **Potential Threats**

- There is always the potential threat that other invasive species similar to the Emerald Ash Borer or diseases (such as Dutch Elm Disease) may threaten the health of the tree canopy in Cornwall and the surrounding area. Staff from the Parks and Landscape Department endeavour to participate in industry conferences, education and network opportunities in order to remain current on industry trends and threats.

## **Naturalization of Public Spaces and Shoreline Areas**

- All shoreline areas will include a "ribbon of life" revegetation for new and renovated waterfront developments in accordance with the best practices outlined in this policy.
- The Parks and Landscape Department completed a review of its grass cutting operations in 2018 and identified areas for naturalization. Reducing grass cutting operations wherever possible, allows areas to return to their natural state, providing increased opportunities for new tree growth thus improving the City's tree canopy. The Parks and Landscape Department will continue to look for new opportunities to reduce grass cutting operations wherever possible and to naturalize areas.

## **E. Best Practices**

These practices are provided to support residents, staff and others in developing planting plans that ensure the long-term survival of tree and vegetation plantings.

- Encourage native trees that are best adapted to local environment and contribute to the ecological system;
- Identify trees which over the long term may be susceptible to changing climate (ie. Trembling aspen, white spruce) and those that are more likely to thrive (oak). Some examples of these species are included in Schedule "A".

Schedule "A"

Trees	Shrubs	Partial Shade	Full Sun	Shoreline
<b>Riparian Zone</b>	Black Chokeberry	Bearberry	Black-eyed Susan	Blue Flag Iris
Balsam Fir	Nannyberry	Bloodroot	Big Bluestem Grass	Blue Vervain
Red Maple	Northern Bush	Bunchberry	Canada Goldenrod	Boneset
Tamarack	Honeysuckle	False Solomons Seal	Common Milkweed	Cardinal Flower
Black Spruce	Pagoda Dogwood	Jack-in-the-pulpit	Flat-topped Aster	Swamp Milkweed
Eastern Hemlock	Red Osier Dogwood	Wild Columbine	New England Aster	Joe Pye Weed
	Smooth Wild Rose	Foamflower	Pearly Everlasting	White Turtlehead
<b>Medium Sized</b>	Swamp Rose	Ostrich Fern		
Chokecherry	Sweet Gale			
Pin Cherry	Winterberry Holly			
Serviceberry	Common Elderberry			
Striped Maple	Highbush Cranberry			
Ironwood	Lowbush Blueberry			
Eastern White Cedar	Meadowsweet			
	Serviceberry			
<b>Large Sized</b>	Steeplebush			
Bur Oak				
Red Oak				
Silver Maple				
Trembling Aspen				
White Birch				
Red Spruce				
Eastern White Pine				
Butternut				
Sugar Maple				

- Identify trees for planting that are better suited to certain constrained lands such as small spaces and urban conditions (road salt, compaction, etc).
- Planting tips to help ensure the right trees survive in the right places with minimal maintenance.
- For other vegetation, encourage mix of shrubs and flowers to enhance biodiversity, create habitat (pollinators) and improve desirability of public and private greenscapes;
- Where to Plant: Consideration should be given to where trees and vegetation are planted. Prior to planting a tree, property lines, utilities (power lines, buried water/sewer laterals or other 'hard' infrastructure) should be considered. The location of a tree should take into context its future size as it relates to a building's foundation and roof.
- Identify and remove invasive species: Recognizes that the ecological benefit of removing invasive species over the long term exceeds the limited benefits of allowing them to remain in place;
- Shoreline naturalization: Hardening the shoreline with stone or concrete should be avoided. Vegetated areas adjacent to watercourses, lakes, rivers and wetlands are known as shoreline buffers. Shoreline buffers protect water from pollutants by filtering contaminants, providing habitat for native species and preventing shoreline erosion.
- Shoreline buffers should be at least 15-30 metres upland from the shore as recommended by the Ministry of Natural Resources and Forestry; and composed

of natural vegetation with a broad corridor of undisturbed vegetation. Shoreline buffers should not be grassed.

- **Maintenance and Preservation:** Trees and vegetation require special care and treatment. If it appears the vegetation is struggling, it is recommended you speak to a professional.
- **Commercial / Higher Density Uses:** In addition to this applying to single detached homes and smaller residential uses, it can also provide guidance to larger commercial/multiple residential developments. In addition to the benefits listed previously, increased vegetative buffers help beautify commercial properties and match the natural beauty of the Cornwall area.
- **Other benefits that can be considered:** Green parking lots to reduce stormwater flows and the costs of stormwater maintenance. Vegetated aisles and parking islands to increase shaded areas and reduce micro climates. Green roofs to reduce total stormwater runoff and enhance the urban canopy. The City of Toronto Design Guidelines for “Greening” Surface Parking lots provides an excellent reference.

## F. Appendices

**Appendix A:** Raisin Region Conservation Authority completed a Forest Cover and Trends Analysis in 2015

**Appendix B:** City of Cornwall Tree Planting Policy

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

Department: Planning, Development and Recreation  
Division: Parks and Recreation  
Report Number: 2020-391-Planning, Development and Recreation  
Prepared By: James Fawthrop, Division Manager  
Meeting Date: November 9, 2020  
Subject: Lamoureux Park Decorative Lighting and Winter Activities

**Purpose**

To provide Council information on a proposal to install decorative lighting in Lamoureux Park.

**Recommendation**

That Council receive Report 2020-391-PDR and direct Administration to proceed with the following items in the short term:

- a. \$15,000 seasonal installation of decorative string lights on and around the clock tower to celebrate the 2020 Christmas season
- b. the establishment of a toboggan hill for the 2021 winter season at the splashpad for an estimated cost of \$5,000
- c. the immediate installation of an insulated ceiling in the splashpad washroom so that the washroom can remain open for the 2021 winter season for an estimated cost of \$25,000
- d. the clearing of snow for the 2021 winter season from the lit portions of the multi-use path network in Lamoureux Park for an estimated cost of \$15,000

## Financial Implications

The estimated cost implications for various lighting options are contained within the body of the report. There are no funds contained within the 2020 Budget to support any of the items identified in this report, although there may be funding opportunities through COVID relief funding programs or through joint partnerships with local service clubs.

## Strategic Priority Implications

Council's Strategic Priorities for 2019-2022 identify sports and recreation opportunities as the second item under the "Developing waterfront through ownership, partnerships for business, recreational opportunities" initiative.

## Background / Discussion

### Lamoureux Park Decorative Light Display

A new business motion was passed at the regular meeting of Council on Monday October 26<sup>th</sup>, 2020, which requested a report on the feasibility of creating a synchronized walking light and music display in Lamoureux Park similar to Brockville's River of Lights display. It was requested that the report be provided in time to take advantage of the upcoming Christmas season. An amendment to the motion was passed which included a request for a temporary lighting option if it is determined that a more significant light and music display is deemed to not be feasible in time for the 2020 Christmas season.

Administration has contacted Ford Electric, the electrical contractor who was responsible for the planning and installation of Brockville's River of Lights as well as the lighting installation at the Brockville railway tunnel.

The following table summarizes the estimated initial project costs for a seasonal synchronized walking light and music display in Lamoureux Park similar to Brockville's River of Lights:

	<b>Cost</b>
Purchase of Decorative Lights	\$50,000
Decorative Light Installation	\$25,000
Decorative Light Removal	\$25,000
Sound System and Controller	\$50,000
<b>Total Initial Cost</b>	<b>\$200,000</b>

The ongoing annual costs to erect a seasonal synchronized light and music display are described in the following table:

	<b>Cost</b>
Purchase of Replacement Lights	\$12,500
Installation of Lights	\$25,000
Removal of Lights	\$25,000
Controller Programming	\$8,000
<b>Total Ongoing Annual Cost</b>	<b>\$62,500</b>

At the regular meeting of Council of November 25, 2019, a motion was passed by Council directing Administration to prepare a report for the 2020 budget process on the cost of re-implementing the Canada 150 lighting display in Lamoureux Park on a permanent basis. The attached capital project sheet was subsequently presented to Council on February 4, 2020, as part of the 2020 Municipal Budget deliberations.

During the Canada 150 lighting display in 2017, the Electrical Safety Authority (ESA) advised that the display was permitted on a temporary basis only and eventually ordered the lighting display to be taken down due to the use of extension cords supplying power to the decorative lights. In order to be approved as a permanent installation, the electrical power supply must be fed from a permanent electrical utility (ie. buried underground or overhead electrical service), and all electrical receptacles and decorative light strings must be elevated beyond the reach of the public.

The following table summarizes the cost to install the required electrical servicing throughout Lamoureux Park to supply electricity to a permanent lighting display:

	<b>Quantity</b>	<b>Unit Rate</b>	<b>Cost</b>
Underground Electrical Supply	800m	\$125	\$100,000
Park Reinstatement	1	\$25,000	\$25,000
Bikepath Reinstatement	1	\$10,000	\$10,000
<b>Total</b>			<b>\$135,000</b>

Due to the difficulties and challenges of maintaining strings of decorative lights within park trees on a permanent basis, Administration recommends the use of coloured flood lights as a permanent alternative for decorative lighting. Coloured flood lights have recently been used at the NAV Centre to highlight significant landmarks (plane and stone house) located on the grounds.

The following are some photos of the coloured flood lights at NavCan:



Currently there are flood lights in Lamoureux Park at the clock tower that are in poor condition and warrant replacement. Also, the existing flood lights at the clock tower do not have the ability to change colour. The City often receives requests from various organizations to change the colour of the clock tower flood lights to recognize various charitable causes (ie. diabetes awareness month, childhood cancer month, etc.)

Administration recommends a phased approach using flood lights to highlight landmarks within Lamoureux Park. Phase 1 would include replacing the existing flood lights at the clock tower using LED flood lights capable of changing colours. Subsequent phases could include installation of coloured LED flood lights around the Cornwall Community Museum, the RCAF Wing, and the remaining bridge pillar.

The following table summarizes the cost to install coloured LED flood lights around the clock tower:

	<b>Quantity</b>	<b>Unit Rate</b>	<b>Cost</b>
Coloured LED Flood Lights	4	\$8,000	\$24,000
Underground Electrical Supply	65m	\$125	\$8,125
Reinstatement	1	\$10,000	\$10,000
<b>Total</b>			<b>\$42,125</b>



## **Temporary Light Display for Christmas Season**

Based on the discussion with Ford Electric, it was determined that there is insufficient time to plan, design, purchase, and install a synchronized light and music display in Lamoureux Park similar to Brockville's River of Lights in time for the 2020 Christmas season.

As an alternative option, Administration recommends a budget of \$15,000 for the purchase and installation of strings of decorative lights to be used on a temporary basis on and around the Lamoureux Park clock tower to celebrate the 2020 Christmas season.

## **Lamoureux Park Multi-Use Path Lighting**

A common criticism received by Administration regarding Lamoureux Park is that the park lighting is inadequate. The multi-use paths located within the east half of Lamoureux Park are lit with decorative lantern style light standards as shown in the following photo:



The existing light standard fixtures are such that the light levels emitted are not bright enough to provide adequate light levels to ensure residents feel comfortable and safe within the park after dusk. With the recent advancements in LED technology, Administration recommends that the existing light standard fixtures be replaced with new fixtures designed to cast appropriate light levels, which would encourage residents to take advantage of the multi-use paths after dark. Also, Administration recommends future consideration of phased expansions of the multi-use path lighting network to include sections of the paths located within the west half of Lamoureux Park, particularly along the Waterfront Trail.



The following map describes potential future phased expansion of the multi-use path lighting:



The following table summarizes the estimated costs for the replacement of existing light standard fixtures and for phased expansion of the multi-use path lighting in Lamoureux Park:

	Quantity	Unit Rate	Cost
<b>Upgrade Existing Lighting</b>			
Replacement Light Fixtures	45	\$650	\$29,250
Subtotal			<b>\$29,250</b>
<b>Expand Lighting Network Around Museum</b>			
Underground Electrical Supply	470m	\$125	\$58,750
New Light Standards	27	\$2,000	\$54,000
Subtotal			<b>\$112,750</b>
<b>Expand Lighting Network Along Waterfront Trail to Boat Launch</b>			
Underground Electrical Supply	450m	\$125	\$56,250
New Light Standards	26	\$2,000	\$52,000
Subtotal			<b>\$108,250</b>
<b>Total</b>			<b>\$250,250</b>

## **Lamoureux Park Outdoor Activities**

During Council deliberations of the new business motion at the October 25<sup>th</sup> meeting of Council, a Councillor requested that the report also include information on the feasibility of establishing a toboggan hill in Lamoureux Park near the splashpad.

Based on the costs incurred during the Canada 150 celebrations, Administration estimates the costs to establish the toboggan hill to be \$5000. This estimate includes the supply and installation of straw bales to act as protective barriers around trees and act as a backstop at the bottom of the hill, and for the removal of straw bales in the spring and reinstatement of damaged turf.

Should Council decide to instruct Administration to proceed with establishing the toboggan hill, Administration recommends improvements to the splashpad washroom such that the building can remain open throughout the winter season. The splashpad washroom was originally designed to operate for three seasons only. For the Canada 150 celebration, heat was added to the building to allow the washroom to remain open through the winter, however due to the building's original three season design, there were issues with heat escaping through the roof of the building causing a significant accumulation of ice on the roof and icicles around the eaves, which posed a health and safety hazard to the public. If the splashpad washroom were to be considered for year-round use, it is recommended to install an insulated ceiling within the building for an estimated cost of \$25,000.

Another suggested outdoor winter activity would include walking along the lit portions of the multi-use path network in Lamoureux Park. In order to facilitate this activity, snow clearing of these portions of the trail network is required. The cost to provide the winter clearing services is estimated to be approximately \$15,000.

Lastly, Administration is currently considering the feasibility of establishing an outdoor skating rink in Lamoureux park for the 2021 winter season. However the likelihood will be dependent upon finding a suitable location, with access to an adequate water supply, washrooms and change room facilities. Administration will continue to investigate this possibility. The establishment of outdoor rinks are also dependent upon favourable weather conditions during the 2021 winter season.

Document Title:	Lamoureux Park Decorative Lighting - 2020-391-PDR.docx
Attachments:	- Lamoureux Park Lighting.pdf
Final Approval Date:	Nov 4, 2020

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

**Mark A. Boileau - Nov 4, 2020 - 3:52 PM**

**Maureen Adams - Nov 4, 2020 - 6:29 PM**

# City Facilities

**Project Name:** Lamoureux Park Decorative Lighting Display

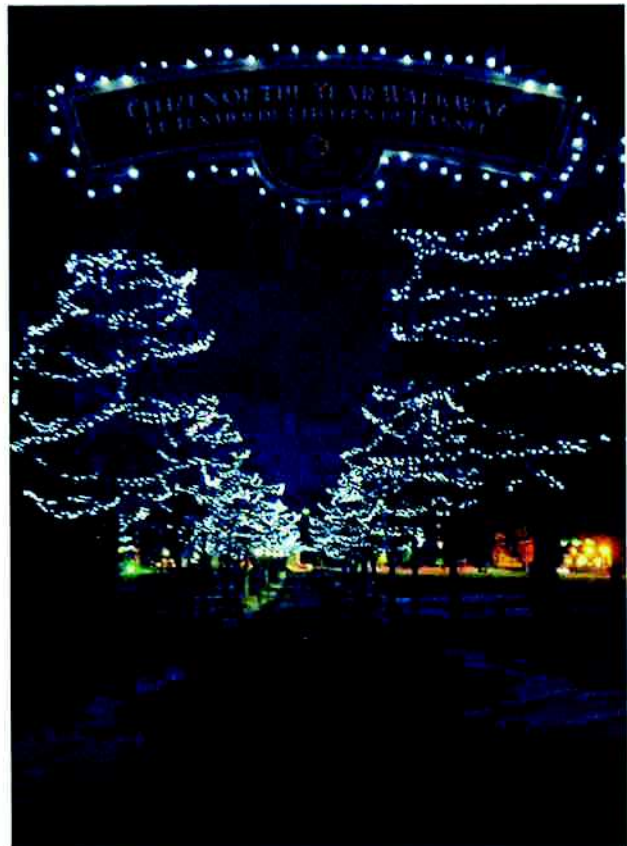
**Funding:** \$ 210,000 Not included in 2020 Budget Submission

In 2017, Canada celebrated the sesquicentennial of Canadian Confederation, otherwise known as Canada 150. In Cornwall, part of the celebration included a decorative lighting display in Lamoureux Park. Decorative lighting was installed in the trees along various recreational paths throughout Lamoureux Park, as well as on the Lion's Club Bandshell, the Woodhouse Museum, the clock tower, and the airplane at the RCAF Wing. The decorative lights in the trees were left in place for the entirety of 2017, and were removed during the spring of 2018. The electrical supply for the lights in the trees was fed from various electrical outlets located on the City's existing pedestrian light standards throughout the park. Electrical extension cords were used to extend the electrical power supply from tree to tree.

The Electrical Safety Authority (ESA), which is responsible to oversee all electrical safety issues within City buildings and properties, permitted the use of these extension cords for the purpose of celebrating Canada 150 because it was deemed to be a temporary installation. ESA advised City Administration that the use of extension cords on a permanent basis would not be permitted. A permanent installation requires underground electrical power supply lines to be extended to the base of each lit tree where an electrical outlet would be installed.

In order to re-implement the Canada 150 display in Lamoureux Park on a permanent basis staff have estimated the cost of extending underground electrical services from the existing electrical distribution boxes in Lamoureux Park to the bases of the trees that were lit as part of the Canada 150 display. Administration has estimated the cost to purchase and install the decorative lights in 2020 based on the actual costs incurred for the Canada 150 installation.

Also, it should be noted that there would be an ongoing annual cost to maintain a permanent lighting display. When the Canada 150 lighting display was taken down in 2018, staff observed that a considerable number of lights were no longer functioning properly. It is estimated that approximately 20% of the decorative lights would require replacement on an annual basis. Based on the estimated 2020 installation cost, the estimated annual cost to maintain the proposed permanent lighting display is calculated to be \$15,000 per year in addition to the initial capital cost of \$210,000.



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

Department: Corporate Services  
 Division: Clerk's Division  
 Report Number: 2020-350-Corporate Services  
 Prepared By: Manon Levesque, City Clerk  
 Meeting Date: November 9, 2020  
 Subject: Unfinished Business Listing for November 9, 2020

**Recommendation**

That Council receive the Unfinished Business Listing for November 9, 2020.

<b>Title</b>	<b>Department</b>	<b>Date</b>
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 Planning, Development and Recreation	Nov 9/20
Christmas Lights and Music in Lamoureux Park (Oct 26/20)	Planning, Development and Recreation	Nov 9/20
Review of Parks, Facilities and Street Naming Policy (Sept 9/19)	Corporate Services	Nov 23/20
Parking Program (May 11/20) (Jun 8/20) (Sep 14/20)	Planning, Development and Recreation	Jan 11/21



Outdoor Gardening – COVID-19 (May 11/20) (Jun 22/20)	Planning, Development and Recreation	Winter 2021
Creation of Remote Worker Attraction Strategy (Jan 10/20)	Planning, Development and Recreation	TBD
Electoral System Review – Comparison to Other Municipalities (Nov 25/19) (Jan 13/20) (Sep 28/20)	Corporate Services – Clerk’s Division	TBD
Electoral System Review – Public Consultation (Nov 25/19) (Jan 13/20) (Sep 28/20)	Corporate Services – Clerk’s Division	Town Hall
Residential Rental Licensing Public Consultation and Survey Results (Nov 13/18) (Jun 8/20) (Oct 13/20)	Fire Services, Social Services and Planning, Development and Recreation	TBD

Document Title:	Unfinished Business Listing for November 9, 2020 - 2020-350-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 4, 2020

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

**Geoffrey Clarke - Oct 28, 2020 - 9:39 AM**

**Maureen Adams - Nov 4, 2020 - 6:22 PM**

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

Department: Infrastructure and Municipal Works  
Division: Infrastructure Planning  
Report Number: 2020-401-Infrastructure and Municipal Works  
Prepared By: Michael Fawthrop, Division Manager  
Meeting Date: November 9, 2020  
Subject: Municipal Works Yard Redevelopment Project – Quarterly Report

**Purpose**

To provide Council with an update on the current status and progress of the Municipal Works Yard Redevelopment Project.

**Recommendation**

That Council receive Report 2020-401-Infrastructure and Municipal Works

**Financial Implications**

The attached Project Status Report for the Municipal Works Redevelopment Project outlines the budget approved to-date, expenditures incurred to-date, and projected costs for the multi-year plan to redevelop the Municipal Works Yard.

**Strategic Priority Implications**

This report addresses Council's accountability and transparency to the ratepayers of the City of Cornwall.



## **Background / Discussion**

At its meeting of May 11, 2020, Council approved a Motion to adopt a formal project management reporting plan for the Municipal Works Yard Redevelopment Project, as per the recommendation from MNP LLP and the Audit Committee.

The key recommendations from MNP LLP and the Audit Committee were as follows:

- The Project Status should be reported to Council on a quarterly basis (monthly by exception) in a dashboard format with attachments including a Change Register, Risk Register, Schedule, and Notes to explain variances in costs or schedule.
- A formal Project Management Plan (PMP) should be adopted and implemented to support the project. The PMP should include the following elements:
  - The identification and documentation of project risks, including mitigation strategies and the progress against those mitigations.
  - Decomposition of the current project into a high-level work breakdown structure in order to provide greater visibility into the tasks required to be conducted, the dependencies and the critical path.
  - Project change process for scope, schedule or cost changes (+/- 10% of annual spend or greater than \$50,000) including documentation and approval within a governance structure.

Please see the recommended Project Status report for the MW Yard Redevelopment Project (at September 30, 2020) attached to this report.

The MW Yard Redevelopment Project continues to move forward as planned and indicated in the project schedule; in addition, there have been no major project changes within the current reporting period.

Document Title:	Municipal Works Yard Redevelopment Project - Quarterly Report - 2020-401-IMW.docx
Attachments:	- Q3 2020 - MW Redevelopment Project Status Report.pdf
Final Approval Date:	Nov 4, 2020

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

**Bill de Wit - Nov 4, 2020 - 4:47 PM**

**Tracey Bailey - Nov 4, 2020 - 6:07 PM**

**Maureen Adams - Nov 4, 2020 - 6:59 PM**

City of Cornwall Municipal Works Redevelopment Project - Status Report Dashboard as of September 30, 2020

Financial Summary									Project Milestones									
Year	Original Class D Estimate	Annual Budget (A)	Revised Budget (B)	Outstanding Committed Funds (C)	Expenses To Date (D)	Forecast to Year End (E = User Input)	Total Spent and Forecast F=(D+E)	Variance (B - F)	For additional information on completed and on-going Project Milestones, refer to the 'Project Milestones' Sheet									
2017	\$ 455,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ -	\$ 177,732.70	\$ -	\$ 177,732.70	\$ 822,267.30										
2018	\$ -	\$ 2,305,000.00	\$ 2,489,750.00	\$ 1,704,523.58	\$ 559,597.86	\$ -	\$ 559,597.86	\$ 1,930,152.14										
2019	\$ 1,304,750.00	\$ 4,080,000.00	\$ 6,053,623.00	\$ 4,597,868.95	\$ 1,572,360.54	\$ -	\$ 1,572,360.54	\$ 4,481,262.46										
2020	\$ 2,978,240.00	\$ 1,565,000.00	\$ 1,738,259.00	\$ -	\$ 4,443,098.08	\$ 2,880,046.33	\$ 7,323,144.41	-\$ 5,584,885.41										
2021	\$ 6,232,240.00		\$ 2,905,339.61															
2022	\$ 6,210,000.00		\$ 100,000.00															
2023	\$ 4,861,270.00		\$ 11,940,748.00															
2024	\$ 736,500.00		\$ 4,949,333.00															
2025	\$ 494,000.00		\$ 1,107,450.00															
2026	\$ 2,156,250.00		\$ 1,307,406.00															
2027	\$ 1,275,430.00		\$ 1,147,887.00															
Contingency	\$ 5,340,736.00	\$ -	\$ 2,055,282.40															
Project Total	\$ 32,044,416.00	\$ 8,950,000.00	\$ 36,795,078.01	\$ 6,302,392.53	\$ 6,752,789.18	\$ 27,987,006.43	\$ 34,739,795.61	-\$ 2,695,379.61										
General Comments									<b>Q3 Project Schedule &amp; Summary (July - September 2020)</b>									
The Original Class D Estimate prepared by AECOM in 2016 reflected the anticipated building demolition and construction costs for the redevelopment of the Municipal Works (MW) Yard, complete with a 20% contingency fund. The 2016 AECOM Class 'D' estimate was designed to provide the Corporation with an overall replacement value for each of the buildings within the MW Yard.																		
According to <i>Public Services and Procurement Canada</i> , a Class 'D' (Indicative) Estimate is "to be in unit cost analysis format (such as cost per m² or other measurement unit) based upon a comprehensive list of project requirements (i.e. scope) and assumptions; the Class D estimate is evolved throughout the phases of the project identification stage, finally being incorporated into the cash flows in the Analysis Phase[...]". <sup>1</sup> In other words, a Class D estimate is designed to provide a summary of projected costs and must be updated and evolve as the project progresses.																		
The list of project requirements and assumptions included as part of the cost estimate prepared by AECOM consisted of only building construction and demolition costs, other project requirements were not included as part of the projected cost estimate. A summary of additional project requirements can be found under the 'Project Changes' sheet.																		
The forecasted values indicated in the Financial Summary from 2021 to Project Completion are estimates only and will be updated as each phase of the project progresses and additional information becomes available.																		
The forecasted costs for future years do not include the following: LEED or Net Zero building design and construction costs, reinforced and/or non-standard foundation designs, costs associated with the removal and disposal of contaminated soil/groundwater, designated substances or landfill material, unanticipated construction cost increases in future years or any additional interim measures required during each of the various phases of construction to ensure that the MW Yard and offices are fully functional and accessible for the duration of the project.																		
Financial Summary Definitions																		
Annual Budget: A projection of project costs approved by Council each year during budget deliberations					Forecast to Year End: Provides an estimate of expenditures to be spent by year end based on year to date results and other assumptions				<b>12 Months at a Glance</b>									
Revised Budget: Includes all approvals by Council (Annual Budget, Tenders, RFPs, etc.)					Total Spent and Forecast: Totals the expenditures to date and the estimated expenditures to year end to project the annual spend													
Outstanding Committed Funds: Funds committed through Tendering, RFPs, Purchase Orders, etc.					Variance: The difference between the revised budget (monies committed to the project) and projected annual spend, excluding contingency.													
Expenses To Date: Includes all expenditures incurred to date.					Project Total Row: Provides the total amounts of budget, forecast and spent for the entire project to date (Projected amounts including upcoming years are in grey and apply to the whole project)													
Project Risks																		
Risk Description				Probability	Impact	Mitigation			Phase	Description	Current Status	Planned Completion Date	Comments					
If contaminated soil is encounter it must be handled according to current regulations for soil management (Re: O.Reg 153/04 for additional information on soil regulations and requirements).				M	H	As part of the design for future phase of redevelopment, an environmental assessment will be completed to determine the likelihood of contaminated material within the project extents.			C2/C4	Site Grading and Servicing - Phase I of III	In Progress	Q4, 2020	Remaining site grading works in progress and scheduled for completion in Q4, 2020.					
If poor geotechnical conditions are encountered, non standard building foundations will be required.				M	H	A comprehensive geotechnical investigation will be completed as part of the design process for each of the proposed buildings in future phases; cost projections will be updated accordingly.			C3	Construct Noise Attenuation Wall (Phase I of II)	Construction Not Started	Q2, 2021	Construction of the proposed noise attenuation wall scheduled to commence following the completion of the excavation for the salt storage facility.					
Risk Level: L=Low Risk, M=Medium Risk, H=High Risk				For additional information on Project Risks, refer to the 'Project Risk Register' Sheet.					C5	Construct Salt Storage Facility	In Progress	Q4, 2020	Construction of the salt storage facility (building components) complete; remaining works include the installation of mechanical and electrical components (ventilation system, lighting, emissions monitoring, etc.).					
Risk Level: L=Low Risk, M=Medium Risk, H=High Risk									For additional information on Project Risks, refer to the 'Project Risk Register' Sheet.					C7	Construct Utility Compound	Complete	Complete	Utility compound construction substantially complete; fence installation and grading works to be completed in Q4.
Public Works and Government Services Canada, Public Services and Procurement Canada, Real Property Branch, https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/conn-know/couts-cost/definition-eng.html														C9	Design of Multiuse and Administration Buildings	In Progress	2021	Design of Administration and Multiuse Buildings scheduled for completion in 2021. RFP for Design Services to be issued shortly.

Financial Report										
	Site Servicing	Environmental Remediation	Site Reconfiguration	Salt Storage Facility	Rerouting of Utilities	Standby Power System	Parking Lot Construction	New Administration and Multiuse Building Design & CA	Total	Commentary
Year	C2	C3	C4	C5	C6	C7	C8	C9		
2017	\$425,000.00	\$300,000.00	\$150,000.00	\$125,000.00					\$1,000,000.00	2017 Annual Budget
2018		\$875,000.00		\$1,000,000.00	\$400,000.00	\$30,000.00			\$2,305,000.00	2018 Annual Budget
2019				\$2,500,000.00		\$900,000.00	\$230,000.00	\$450,000.00	\$4,080,000.00	2019 Annual Budget
2020								\$1,565,000.00	\$1,565,000.00	2020 Annual Budget
Total Annual Budgets (A)	\$425,000.00	\$1,175,000.00	\$150,000.00	\$3,625,000.00	\$400,000.00	\$930,000.00	\$230,000.00	\$2,015,000.00	\$8,950,000.00	
2017									\$0.00	
2018		\$184,750.00							\$184,750.00	Refer to Project Changes C3-5
2019	\$1,019,583.00		\$380,040.00	\$574,000.00					\$1,973,623.00	Refer to Project Changes C2-2, C4-2 and C5-5
2020	\$25,010.00	\$15,041.00	\$11,058.00	\$111,290.00		\$10,860.00			\$173,259.00	Refer to Project Changes C2-3, C3-8, C4-3, C5-6, C7-2
Project Changes (Budget/Cost)	\$1,044,593.00	\$199,791.00	\$391,098.00	\$685,290.00	\$0.00	\$10,860.00	\$0.00	\$0.00	\$2,331,632.00	
2017	\$425,000.00	\$300,000.00	\$150,000.00	\$125,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	
2018	\$0.00	\$1,059,750.00	\$0.00	\$1,000,000.00	\$400,000.00	\$30,000.00	\$0.00	\$0.00	\$2,489,750.00	
2019	\$1,019,583.00	\$0.00	\$380,040.00	\$3,074,000.00	\$0.00	\$900,000.00	\$230,000.00	\$450,000.00	\$6,053,623.00	Annual budget adjusted based on 19-T40 tender award
2020	\$25,010.00	\$15,041.00	\$11,058.00	\$111,290.00	\$0.00	\$10,860.00	\$0.00	\$1,565,000.00	\$1,738,259.00	
Revised Budget (B)	\$1,469,593.00	\$1,374,791.00	\$541,098.00	\$4,310,290.00	\$400,000.00	\$940,860.00	\$230,000.00	\$2,015,000.00	\$11,281,632.00	
2017	\$0.00	\$0.00	\$0.00	\$0.00					\$0.00	
2018		\$447,551.51		\$899,530.54	\$357,441.53	\$0.00			\$1,704,523.58	
2019	\$565,836.31		\$7,609.53	\$3,074,000.00		\$854,683.66	\$95,739.45		\$4,597,868.95	Tender 19-T40
2020									\$0.00	
Outstanding Committed Funds (C)	\$565,836.31	\$447,551.51	\$7,609.53	\$3,973,530.54	\$357,441.53	\$854,683.66	\$95,739.45	\$0.00	\$6,302,392.53	
2017	\$26,675.92	\$118,825.83	\$254.40	\$31,976.55					\$177,732.70	
2018	\$9,002.44	\$474,464.82	\$0.00	\$33,572.13	\$42,558.47				\$559,597.86	
2019	\$817,572.81	(\$2,971.79)	\$302,709.45	\$152,559.09	\$95,647.13	\$75,010.71	\$131,833.14		\$1,572,360.54	
2020	\$278,348.35	\$19,370.33	\$135,274.26	\$3,071,148.61	\$97,246.43	\$789,414.52	\$52,295.58		\$4,443,098.08	
Expenditures To Date (D)	\$1,131,599.52	\$609,689.19	\$438,238.11	\$3,289,256.38	\$235,452.03	\$864,425.23	\$184,128.72	\$0.00	\$6,752,789.18	
2017									\$0.00	
2018									\$0.00	
2019									\$0.00	
2020	\$337,009.83	\$807,547.09	\$122,682.00	\$1,171,448.51	\$65,000.00	\$80,487.62	\$45,871.28	\$250,000.00	\$2,880,046.33	Forecast values include costs associated with remaining work under Tender 19-T40 and other committed expenses, as well as construction administration fees.
Forecast to Year End (E=User Input)	\$337,009.83	\$807,547.09	\$122,682.00	\$1,171,448.51	\$65,000.00	\$80,487.62	\$45,871.28	\$250,000.00	\$2,880,046.33	
2017	\$26,675.92	\$118,825.83	\$254.40	\$31,976.55	\$0.00	\$0.00	\$0.00	\$0.00	\$177,732.70	
2018	\$9,002.44	\$474,464.82	\$0.00	\$33,572.13	\$42,558.47	\$0.00	\$0.00	\$0.00	\$559,597.86	
2019	\$817,572.81	(\$2,971.79)	\$302,709.45	\$152,559.09	\$95,647.13	\$75,010.71	\$131,833.14	\$0.00	\$1,572,360.54	
2020	\$615,358.18	\$826,917.42	\$257,956.26	\$4,242,597.12	\$162,246.43	\$869,902.14	\$98,166.86	\$250,000.00	\$7,323,144.41	
Estimated Total Spent to Year End (F=D+E)	\$1,468,609.35	\$1,417,236.28	\$560,920.11	\$4,460,704.89	\$300,452.03	\$944,912.85	\$230,000.00	\$250,000.00	\$9,632,835.51	
2017	\$398,324.08	\$181,174.17	\$149,745.60	\$93,023.45	\$0.00	\$0.00	\$0.00	\$0.00	\$822,267.30	
2018	(\$9,002.44)	\$585,285.18	\$0.00	\$966,427.87	\$357,441.53	\$30,000.00	\$0.00	\$0.00	\$1,930,152.14	
2019	\$202,010.19	\$2,971.79	\$77,330.55	\$2,921,440.91	(\$95,647.13)	\$824,989.29	\$98,166.86	\$450,000.00	\$4,481,262.46	
2020	(\$590,348.18)	(\$811,876.42)	(\$246,898.26)	(\$4,131,307.12)	(\$162,246.43)	(\$859,042.14)	(\$98,166.86)	\$1,315,000.00	(\$5,584,885.41)	
Year End Variance (B-F)	\$983.65	(\$42,445.28)	(\$19,822.11)	(\$150,414.89)	\$99,547.97	(\$4,052.85)	\$0.00	\$1,765,000.00	\$1,648,796.49	
2021+	(\$17,488.75)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	(\$1,765,000.00)	(\$1,782,488.75)	
Project Variance	(\$16,505.10)	(\$42,445.28)	(\$19,822.11)	(\$150,414.89)	\$99,547.97	(\$4,052.85)	\$0.00	\$0.00	(\$133,692.26)	

Project Milestones					
As of September 30, 2020					
Phase	Milestone	Project Start Year	Project Completion Year	Status	Comments
C9	Administration & Multiuse Building Design and Construction Administration	2020	2021	In Progress	Refer to Project Schedule for Additional Information
C3	19-T40 - Noise Barrier Wall Construction	2020	2020	In Progress	Refer to Project Schedule for Additional Information
C5	19-T40 - Salt Storage Facility Construction	2020	2020	In Progress	Refer to Project Schedule for Additional Information
C2/C4	19-T40 - Construction of MW Yard Site Servicing and Grading	2019	2020	In Progress	Refer to Project Schedule for Additional Information
C7	19-T40 - Utility Compound and Standby Power System Construction	2019	2020	Complete	Utility Compound and standby power system construction substantially complete.

2020 Project Schedule					
As of September 30, 2020					
Phase	Project Component	Scope of Work	Proposed Start Date	Proposed Completion Date	Comments
C2/C4	Site Servicing and Grading	Install Natural Gas Main	April, 2020 (Q2)	September, 2020 (Q3)	Installation of gas main complete.
		Excavate existing road base and reinstate with new granular material.	October, 2020 (Q4)	December, 2020 (Q4)	Phase I Site Grading partially complete; remaining site grading works
C3	Construct Noise Attenuation Wall	Revise grading plan in area of utility compound and noise barrier wall.	January, 2020 (Q1)	March, 2020 (Q1)	Revised grading plan in area of proposed noise barrier wall complete.
		Review and Approval of Shop Drawings	April, 2020 (Q2)	November, 2020 (Q4)	Review of shop drawings in progress.
		Excavation for Strip Footing Foundation	July, 2020 (Q3)	December, 2020 (Q4)	Excavation for strip footing foundation scheduled for November, 2020 (weather permitting).
		Construct Strip Footing Foundation	July, 2020 (Q3)	December, 2020 (Q4)	Construction of strip footing foundation scheduled for November/December 2020 (weather permitting).
		Construct Noise Attenuation Wall	October, 2020 (Q4)	May, 2021 (Q2)	Installation of NBW delayed as a result of production delays at supplier as well as significant lead time. In order to avoid installation in cold weather, noise attenuation wall is scheduled to be constructed in Spring, 2021 (Q2).
		Install Gate System	October, 2020 (Q4)	January, 2021 (Q1)	Gate installation scheduled for January 2021; shop drawings and measurements finalized and gate system has been put into production at supplier.
C5	Construct Salt Storage Facility	Review of Shop Drawings	January, 2020 (Q1)	March, 2020 (Q1)	Shop drawing review complete.
		Demolition of Existing Salt Sheds and Equipment Storage Building	April, 2020 (Q2)	June, 2020 (Q2)	Demolition of existing salt sheds and equipment storage building is complete.
		Foundation Excavation	April, 2020 (Q2)	June, 2020 (Q2)	Foundation Excavation complete
		Construction of Engineered Fill Foundation	April, 2020 (Q2)	June, 2020 (Q2)	Construction of Engineered Fill Foundation complete
		Construction of Salt Storage Facility Foundation Walls and Footings	July, 2020 (Q3)	September, 2020 (Q3)	Construction of Salt Storage Facility Foundation Walls and Footings complete
		Construct Pre-Engineered Fabric Covered Building	October, 2020 (Q4)	December, 2020 (Q4)	Construction of Pre-Engineered Fabric Covered Building complete.
		Interior Works - Electrical, Mechanical	October, 2020 (Q4)	December, 2020 (Q4)	Interior works in progress.
		Final Grading Works and Paving of Interior & Exterior	September, 2020 (Q3)	September, 2020 (Q3)	Final grading works complete.
C7	Construct Utility Compound	Review and Approval of Shop Drawings	January, 2020 (Q1)	March, 2020 (Q1)	Shop drawing review for standby power system complete; unit is on order (approximate lead time is 26 weeks). Shop drawing review for precast concrete utility buildings complete.
		Complete grading works surrounding utility compound area	April, 2020 (Q2)	June, 2020 (Q2)	Grading Works surrounding utility compound complete.
		Construct concrete pads for utility buildings and standby power system	April, 2020 (Q2)	June, 2020 (Q2)	Complete.
		Install precast utility buildings	July, 2020 (Q3)	September, 2020 (Q3)	Installation of precast utility buildings complete.
		Install standby power system	July, 2020 (Q3)	September, 2020 (Q3)	Installation of standby power system complete.
		Complete electrical and mechanical works for utility buildings and standby power system	July, 2020 (Q3)	September, 2020 (Q3)	Electrical and mechanical works for utility compound complete.
		Install fence surrounding utility compound	October, 2020 (Q4)	December, 2020 (Q4)	Scheduled for Q4 (October - December, 2020), following the completion of all works within the utility compound.
C9	Design & Construction Administration of the Administration & Multiuse Building	Prepare RFP for Design & Construction Administration	January, 2020 (Q1)	September, 2020 (Q3)	Preparation of RFP complete.
		Issue RFP	October, 2020 (Q4)	December, 2020 (Q4)	RFP to be issued in October, 2020 (Q4) following a review of the Terms of Reference by Council.
		Predesign Phase - Administration & Multiuse Buildings	January, 2021 (Q1)	March, 2021 (Q1)	
		Schematic Design Phase - Administration & Multiuse Buildings	March, 2021 (Q1)	May, 2021 (Q2)	
		Detailed Design Phase - Administration Building	May, 2021 (Q2)	October, 2021 (Q4)	
		Contract Preparation & Tendering Phase - Administration Building			Timelines and schedule for detailed design and tendering to be updated following the completion of the geotechnical investigation and predesign phase of the project.
		Detailed Design Phase - Multiuse Building			
		Construction of Administration Building			
		Contract Preparation & Tendering Phase - Multiuse Building			
		Construction of Multiuse Building			



Project Changes									
As of September 30, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
N/A	Proposed Stores Building Module	NA-1	The construction of a new Stores building module was removed from the scope of work in the MW Yard Redevelopment Plan, as the need to maintain stocks of various materials and supplies to be consumed by Municipal departments has been minimized and the building is no longer required.	Scope	Budget	The removal of the Stores building module resulted in a cost savings of \$2,100,000. Funds allocated to the design/construction of the Stores module are allocated to other components of the MW Yard Redevelopment project to offset any budget overages incurred in other phases.	2018	Complete	
C2	Site Servicing and Grading	C2-1	Site Servicing and grading requirements were not identified as separate component in the 2016 AECOM Report. In order to ensure the successful redevelopment of the MW Yard, the servicing, grading and phasing of the individual components of the project must be designed and constructed as an interconnected system rather than independent services.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Site Servicing and Grading of the Municipal Works Yard.	2017	Complete	
		C2-2	The Site Servicing and Grading Plan included a four (4) phase plan for the redevelopment of the Municipal Works Yard, including temporary grading and servicing requirements throughout the duration of the project. Following the completion of the Site Servicing and Grading Plan, it was determined that approximately 50% of regrading and 80% of the construction of site services (watermain, storm sewer, sanitary sewer, gas main, communications, etc.) within the MW Yard should be completed as part of Phase I. Accordingly, Site Servicing Grading works (Phase I of III) were included as part of tender 19-T40; tender values exceeded the annual budget amount allocated to Phase C2.	Scope	Budget	Tender 19-T40 was submitted for review and approval to Council	2019	Complete	Council approved the tender amount for the construction of Phase I Site Servicing and Grading of the MW Yard.
		C2-3	The Proposal for Phase I Redevelopment of the Municipal Works Yard and Site Servicing and Grading Plan did not include a component for support during construction. The Consultant was retained to complete site reviews, review proposed design changes and provide clarification (when required).	Cost	Scope	The Consultant that prepared the Site Servicing and Grading Plan and Phase I Redevelopment of the MW Yard was retained to provide support during the construction phase of the project.	2020	Complete	
C3	Environmental Remediation	C3-1	Noise attenuation measures were not considered as part of the 2016 AECOM Report. Concerns were raised regarding the location of the Municipal Works Yard (zoned Residential) and impacts to neighborhood.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Environmental Remediation within the Municipal Works Yard.	2017	Complete	An RFP for the completion of a Noise Impact Assessment (17-P05) was prepared in 2017.
		C3-2	The Noise Impact Assessment completed in 2017 determined that a 3.0m attenuation fence along sections of the MW Yard perimeter would be required to meet the Ministry of Environment, Conservation and Parks standards for noise abatement.	Scope	Design	Costs associated with the design and construction of a noise attenuation fence were not considered in the 2016 AECOM Report and estimate.	2017	Complete	
					Budget				
		C3-3	A detailed geotechnical investigation of project area location(s) of the proposed noise attenuation fence was completed to determine if additional foundation requirements for the noise attenuation fence would necessary.	Scope	Design	The results of the geotechnical investigation concluded that specialized foundation requirements would be necessary to ensure the structural stability of the proposed noise barrier wall (NBW).	2018	Complete	The consultant retained for the design of the NBW was also retained to complete the detailed design of the proposed foundation.
					Budget	Reinforced foundation requirements were not included in the original scope of work for the NBW. In addition the cost of construction for the NBW would increase significantly with the addition of the specialized foundation.			
		C3-4	Detailed Design of Noise Attenuation Fence	Scope	Budget	A consultant was retained to complete the detailed design of the noise attenuation wall.	2018	Complete	
		C3-5	Excavation along the northern limits of the MW Yard uncovered a significant amount of landfill and contaminated material that required removal.	Cost	Budget	The landfill material encountered was transported the City Landfill on Vincent Massey Drive; the tipping fees associated with bringing the material to the Landfill were not budgeted for or taken into consideration in early phases of the MW Yard Redevelopment project.	2018	Complete	The removal and disposal of Landfill material and contaminated material encountered during excavation results in a number associated costs. Contaminated material must be tested to determine the levels of contaminants prior to being accepted at the City Landfill. In addition, there are costs associated with hauling the material to the landfill, as well as tipping fees.

Project Changes									
As of September 30, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
C3	Environmental Remediation (Continued)	C3-6	Additional funds for the construction of the noise attenuation fence were requested for construction following the completion of the detailed design and comprehensive estimate for the proposed noise attenuation wall.	Cost	Budget	Council approved the 2019 budget submission for Noise Remediation within the Municipal Works yard.	2019	Complete	
		C3-7	Additional landfill material was encountered during excavation for the construction of the proposed Twelfth St. Parking Lot. Contaminated material was also found during excavation for the construction of the watermain; all contaminated and landfill material was transported to the City Landfill.	Cost	Budget	The landfill material encountered was transported the City Landfill on Vincent Massey Drive; the tipping fees associated with bringing the material to the Landfill were not included in annual budget submissions.	2019	Complete	
		C3-8	Following the completion of the multi-phase grading plan within the Municipal Works Yard, it was noted that due to the significant changes in elevation in the south west quadrant of the Yard, it would be necessary to update the noise impact assessment previously completed in 2017.	Scope	Design	The Consultant that completed the Noise Impact Assessment in 2017 was retained to update the study in order to determine if changes to the proposed noise barrier wall (NBW) and foundation would be required. Following the completion of the Noise Impact Assessment Update, it was determined that the height of the proposed NBW could be reduced in multiple sections, resulting in an overall cost savings during construction.	2020	Complete	
C4	Site Reconfiguration	C4-1	Interim measures and the decommissioning of the section of Ontario St. that extended through the MW Yard was not identified as separate component in the 2016 AECOM Report.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Site Reconfiguration works within the MW Yard.	2017	Complete	
		C4-2	Works associated with the reconfiguration of the site were included as part of Tender 19-T40; tender values exceeded the annual budget amounts allocated to Phase C4.	Cost	Budget	Tender 19-T40 was submitted for review and approval to Council in 2019.	2019	Complete	Council approved the tender amount for the construction of site reconfiguration works included in tender 19-T40.
		C4-3	Interim measures (temporary fencing) required long the perimeter of the Municipal Works Yard in order to ensure that the property is secure throughout the duration of construction.	Schedule	Budget	Costs associated with temporary fencing/security measures for the MW Yard were not included in tender documents for construction.	2020	In Progress	Temporary fencing will be required until the noise attenuation wall is constructed.
C5	Salt Storage Facility	C5-1	Complete additional geotechnical investigation to verify soil conditions in the area	Schedule	Budget	The results of the initial geotechnical investigation completed as part of the design of the salt storage facility concluded that due to poor soil conditions, a specialized building foundation would be required. An independent geotechnical engineering consulting firm was retained to complete additional testing within the project area and to provide options for the proposed foundation design of the structure. The additional geotechnical investigation was not included in the original project scope.	2018	Complete	
		C5-2	Determine preferred foundation design option based on summary of options presented by the geotechnical consultant	Scope	Budget	A specialized foundation was not included in the budget for the salt storage facility and impacts both design and construction costs.	2019	Complete	As part of the review process, the City considered alternative locations for the proposed salt storage facility. However, the MW Yard is located in a centralized area within the City and it was determined that current location is preferred for the proposed building.
					Design	A redesign of the salt storage facility and foundation was completed by the consultant and a detailed cost estimate was prepared.	2019	Complete	
		C5-3	Request additional funding as part of 2019 budget for salt storage facility construction	Cost	Budget	Council approved the 2019 budget submission for additional funding for the construction of the salt storage facility.	2019	Complete	
		C5-4	Complete a peer review of foundation design	Schedule	Time	An independent consultant was retained to complete a peer review of the structural design of the salt storage facility and to identify any possible changes or opportunities for cost savings. The time required to complete the peer review delayed issuing the tender.	2019	Complete	The peer review concluded that the proposed design met minimum standards and was the best option available to the City.
		C5-5	19-T40 - Salt Storage Facility Construction tender values exceeded the annual budget amount(s) allocated to Phase C5 for the work.	Cost	Budget	Tender 19-T40, which included the construction of the salt storage facility, was submitted for review and approval to Council in 2019.	2019	Complete	Council approved the tender amount for the construction of the salt storage facility



Project Changes									
As of September 30, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
C5	Salt Storage Facility (Continued)	C5-6	Complete Site Reviews and Materials Testing/Inspection for the Salt Storage Facility and Phase I works.	Cost	Budget	The geotechnical consulting firm retained for the foundation design of the salt storage facility (Morey Associates or MA) has been retained to complete geotechnical reviews/site inspections throughout the duration of construction to ensure that the intention of the design is met. In addition, if soil conditions vary throughout the site, MA will be responsible for providing recommendations and revising the design of the specialized foundation in order to ensure the overall success of the project. Due to the overall complexity of the project, it is crucial that the geotechnical consulting firm on site throughout the construction phase of the project is the same firm that completed the detailed design. Morey Associates will also be responsible for the completion of all Materials Testing (concrete, sieve analysis, environmental testing, etc.) throughout the duration of construction. It is essential that Morey Associates complete all materials testing services within the project area in order to ensure consistency throughout the project and minimize the likelihood of any oversights/issues occurring as a result of having multiple geotechnical consulting firms within a single construction site.	2020	In Progress	
C6	Utility Relocations	C6-1	Utility relocation requirements were not identified as separate component in the 2016 AECOM Report. A significant number of utility relocations are required throughout the various phases of the MW Yard Redevelopment project. An overhead transmission line runs through the MW Yard adjacent to the former Ontario St. which requires relocation as part of the redevelopment project. In addition, there was also buried infrastructure owned by utilities that will require removal/relocation throughout the various phases of construction.	Scope	Budget	Funding for utility relocations were submitted as part of the 2018 budget.	2017	In Progress	Council approved the budget submission for Phase I Utility Relocations in 2018.
C7	Standby Power System	C7-1	The design and installation of an independent standby power system was not identified in the 2016 AECOM Report. Following a review of the current standby power options in place and future requirements it was determined that it would be in the best interest of the City to install a standby power system that would service all future buildings within the Municipal Works Yard.	Scope	Budget	Funding for the design of standby power system for the MW Yard was submitted as part of the 2018 budget. Additional funds were allocated for construction as part of the 2019 budget.	2017	Complete	Council approved budget submission sheets in 2018 and 2019 for the design and construction of the standby power system.
		C7-2	As part of an ongoing review of the contract documents and overall Municipal Works Yard Redevelopment Project it was determined that it would be of benefit to the Corporation to connect the new Standby Power System to the existing Water/Sewer building and Fuelling station in case of power outage in lieu of purchasing an independent generator for the building. In addition, during the course of construction it was determined that modifications to the existing design of the precast buildings would be necessary in order to accommodate proposed equipment and future uses. The Consultant that completed the design of the Standby Power System was retained to complete the design of the modifications.	Scope	Design	A consultant was retained to complete the design modifications within the utility compound.	2020	Complete	

Project Risk Register As of June 30, 2020								
Phase	Risk	Impact Description	Impact L/M/H	Probability L/M/H	Cost Impact (if applicable)	Mitigation	Responsible	Status & Date Reviewed
C3	Contaminated Soil and/or Groundwater	If contaminated soil and/or groundwater is encountered it will impact both costs and project timelines during construction.	H	M	Yes; costs will be incurred in both the design phase (completion of a Phase II Environmental Site Assessment) and the construction phase (removal and disposal costs during construction).	A Phase II Environmental Assessment (EA) will be included as part of future phases of design; the EA will identify the presence and approximate quantity of contaminated material as well as procedures for removal and disposal. However, it will be difficult to anticipate the actual extents of contaminated material until excavation occurs during the construction phase of the project.	Project Manager/Consultant and on-site Project Supervisor	On-going
C3	Landfill Material	If landfill material is encountered during excavation it will increase the overall project cost and could impact construction timelines.	M	M	Yes; costs will be incurred in both the design phase (completion of a Phase II Environmental Site Assessment) and the construction phase (removal and disposal costs during construction).	A Phase II Environmental Assessment (EA) will be included as part of future phases of design; the EA will identify the presence and approximate quantity of landfill material as well as procedures for removal and disposal. However, it will be difficult to anticipate the actual extents of landfill material until excavation occurs during the construction phase of the project.	Project Manager/Consultant and on-site Project Supervisor	On-going
C3	Designated Substances	If designated substances are encountered during demolition it will increase the overall project cost and could impact construction timelines.	M	M	Yes; costs will be incurred in both the design phase (completion of a Designated Substance Study) and the construction phase (removal and disposal costs during construction).	A designated substances study will be included as part of future phases of design; the DSS will identify the presence and approximate quantity of designated substances as well as procedures for removal and disposal.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	Not applicable in current phase; to be assessed in future phases.
Various	Poor Geotechnical Conditions	If poor geotechnical conditions are encountered, project costs will be impacted significantly during both design and construction. Project timelines could also be impacted if the conditions are very poor and additional investigations/reviews are required.	M	H	Yes; costs will be incurred in the design phase if specialized foundation design requirements are required. Construction costs will also increase significantly if specialized foundation requirements are necessary.	A comprehensive geotechnical investigation will be included as part of future phases of design; the investigation will identify the soil conditions in the project area and provide design recommendations and corresponding detailed construction estimates as early as reasonably possible in the design process.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	On-going
Various	Increased Construction Costs	If construction costs increase, the overall project budget will be impacted.	M	H	Yes; increased construction costs will significantly impact the project budget and could potentially impact the project timelines.	Trends in construction costs will be tracked throughout the duration of the project and Forecast values will be updated accordingly.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	On-going
Various	Changes to Environmental Regulations and Building Code Requirements	If regulations change, design requirements will be impacted and both project costs and timelines will be impacted.	M	M	Yes; changing regulations will impact design requirements and standards as well as construction costs in situations where regulations become more stringent.	As part of the design phase of future phases of redevelopment the Consultant will be responsible for identifying any changes to regulations/standards.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	Not applicable in current phase; to be assessed in future phases.

L=Low, M=Medium, H=High

A risk is uncertain events that, if it occurs, has an effect on the project (cost, schedule, scope/quality).

The purpose of risk management is to identify, assess, and control uncertainty - as a result it will improve the ability of the project to succeed.

Risk management begins with **identifying** all the possible risks that could affect the project - the goal is to find potential problems before they happen.

Once risks have been identified they need to be analysed. This consists of rating their potential **impact** and **probability** of occurring and assigning them a risk score accordingly.

Actions, risk responses, need to be planned and carried out to **mitigate**, **avoid**, or **consciously accept** identified risks. Risks need to be monitored, re-assessed, and new risks identified throughout the project.

**Risk:** A description of the risk event

**Impact description:** A description of what would happen if the risk event happens, what would the impact be on costs, schedule, scope/quality?

**Impact L/M/H:** If the risk occurs will it have a low, medium, or high impact on the project (cost, schedule, scope/quality)?

**Probability L/M/H:** How likely to occur is the risk event?

**Mitigation:** What actions will be taken to mitigate (reduce the potential impact or probability), avoid, or accept the risk?

**Responsible:** The risk should be assigned to someone to monitor and report on

**Status and date reviewed:** Whether the risk is still applicable or relevant and the last time the risk was reviewed



Municipal Works Yard Redevelopment Project Photos

As of September 30, 2020



The photograph above illustrates the construction of the proposed footings for the salt storage facility. The footings around the perimeter of the building are 4.7m in width and 0.65m in height and are reinforced with rebar throughout. The exposed rebar (as seen above) will tie into the future salt storage facility walls.



The construction of the standby power system included the installation of a concrete pad as a base, as well as bollards surrounding the future generator (for safety reasons). Prior to installing the standby power system, conduits (for the electrical connections) were stubbed up to the top of the concrete pad and all bollards were put in place.



The photograph above shows the installation of the reinforcing steel and forms for the salt storage facility walls.



The photograph above illustrates the construction of the salt storage facility foundation and walls in progress. The concrete is covered with a membrane, which is kept wet for a minimum of seven days in order to allow the concrete to cure properly.



The photograph above shows the interior of Electrical Building E1, which houses the main electrical distribution panels in the utility compound. The Electrical Building will act as the central source of power for all future buildings in the Municipal Works Yard



During excavation of the area surrounding the salt storage facility for the installation of a new granular base (site grading works) a small amount of landfill material was found and removed.



Following the installation of the fabric covered building for the salt storage facility, the Contractor began the process of installing the wall components and metal cladding for the east and west walls of the building.



The generator for the Municipal Works Yard is designed to provide standby power for all future buildings within the MW Yard. The photograph above illustrates just how large the system is; the generator was put in place using a crane.



**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**New Business**

Department: Corporate Services  
Division: Clerk's Division  
Report Number: 2020-19-Council Members  
Meeting Date: November 9, 2020  
Subject: Urban Campground in Guindon Park

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Proposed by: Councillor Todd Bennett

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Seconded by: Councillor Eric Bergeron

Whereas the new Waterfront Plan speaks of a campground in Guindon Park; and

Whereas a municipally owned campground would be a large draw for tourists visiting Cornwall and area and provide an opportunity to compliment existing Campgrounds in Long Sault, Ingleside, and Lancaster, further making our area a tourist destination for camping enthusiasts; and

Whereas an urban campground could potentially provide approximately 200 campsites available for bookings, and would give visitors access to Cornwall's many restaurants, shops and services, and increase tourist dollars spent in our city; and

Whereas Guindon Park already has 2 washroom and shower facilities, a boat launch, playground equipment, BMX Park, access to world class fishing and bike trails; and

Whereas there is currently electricity, water and sewer service infrastructure already in place to make Guindon Park a successful location for a campground; and

Whereas, as the waterfront Plan calls for many attractions and improvements to be made, a successful campground would be able to partially fund the other projects listed in the plan, without the need to have the taxpayer pay the full amount of the costs associated with implementing the rest of the plan, therefore saving the tax base millions of dollars over the life of the plan.

Now therefore be it resolved that Council direct Administration to prepare a report on the costs associated with opening a campground with a mix of tent and serviced RV lots, and number of Yurts that can be used for on and off season use, complete with a check in/general store facility, and landscaping the area close to the boat launch into a swimming area, complete with a sand covered beach; and

Now therefore be it further resolved that Council direct Administration to reach out for information and operating models from provincial and municipally run campgrounds that are located close to or inside urban boundaries.

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**New Business**

Department: Corporate Services  
Division: Clerk's Division  
Report Number: 2020-20-Council Members  
Meeting Date: November 9, 2020  
Subject: Advocacy Letter to Premier Ford - Targeted Approach

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Proposed by: Councillor Glen Grant

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Seconded by: Councillor Justin Towndale

Whereas Council would like to advocate for a targeted approach that is data driven and backed by evidence in order to maintain public support for public health guidelines.

Whereas a continued use of restrictions on a geographic or blanket basis that arbitrarily shuts down entire sectors without explicit evidence of virus spread will erode buy-in from our residents and unnecessarily harm businesses that have been COVID-19 free by following our rules.

Whereas it remains unclear to the public which types of activities, businesses, or public spaces contributed to the spikes in cases in Ottawa, Toronto, Peel and York regions and what specific factors persuaded the Province to revert them back to a modified Stage 2.

Whereas sharing this vital information can help reinforce good behaviours in municipalities that are approaching a negative 7-day trend or that want to maintain their success. There should be empirical evidence and site-specific lessons that Public Health can share with all municipalities and their residents to aid everyone to avoid a move backwards to a modified Stage 2.

Whereas sharing information that an area is on the cusp of being considered for a full closure has been helpful and you are encouraged to continue this kind of communication.

Whereas local Medical Officers of Health should continue to make specific and targeted restrictions to address high-risk activities that may increase transmission, as some have already done.

Whereas with a long timeline ahead before a COVID-19 vaccine we need to make sure support for restrictions and public health guidelines does not wane. We all need to be more particular and specific – more surgical – in how we deal with this pandemic including how we communicate with residents because we have such a long road ahead of us.

Now therefore be it resolved that The Corporation of the City of Cornwall send a letter to the Premier Doug Ford advocate for a targeted approach that is data driven and backed by evidence in order to maintain public support for public health guidelines.

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**By-law 2020-140**

Department: CAO  
By-law Number: 2020-140  
Report Number: 2020-218-CAO  
Meeting Date: November 9, 2020  
Subject: By-law to authorize The Corporation of the City of Cornwall to enter into a Shared Services Agreement with the United Counties of Stormont, Dundas and Glengarry

Whereas this Shared Services Agreement will replace an older outdated Agreement that originated in 2001.

Whereas the new Agreement recognizes that each municipality is responsible for the delivery of specific shared services.

Whereas the City of Cornwall is responsible for Paramedic Services as well as Social and Housing Services.

Whereas the Counties is responsible for Provincial Offences.

Whereas the intent of the Agreement is to outline the responsibilities of each of the municipalities as well as the terms for the Service Manager Liaison Committee.

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 be and is hereby authorized to enter into a Shared Services Agreement with the United Counties of Stormont, Dundas and Glengarry for a four-year term from January 1, 2021, to December 31, 2024.



2. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 9th day of November, 2020.

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Manon L. Levesque  
City Clerk

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Bernadette Clement  
Mayor

### Report Approval Details

Document Title:	By-law 2020-xxx Shared Services Agreement - 2020-218-CAO.docx
Attachments:	- Municipal Service Management Agreement.pdf
Final Approval Date:	Nov 2, 2020

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

**Maureen Adams - Nov 2, 2020 - 7:16 PM**

## MUNICIPAL SERVICE MANAGEMENT AGREEMENT

This agreement made as of the \_\_\_\_\_ day of \_\_\_\_\_, 2020,

BETWEEN

**THE CORPORATION OF THE CITY OF CORNWALL**  
(hereinafter referred to as the 'City of Cornwall')

- AND -

**THE CORPORATION OF THE UNITED COUNTIES OF STORMONT,  
DUNDAS AND GLENGARRY** (hereinafter referred to as the 'County')

**WHEREAS** the City of Cornwall and the County provide the various regional municipal services outlined herein;

**AND WHEREAS** the parties are desirous to formalize the terms and conditions under which these services are provided and administered in the spirit of partnership, cooperation and mutual respect.

**NOW THEREFORE** the parties hereof hereby enact the following:

**1. CONSOLIDATED MUNICIPAL SERVICE MANAGERS AND AREA OF DELIVERY**

- 1.1 The City of Cornwall is designated as the Municipal Service Manager for Social Services, Social Housing Services, and Land Ambulance Services for the County and the City of Cornwall. The United Counties of Stormont, Dundas and Glengarry is designated as the Municipal Service Manager for Provincial Offences Services for the County and the City of Cornwall. The services provided by the City of Cornwall and the service provided by the United Counties of Stormont Dundas and Glengarry shall be collectively referred to as "Regional Services".
- 1.2 Both the City of Cornwall and the County agree to work together in the planning and management required for the Regional Services prescribed under this Agreement within the geographic area comprising the United Counties of Stormont, Dundas and Glengarry, and the City of Cornwall (hereinafter referred to as the 'Service Delivery Area') in accordance with provincial legislation and regulations.

**2. SERVICE MANAGER LIAISON COMMITTEE**

- 2.1 A Service Manager Liaison Committee (hereinafter referred to as "the Committee"), shall be established and shall be responsible for the administration and implementation of the terms of this Agreement in an orderly and proper fashion, and shall make recommendations to the City of Cornwall and/or United Counties of Stormont, Dundas and Glengarry Councils with respect to issues relating to the Regional Services.
- 2.2 **Responsibilities of the Committee**  
The County and the City of Cornwall acknowledge that the Committee has been established for the purposes of consultation and sharing of information regarding Regional Services. The Committee is not a decision-making body or delivery agent. The Committee is responsible for:

- (a) Reviewing and recommending draft operating and capital budgets for Regional Services to both the City Council and County Council;
- (b) Making recommendations to the Councils regarding various policy issues related to the operations of the Regional Services being delivered;
- (c) Exchanging relevant and timely information regarding the delivery of Regional Services;
- (d) Advising on or recommending changes to a Regional Service;
- (e) Providing input into long term planning or strategic initiatives involving any of the Regional Services.

**2.3 Committee Composition**

The Committee shall be composed of four (4) elected members of each of the Councils of the City of Cornwall and the County and those members shall be appointed for the term of Council. The respective Chief Administrative Officers of the County and City of Cornwall (or their designates) shall also attend Committee meetings as non-voting members.

**2.4 Committee Chair**

The elected members of the Committee shall elect from among themselves a Chair and Vice-Chair who shall serve for a one (1) year term from January 1st to December 31st each year. The position of Chair shall alternate from year to year between County and the City of Cornwall members. The Chair shall be entitled to vote on all matters before the Committee.

**2.5 Decisions and Recommendations**

Decisions and recommendations of the Committee shall be by way of simple majority vote of the members present. A quorum shall consist of five (5) voting members, with a minimum of two (2) members present from each of the City of Cornwall and the County.

**2.6 Frequency of Meetings**

The Committee shall generally meet six (6) times per year. Additional meetings may be scheduled at the call of the Chair if issues arise which, in the opinion of the City of Cornwall or the County representatives, need to be considered by the Committee.

**2.7 Date of Meetings**

Committee meetings will be held on the 3<sup>rd</sup> Thursday, every other month, commencing at 10:00 a.m. or at an alternate time as agreed upon by the Committee. The location of meetings shall alternate between the City and County Administration buildings.

**2.8 Agenda Preparation and Distribution**

During the term of this Agreement, the City and County shall alternate, on a year to year basis, responsibility for the preparation and distribution of the Committee agenda. Agendas shall be developed in advance by the Chief Administrative Officer of the County and the Chief Administrative Officer of the City.

**2.9 Minutes**

The party responsible for agenda preparation and distribution shall also be responsible for preparing and circulating the minutes of each Committee meeting. Minutes shall be distributed as soon as reasonably possible after each meeting and shall be ratified at the subsequent meeting.

**2.10 Meeting Procedure**

Meetings shall be conducted in accordance with *Municipal Act* requirements and relevant regulations.

**2.11 Committee Recommendations**

Committee recommendations shall be dealt with as follows:

- (a) Recommendations regarding the services provided hereunder by the City of Cornwall shall be presented to Cornwall City Council for consideration.
- (b) Recommendations regarding the service provided hereunder by the United Counties of Stormont, Dundas and Glengarry shall be presented to County Council for consideration.
- (c) Annual budgets shall be presented to both Councils for consideration. Draft budgets shall be reviewed by the Committee prior to consideration by the responsible Council.

**3. MUNICIPAL SERVICE MANAGER OBLIGATIONS**

3.1 The Municipal Service Manager responsible for each service provided under this Agreement, is obliged to discharge such responsibilities as may be legislated or otherwise prescribed in respect of each Regional Service, including the following:

- (a) Effectively and efficiently managing the Regional Service within the Service Delivery Area;
- (b) Being accountable for management of the Regional Service within established policies and standards;
- (c) Administering applicable cost-sharing arrangements with the Province and between the City of Cornwall and County;
- (d) Determining the most effective approaches for delivering the Regional Service to clients in the Service Delivery Area;
- (e) Performing all human resources functions required to operate the Regional Service in accordance with their respective Human Resources Policies; and
- (f) Acquiring all goods and services required to provide the Regional Service in accordance with their respective Purchasing Policies.

**4. TERM OF AGREEMENT**

4.1 The term of this agreement shall be for a four (4) year term from January 1st, 2021 to December 31st, 2024.

**5. SERVICES COVERED AND COST SHARING BASIS**

- 5.1 The Regional Services covered under this Agreement, and the basis upon which costs are allocated, are as legislated or agreed to between the Parties and set out in Schedule A, attached hereto and forming part of this Agreement.
- 5.2 Schedule A to this Agreement may be amended from time to time by mutual agreement of each party's elected Council. Other services may be added to this Agreement as mutually agreed upon by both parties.

**6. DISPUTE RESOLUTION**

- 6.1 The City of Cornwall and County agree to foster and participate in a co-operative approach to disputes arising under this Agreement and agree that all reasonable efforts will be made to resolve disputes informally and amicably at an early stage. In the event of any dispute about any matter arising out of this Agreement between the City of Cornwall and the County, the following shall apply:
- (a) The dispute shall be referred initially by the party raising the dispute to the other party in writing, and the latter shall give a response in writing within a reasonable time.
  - (b) If the dispute is not satisfactorily settled between the parties, the dispute shall be submitted forthwith to a mediator to be agreed upon by the parties.
  - (c) Agreements between Municipalities and the Province for the delivery of services are not subject to arbitration between the parties.
  - (d) If the dispute is solely focused on the cost sharing of the Regional Services between the parties and, if the parties cannot agree on a mediator or the dispute is not satisfactorily settled between the parties through mediation, the dispute may be referred to arbitration. Arbitration proceedings shall be governed by the Arbitrations Act.

**7. NOTICE**

- 7.1 Where in this Agreement any notice, request, direction or other communication is required to be given or made by either party, it shall be in writing and is effective if delivered in person, sent by ordinary or registered mail, e-mail, or facsimile transmission addressed in the case of the City of Cornwall to its CAO and in the case of the County to its CAO at the addresses set out below:
- (a) The Corporation of the City of Cornwall  
Attention: Chief Administrative Officer  
360 Pitt Street  
Cornwall, Ontario  
K6J 3P9

(b) United Counties of Stormont, Dundas and Glengarry  
Attention: Chief Administrative Officer  
26 Pitt Street  
Cornwall, Ontario  
K6J 3P2

8. **AGREEMENT MAY BE ALTERED BY WRITTEN AGREEMENT**

- 8.1 If at any time during the continuance of this Agreement, the parties shall deem it necessary or advisable to make any alteration or addition hereto, they may do so by means of a written Agreement between them which shall be supplemental or additional hereto and form part hereof.

**IN WITNESS WHEREOF** the parties have hereunto affixed their corporate seals duly attested by their proper officers in that behalf.

**DATED** this \_\_\_\_\_ day of \_\_\_\_\_, 2020

**THE CORPORATION OF THE CITY OF CORNWALL**

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

**THE CORPORATION OF THE UNITED COUNTIES OF STORMONT,  
DUNDAS AND GLENGARRY**

\_\_\_\_\_  
Warden

\_\_\_\_\_  
Clerk

# APPENDIX A

SHARED SERVICE	CITY	COUNTY
<b>Social Support Services (Ontario Works / ODSP)</b>	70%	30%
<b>Child Care</b>	70%	30%
<b>Social Housing*</b>	76.52%	23.48%
<b>Paramedic Services:</b>		
Support Areas**	37.88%	62.12%
Long Sault Base**	37.88%	62.12%
Cornwall Base	100%	
Alexandria Base		100%
Avonmore Base		100%
Winchester Base		100%
Lancaster Base		100%
Morrisburg Base		100%
<b>Provincial Offences Act***</b>	41.86%	58.14%

\*Each year the allocation will be calculated on the ratio of housing units in Cornwall to the total housing units in Cornwall and SDG.

\*\*Each year the allocation will be calculated on the ratio of weighted assessment for Cornwall and for SDG.

\*\*\*Each year the allocation will be based on pro-rating the City's population to the total population as outlined in the Ontario Municipal Directory.



**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**By-law 2020-141**

Department: Infrastructure and Municipal Works  
Division: Infrastructure Planning  
By-law Number: 2020-141  
Report Number: 2020-393-Infrastructure and Municipal Works  
Meeting Date: November 9, 2020  
Subject: A By-law to authorize The Corporation of the City of Cornwall to assume the municipal services constructed under the terms of the Subdivision Agreement for Clement Court, being part of the East Half of Lot 7, Concession 2, City of Cornwall, Plan 52M-35, r

Whereas The Corporation of The City Cornwall has now received all the documentation and deliverables as specified in the Subdivision Agreement for the Clement Court Subdivision; and

Whereas the Developer, C.H. Clement Construction Inc., has now met all obligation 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 registered as ST74559, dated September 25, 2015, for the Clement Court Subdivision, being part of the East Half of Lot 7, Concession 2, City of Cornwall, registered Plan M-35.

2. That Paragraph 41 and Schedule "T" of the Subdivision Agreement must remain on title with the individual lots.

Read, signed and sealed in open Council this 9th day of November, 2020.

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Manon L. Levesque  
City Clerk

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Bernadette Clement  
Mayor

### Report Approval Details

Document Title:	By-Law 2020-xxx Final Acceptance Clement Court Subdivision - 2020-393-IMW.docx
Attachments:	
Final Approval Date:	Nov 3, 2020

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

**Emma Vanier - Oct 30, 2020 - 10:11 AM**

**Michael Fawthrop - Nov 3, 2020 - 11:54 AM**

**Bill de Wit - Nov 3, 2020 - 12:50 PM**

**Maureen Adams - Nov 3, 2020 - 3:10 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: 2020-397-Infrastructure and Municipal Works  
Prepared By: Kevin Pilon, Plans and Records Clerk  
Meeting Date: November 9, 2020  
Subject: Note to By-Law 2020-141 Assuming Services Constructed  
under the terms of the Subdivision Agreement for Clement  
Court

**Purpose**

An Explanatory note to the By-law authorizing the City of Cornwall to assume the municipal services constructed under the terms of a subdivision agreement for the Clement Court Subdivision.

**Background / Discussion**

The City of Cornwall and C.H. Clement Construction Inc. entered into a subdivision agreement registered under Instrument number ST74559 dated September 25, 2015. The developer has now met all obligations under this Agreement and the City can now assume the municipal services constructed under the terms of the agreement. Please refer to the attached sketch which identifies the location of the subject subdivision.

### Report Approval Details

Document Title:	Note - By-law 2020-xxx Final Acceptance Clement Court Subdivision - 2020-397-IMW.docx
Attachments:	- ClementCourtSubdivision.pdf
Final Approval Date:	Nov 3, 2020

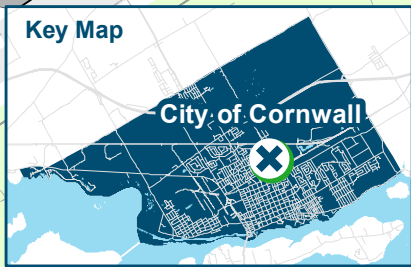
This report and all of its attachments were approved and signed as outlined below:

**Emma Vanier - Oct 30, 2020 - 10:13 AM**

**Michael Fawthrop - Nov 3, 2020 - 11:56 AM**

**Bill de Wit - Nov 3, 2020 - 12:52 PM**

**Maureen Adams - Nov 3, 2020 - 3:09 PM**



# Clément Court Subdivision

Plan M-35

257

**Cornwall**

Infrastructure and Municipal Works  
Infrastructure Planning Division  
D. Jalonde - October 2020

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**By-law 2020-142**

Department: Infrastructure and Municipal Works  
Division: Infrastructure Planning  
By-law Number: 2020-142  
Report Number: 2020-394-Infrastructure and Municipal Works  
Meeting Date: November 9, 2020  
Subject: A By-Law to lift one-foot reserves on Block 51, Registered Plan 52M-42 and Block 32 on Registered Plan 414, as well as quit claim an existing easement over Part 17 on 52R-8101, City of Cornwall

Whereas the Corporation of the City of Cornwall, as authorized by Section 27(1) of the Municipal Act, 2001, S.O. 2001, c.25, has the authority to dedicate certain lands as public highway; and

Whereas it is necessary to lift the one foot reserves described as Block 51 on Registered Plan 52M-42 to accommodate the extension of East Ridge Drive, and Block 32 on Registered Plan 414 to allow for the new Watson Crescent, both constructed under East Ridge Subdivision phase 7; and

Whereas the easement described as Part 17 on 52R-8101, in the City of Cornwall, County of Stormont, a temporary turnaround circle easement is no longer required; and

Whereas the City has agreed to execute a transfer in order to release any claim over the said lands.

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 dedicates the one-foot reserves described as Block 51 on Registered Plan 52M-42 and Block 32 on Registered Plan 414 as public highway under the Public Transportation and Highway Improvement Act and name them East Ridge Drive; and
2. That the City of Cornwall shall execute a transfer for the purposes of releasing any claims or interests it has to the lands in favour of the owner of Part 17 on Plan 52R-8101, in the City of Cornwall, for the consideration of \$1.00; and
3. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed and sealed in open Council this 9th day of November, 2020.

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Manon L. Levesque  
City Clerk

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Bernadette Clement  
Mayor



### Report Approval Details

Document Title:	By-law 2020-xxx Lifting Reserves and Quit Claiming for Eastridge Phase 7 - 2020-394-IMW.docx
Attachments:	
Final Approval Date:	Nov 3, 2020

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

**Emma Vanier - Oct 30, 2020 - 11:15 AM**

**Michael Fawthrop - Nov 3, 2020 - 12:02 PM**

**Bill de Wit - Nov 3, 2020 - 12:54 PM**

**Maureen Adams - Nov 3, 2020 - 3:07 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: 2020-396-Infrastructure and Municipal Works  
Prepared By: Kevin Pilon, Plans and Records Clerk  
Meeting Date: November 9, 2020  
Subject: Note to By-Law 2020-142 Lifting one-foot reserves and quit claiming an easement for East Ridge Subdivision Phase 7

**Purpose**

An explanatory note to the By-law authorizing the City of Cornwall to lift the one foot reserves legally described as Block 51 Registered Plan 52M-42 and Block 32 Registered Plan 414, as well as quit claiming a registered easement described as Part 17 on Reference Plan 52R-8101 for a temporary turnaround circle.

**Background / Discussion**

Lifting of the one foot reserves is required in order to allow the property owners and developers legal access to their property for the development of Phase 7 of the East Ridge Subdivision. The quit claiming of the easement is required in order to clear title to properties owned by the developer where the City no longer requires a temporary turn around circle. Please refer to the attached sketch which identifies the location of East Ridge Subdivision Phase 7, as well as the locations of the one-foot reserves being lifted and the temporary turn around circle being quit claimed.

### Report Approval Details

Document Title:	Note - By-law 2020-xxx Lifting Reserves and Quit Claiming for Eastridge Ph 7 - 2020-396-IMW.docx
Attachments:	- EastRidgePhase7BlocksEasement.pdf
Final Approval Date:	Nov 3, 2020

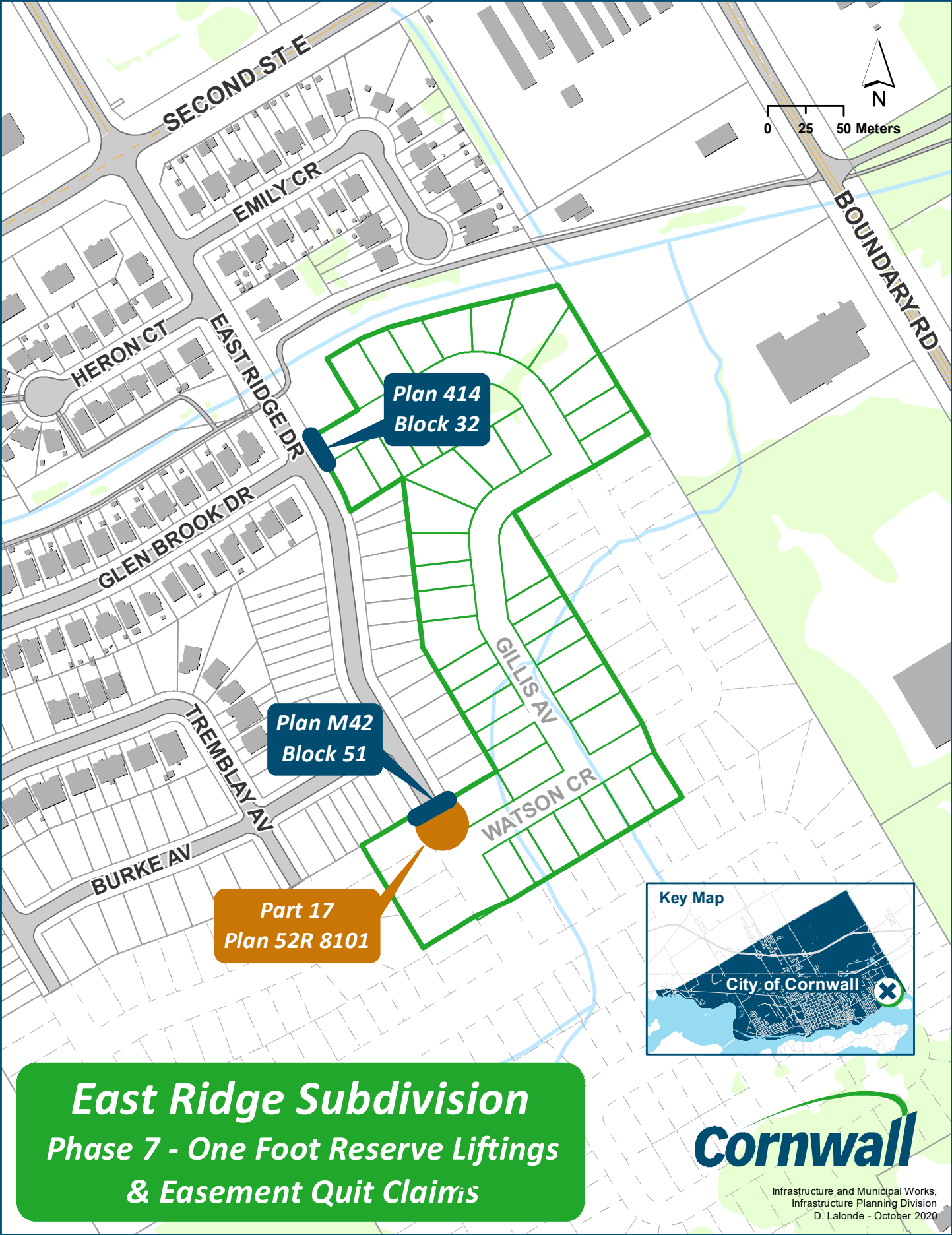
This report and all of its attachments were approved and signed as outlined below:

**Emma Vanier - Oct 30, 2020 - 11:18 AM**

**Michael Fawthrop - Nov 3, 2020 - 12:05 PM**

**Bill de Wit - Nov 3, 2020 - 12:56 PM**

**Maureen Adams - Nov 3, 2020 - 3:06 PM**



SECOND ST E

EMILY CR

HERON CT

EAST RIDGE DR

GLEN BROOK DR

TREMBLAY AV

BURKE AV

GILLIS AV

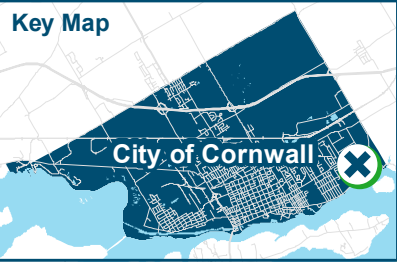
WATSON CR

BOUNDARY RD

Plan 414  
Block 32

Plan M42  
Block 51

Part 17  
Plan 52R 8101



# East Ridge Subdivision

## Phase 7 - One Foot Reserve Liftings & Easement Quit Claims



Infrastructure and Municipal Works,  
Infrastructure Planning Division  
D. Lalonde - October 2020

**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**Confirming By-law 2020-143**

Department: Corporate Services  
Division: Clerk's Division  
By-law Number: 2020-143  
Report Number 2020-352-Corporate Services  
Meeting Date: November 9, 2020  
Subject: Confirming By-law for the Meeting of November 9, 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, November 9, 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 #2020-26 of Monday, November 9, 2020

(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 #2020-09 of Monday, August 10, 2020

(ii) Special In-Camera Committee of Council #2020-10 of Tuesday, September 8, 2020

(iii) Regular In-Camera Committee of Council #2020-11 of Monday, September 28, 2020

(c) That the actions of the Council at its meetings held on Monday, November 9, 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 9th day of November, 2020.

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Manon L. Levesque  
City Clerk

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Bernadette Clement  
Mayor

### Report Approval Details

Document Title:	Confirming By-law for the Meeting of November 9, 2020 - 2020-352-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 4, 2020

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

**Manon L. Levesque - Nov 2, 2020 - 10:23 AM**

**Geoffrey Clarke - Nov 4, 2020 - 10:54 AM**

**Maureen Adams - Nov 4, 2020 - 6:25 PM**