

Agenda
Cornwall City Council

Meeting #: 2021-12
Date: Monday, April 12, 2021, 7:00 PM
Location: Zoom
Chair: Bernadette Clement, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

Pages

**In-Camera Session / Rise and Report from the In-Camera Meeting of
Monday, April 12, 2021**

There is no In-Camera Session on Monday, April 12, 2021.

Moment of Personal Reflection

Réflexion personnelle

National Anthem

Hymne national

The Acting Mayor for this month is Councillor Claude E. McIntosh.

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, retraites 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

1

Ratification des procès-verbaux

The following Minutes are being presented for adoption:

Monday, March 22, 2021

Presentations

Présentations

1. **Week of Mourning for City Employees, 2021-24-Corporate Services
by Mayor Bernadette Clement**

18

Delegations

Délégations

Consent Reports

Rapports sur le consentement

1. **Proclamation – Human Values Day, 2021-38-Corporate Services**

27

Action Recommended

That Council proclaim April 24, 2021, as “Human Values Day” in the City of Cornwall.

2. **Annual Report from Integrity Commissioner, 2021-41-Corporate Services** 31
- Action Recommended
That Council receive Report 2021-41-Corporate Services.
3. **Child Care Division 5-Year Service System Plan, 2021-18-Social and Housing Services** 37
- Action Recommended
That Council receive Report 2021-18-Social and Housing Services and the attached Child Care and Early Years Service System Plan for 2021-2025.
4. **CPPEG 24 Ninth Street East 205 Amelia 280 Sydney Street 208 Montreal Road and 711 Pitt, 2021-55-Planning, Development and Recreation** 109
- Action Recommended
That Council approve the following items:
- a. 11838431 Canada Inc at 24 Ninth St E for:Program 2 Building Restoration & Improvement in the amount of \$18,000 as an interest free loan

Program 5 Municipal Planning/Development Fees Grant 50% of actual costs

Program 6 Discretionary Municipal Tipping Fees Grant 25% of actual costs

(new mini storage business, located outside the Priority Area)
 - b. Cornwall Columbus Club at 205 Amelia for:

Program 2 Building Restoration & Improvement in the amount of \$20,917 being comprised of \$12,000 forgivable and \$8,917 interest free loan

Program 3 Project Design Grant in the amount of \$2,000

Program 4 Façade Improvement Grant in the amount of \$10,000

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

Program 6 Discretionary Municipal Tipping Fees Grant 50% of actual costs

- c. Wesleyan Church of Canada Inc at 780 Sydney St. for:
Program 7 Parking and Landscape Enhancement Program
in the amount of \$25,000 as an interest free loan
- d. Run Guo Investments at 208 Montreal Rd for:
Program 3 Project Design Grant in the amount of \$1,500
Conditions to provide a concept plan for the front façade
and a second estimate
- e. 1271450 Ontario Inc at 711 Pitt St for:
Program 5 Municipal Planning/Development Fees Grant
based on actual costs
Program 6 Discretionary Municipal Tipping Fees Grant 50%
of actual costs
Program 7 Parking and Landscape Enhancement Program
in the amount of \$25,000 as an interest free loan
- f. 1271450 Ontario Inc at 711 Pitt St. for:
Program 2 Environmental Site Assessment Grant in the
amount of \$4,521.54 under the Brownfield funding

5. RFP Terms of Reference for Asset Management Plan Update, 2021-25-Financial Services 113

(The attachment reflects only Appendix A (pages 31-52) of the Terms of Reference)

Action Recommended

That Council receive Report 2021-25-Financial Services.

6. Tender 21-T04 - 2021 Asphalt Paving and Concrete Works on Various City Streets, 2021-26-Financial Services 139

Action Recommended

That Tender 21-T04 be awarded to Cornwall Gravel Company Limited, from Cornwall Ontario at the total bid price of \$2,464,385.93 (net cost to the Corporation - \$2,219,255.86) being the best bid meeting the tender specifications.

Resolutions

Résolutions

Resolution 2021-05 – Mission Statement

Moved by: Councillor Elaine MacDonald

Seconded by: Councillor Syd Gardiner

Whereas, currently, our Strategic Plan mission statement is “To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents”; and

Whereas the goal of all we do is a sustainable community; and

Whereas, universally, sustainability has been acknowledged as resting on the three pillars of the environment, economy and society. Sometimes called the “triple bottom line” a balance among the policies affecting the environment, the people and the economy is recognized as the formula for sustainability.

Now therefore be it resolved that, given that sustainability is our goal, let us add the word “socially” to “financially” and “environmentally” in the expression of the Mission Statement in our Strategic Plan. The Mission Statement would then read “To provide services that enable a financially, socially and environmentally sustainable community which will care and provide for the needs and values of its residents”.

The addition of this word does not imply a change in direction or emphasis, or tasks as outlined in the Strategic Plan but it makes a clear acknowledgement of the importance of people in all we do.

Reports from Unfinished Business and Unfinished Business Listing

Rapports des affaires incompletes

1. **Proxy Voting – Procedural By-law – Local State of Emergency, 2020-378-Corporate Services**

146

Action Recommended

That Council provide direction as to whether it wishes to provide for proxy appointments during a local state of emergency.

2. **Departmental Operational Review, 2021-06-CAO**

155

Action Recommended

That Council proceed with scheduling two (2) Special Council meetings in May to receive an operating overview from City departments as outlined in the background of this report.

3. Unfinished Business Listing for April 12, 2021, 2021-37-Corporate Services 159

Action Recommended

That Council receive the Unfinished Business Listing for April 12, 2021.

Communication Reports

Communications et rapports

1. Economic Development Quarterly Report , 2021-61-Planning, Development and Recreation 163

Action Recommended

That Council receive Report 2021-61-Planning, Development and Recreation.

New Business Motions

Nouvelles affaires

1. Remediation of Gas Stations Upon Closing, 2021-12-Council Members 179

Proposed by: Councillor Syd Gardiner

Seconded by: Councillor Elaine MacDonald

Whereas the City of Brandon, Manitoba has introduced a By-law to impose owners of gas stations to remediate their sites should they close down.

Whereas the By-law comes as a partial relief to some business owners, who say abandoned service stations have become a blight on the city but also makes those impossible or used for redevelopment to sell given they are left contaminated and toxic.

Now therefore be it resolved that Council request that Administration investigate the By-law from the City of Brandon and other municipalities and report back to Council on the feasibility impose such a By-law and lobbying the government to impose legislation to this effect.

By-laws

Règlements municipaux

By-laws 2021-038 to 2021-040 inclusive, listed on the Agenda, are being

presented to Council for adoption.

- | | | |
|----|---|-----|
| 1. | By-law 2021-038 Lay Appointment - Cornwall Public Library Board, 2021-26-Corporate Services | 180 |
| 2. | By-law 2021-039 24 Ninth Street East and 205 Amelia Street Program 2, 2021-56-Planning, Development and Recreation, 2021-57-Planning, Development and Recreation | 183 |
| 3. | By-law 2021-040 HOTC 780 Sydney Street and 711 Pitt Street Program 7, 2021-62-Planning, Development and Recreation, 2021-63-Planning, Development and Recreation | 188 |

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

- | | | |
|----|--|-----|
| 1. | Roundabout at Vincent Massey Drive and Tollgate Road, 2021-13-Council Members | 193 |
|----|--|-----|

Proposed by: Councillor Dean Hollingsworth

Seconded by: Councillor Todd Bennett

Whereas the City of Cornwall should always strive for the safety of all citizens at all times; and

Whereas traffic flow throughout the city often poses a potential risk to both drivers and pedestrians; and

Whereas poorly designed intersections present an even greater challenge to traffic flow; and

Whereas the intersection at Vincent Massey and Tollgate is an awkward design.

Now therefore be it resolve that a roundabout at the corner of Vincent Massey Drive and Tollgate Road be added to the 2022 budget deliberations as part of the Capital budget; and

Now therefore be it further resolved that a complete costing of the project be included in the budget submission.

Confirming By-law

Règlement municipal de ratification

By-law 2021-041, 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, April 12, 2021, is being presented to Council for adoption.

1. **Confirming By-law for the Meeting of April 12, 2021, 2021-39-Corporate Services**

194

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, April 26, 2021.



Minutes
Cornwall City Council

Meeting #: 2021-10
Date: Monday, March 22, 2021, 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

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

Attendance Administration: Maureen Adams, CAO, Manon L. Levesque, City Clerk, Debbie Caskenette, Deputy Clerk, Geoffrey Clarke, General Manager, Corporate Services, Mark A. Boileau, General Manager, Planning, Development and Recreation, Tracey Bailey, General Manager, Financial Services, Bill de Wit, Acting General Manager, Infrastructure and Municipal Works, Jeff Weber, Fire Chief, Bill Lister, EMS Chief, Mellissa Morgan, Manager, Social and Housing Services, Steven Golden, Administrator, Glen Stor Dun Lodge, James Fawthrop, Manager, Recreation and Facilities, Charles Bray, Acting Chief Building Official (via Zoom)

1. In-Camera Session / Rise and Report from the In-Camera Meeting of Monday, March 22, 2020

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

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

Item #1 2021-28-Corporate Services, Lay Appointments to Cornwall Public Library Board

b) personal matters about an identifiable individual, including municipal or local board employees

Action Taken: Council received Report 2021-28-Corporate Services and provided direction to Administration.

Item #2 2021-31-Corporate Services, Arbitration

d) labour relations or employee negotiations

f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

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

Action Taken: Council provided direction to Administration.

Item #3 2021-35-Corporate Services, Negotiations

d) labour relations or employee negotiations

Action Taken: Council provided direction to Administration.

2. Moment of Personal Reflection

3. National Anthem

The Acting Mayor for this month is Councillor Elaine MacDonald.

4. Opening

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

Mayor Clement thanked the many Cornwall residents for their messages of condolences to her and her family on the recent passing of her mother.

5. Roll Call

6. Additions, Deletions or Amendments

1. By-law 2021-029, South Branch Road Water and Sewer Extension Service Extension Agreement, to be voted on separately.

7. Adoption of Agenda

Moved By: Elaine MacDonald, Councillor

Seconded By: Todd Bennett, Councillor

Motion to adopt the Agendas as amended.

Motion Carried

8. Disclosures of Interest

There were no Disclosures of Interest.

9. Committee of the Whole

Moved By: Elaine MacDonald, Councillor

Seconded By: Glen Grant, Councillor

Motion to go into the Committee of the Whole.

Motion Carried

10. Adoption of Minutes

Moved By: Elaine MacDonald, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to approve the following Minutes as presented:

- Regular Meeting of February 22, 2021
- Special Meeting of March 8, 2021
- Special Meeting of March 15, 2021

Motion Carried

11. Presentations

There were no Presentations.

12. Delegations

There were no Delegations.

13. Consent Reports

Moved By: Glen Grant, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Consent Items as listed.

Motion Carried

1. Proclamation – Parkinson Awareness Month, 2021-32-Corporate Services

Motion to proclaim April 2021 as 'Parkinson's Awareness Month' in the City of Cornwall.

2. 2020 Annual Remuneration and Expense Statement - Elected Officials, 2021-18-Financial Services

Motion to receive the 2020 statement of remuneration and expenses paid to members of Council in accordance with Section 284 of the *Municipal Act, 2001*.

3. Community Paramedics Funding to Assist Seniors on Long Term Care Wait List to Remain Safely at Home, 2021-02-Cornwall SDG Paramedic Services

Motion to receive Report 2021-02-Cornwall SDG Paramedic Services.

4. February PAC 150 Pitt 134 Montreal Road 217 Pitt Street and 780 Sydney, 2021-33-Planning, Development and Recreation

Motion to approve the following items:

- a. 1727846 Ontario Inc at 150 Pitt St for Program 2 Building Restoration & Improvement Program in the amount of \$41,250, Program 3 Project Design Grant in the amount of \$7,500, Program 4 Façade Improvement & Sign grant in the amount of \$12,000, Program 5 Municipal Planning/Development Fees grant based on actual costs and Program 6 Discretionary Municipal Tipping Fees grant based on actual weigh bill receipts.
- b. Sarah Irwin & Shawn Smith at 134 Montreal Rd. for Program 2 – Building Restoration & Improvement in the amount of \$3,000 Program 5 Municipal Planning/Development Fees grant based on actual costs and Program 6 Discretionary Municipal Tipping Fees grant based on actual weigh bill receipts.

- c. Marc and Christine Champagne at 213-217 Pitt St Program 3 Project Design grant in the amount of \$3,000 Program 5 Municipal Planning/Development Fees grant based on actual costs and Program 6 Discretionary Municipal Tipping Fees grant based on actual weigh bill receipts.
- d. Wesleyan Church of Canada at 780 Sydney St for Program 3 Project Design grant in the amount of \$2,000 (located outside the Priority Area, therefore 50% of the allowable amount in the community improvement plan) Program 5 Municipal Planning/Development Fees grant based on actual costs and Program 6 Discretionary Municipal Tipping Fees grant based on actual weigh bill receipts.

5. Non-Competitive Procurement Cornwall Civic Complex – Refrigeration Plant Condenser, 2021-24-Financial Services

Motion to approve the non-competitive procurement for the replacement of the refrigeration plant condenser at the Civic Complex with CIMCO Refrigeration, A Division of Toromont Industries Limited, from Ottawa, Ontario, for a total of \$233,800 excluding HST (approximate net cost to Corporation - \$237,609.60).

6. RFP Terms of Reference for Physiotherapy Services at GSDL, 2021-19-Financial Services

Motion to receive Report 2021-19-Financial Services.

7. Tender 21-T03 Watermain CIPP Relining on Various Streets, 2021-17-Financial Services

Motion to award Tender 21-T03 to Foraction Incorporated from Mont-Saint-Hilaire, Quebec, for Parts A-E and H, at the total bid price of \$920,510.50 without HST (net cost to the Corporation - \$936,711.48) being the best bid meeting the tender specifications. Provisional items Part F and G will not be awarded at this time.

8. Tender 21-T06 Grass Cutting and Trimming Various Locations, 2021-22-Financial Services

Motion to award Tender 21-T06 as follows:

Schedule 1 EC Works Limited, Long Sault, Ontario

Schedule 2 VS Landscape Group, Winchester, Ontario

Schedule 3 VS Landscape Group, Winchester, Ontario

Schedule 4 VS Landscape Group, Winchester, Ontario

Schedule 5 Servicemaster by Fox, Cornwall, Ontario

Schedule 6 Servicemaster by Fox, Cornwall, Ontario

Schedule 7 Servicemaster by Fox, Cornwall, Ontario

Schedule 8 Servicemaster by Fox, Cornwall, Ontario

meeting the low bidder tender specifications, pending equipment review and documentation submission.

9. Tender 21-T08 Curbside Collection of Leaves, Yard Waste and Branches, 2021-23-Financial Services

Motion to award Tender 21-T08 to HGC Management Incorporated from Brantford, Ontario, at the total bid price of \$259,900.00 annually (net cost to the Corporation \$234,048.00 annually), for a two-year period, with the option to renew for two additional one-year periods, as being the best bid meeting the tender specifications.

10. Tender 21-T05 Grass Cutting and Trimming Various Parks, 2021-21-Financial Services

Motion to award Tender 21-T05 as follows:

Schedule 1 EC Works Limited, Long Sault, Ontario

Schedule 2 EC Works Limited, Long Sault, Ontario

Schedule 3 EC Works Limited, Long Sault, Ontario

Schedule 4 EC Works Limited, Long Sault, Ontario

Schedule 5 Roger Salmon & Sons, Chesterville, Ontario

Schedule 6 Superior Group, Williamsburg, Ontario

Schedule 7 No Mow Worries and Snow Services, Martintown, Ontario

meeting the low bidder tender specifications, pending equipment review and documentation submission.

14. Resolutions

There were no Resolutions.

15. Reports from Unfinished Business and Unfinished Business Listing

1. Unfinished Business Listing for March 22, 2021, 2021-29-Corporate Services

Moved By: Maurice Dupelle, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to receive the Unfinished Business Listing for March 22, 2021.

Motion Carried

16. Communication Reports

1. Integrity Commissioner Report 2020-01 (Complaint of June 11, 2020) 2021-33-Corporate Services

Maureen Adams, CAO, stepped away from the table during the discussion of Reports 2021-33-Corporate Services and 2021-34-Corporate Services.

Moved By: Elaine MacDonald, Councillor

Seconded By: Syd Gardiner, Councillor

Motion that Council issue a public reprimand to Councillor Towndale for breaching the Code of Conduct in answer to both complaints.

A recorded vote on the motion resulted as follows:

	For	Against	Abstain
Bernadette Clement, Mayor	X		
Claude E. McIntosh, Councillor	X		
Elaine MacDonald, Councillor	X		
Syd Gardiner, Councillor	X		
Dean Hollingsworth, Councillor	X		
Carilyne Hébert, Councillor	X		
Maurice Dupelle, Councillor	X		
Glen Grant, Councillor	X		
Todd Bennett, Councillor	X		
Justin Towndale, Councillor			
Eric Bergeron, Councillor		X	
Results	9	1	0

Motion Carried (9 to 1)

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

Motion that Council direct Councillor Towndale to cease referring to staff of the City in any social media activity.

Amendment:

Moved By: Carilyne Hébert, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to insert the words “in a critical manner” after the word City.

Motion to Amend Defeated

A recorded vote on the Main Motion resulted as follows:

	For	Against	Abstain
Bernadette Clement, Mayor		X	
Claude E. McIntosh, Councillor		X	
Elaine MacDonald, Councillor	X		
Syd Gardiner, Councillor		X	
Dean Hollingsworth, Councillor		X	
Carilyne Hébert, Councillor	X		
Maurice Dupelle, Councillor		X	
Glen Grant, Councillor	X		
Todd Bennett, Councillor		X	
Justin Towndale, Councillor			
Eric Bergeron, Councillor		X	
Results	3	7	0

Main Motion Defeated (3 to 7)

Moved By: Elaine MacDonald, Councillor
Seconded By: Syd Gardiner, Councillor

Motion that Council refer the publication of the document back to Administration to devise an easily accessible posting of the document and any future documents under the heading of Integrity Commissioner on the City's website.

A recorded vote on the motion resulted as follows:

	For	Against	Abstain
Bernadette Clement, Mayor		X	
Claude E. McIntosh, Councillor		X	
Elaine MacDonald, Councillor	X		
Syd Gardiner, Councillor		X	
Dean Hollingsworth, Councillor		X	
Carilyne Hébert, Councillor		X	
Maurice Dupelle, Councillor		X	
Glen Grant, Councillor		X	
Todd Bennett, Councillor		X	
Justin Towndale, Councillor			
Eric Bergeron, Councillor		X	
Results	1	9	0

Motion Defeated (1 to 9)

Moved By: Carilyne Hébert, Councillor
Seconded By: Maurice Dupelle, Councillor

Motion to direct Administration to prepare a draft Social Media Policy for Council's consideration.

Motion Carried

2. Integrity Commissioner Report 2020-02 (Complaint of June 9, 2020), 2021-34-Corporate Services

The motions adopted under Report 2020-33-Corporate Services also applied to Report 2021-34-Corporate Services.

3. Water Purification Plant Annual Report, 2021-08-Infrastructure and Municipal Works

Moved By: Carilyne Hébert, Councillor
Seconded By: Elaine MacDonald, Councillor

Motion to receive Report 2021-08-Infrastructure and Municipal Works.

Motion Carried

4. Agreement with OSPCA, 2021-21-Planning, Development and Recreation

Moved By: Carilyne Hébert, Councillor
Seconded By: Glen Grant, Councillor

- a. Motion to receive Report 2021-21-Planning, Development and Recreation; and
- b. Motion to direct Administration to prepare the appropriate By-Law to enter into an agreement with the OSPCA to provide Pound Services for the City of Cornwall.

Motion Carried

5. Memorial Park – Lot 2 Plan 52M-51 – Part Lot Control Exemption, 2021-41-Planning, Development and Recreation

Moved By: Elaine MacDonald, Councillor

Seconded By: Carilyne Hébert, Councillor

- a. Motion to remove Part Lot Control from Lot 2 on Registered Plan 52M - 51, City of Cornwall; and
- b. Motion to reinstate Part Lot Control on the townhouse lots in the Memorial Park Subdivision, once the subject lots have been created by the appropriate procedure.

Motion Carried

6. Memorial Park – Lot 3 Plan 52M-51 – Part Lot Control Exemption, 2021-42-Planning, Development and Recreation

Moved By: Glen Grant, Councillor

Seconded By: Todd Bennett, Councillor

- a. Motion to remove Part Lot Control from Lot 3 on Registered Plan 52M - 51, City of Cornwall; and
- b. Motion to reinstate Part Lot Control on the townhouse lots in the Memorial Park Subdivision, once the subject lots have been created by the appropriate procedure.

Motion Carried

17. New Business Motions

1. Special Meetings of Council for Operation Review, 2021-11-Council Members

Moved By: Dean Hollingsworth, Councillor

Seconded By: Bernadette Clement, Mayor

Motion to schedule two Special Council Meetings during the month of May to provide an operational review which would include:

- a. Budgets
- b. Levels of Service
- c. Organizational Charts

Motion Carried

18. By-laws

Moved By: Carilyne Hébert, Councillor

Seconded By: Glen Grant, Councillor

Motion to adopt By-laws 2021-018 to 2021-028 and 2021-030 to 2021-036 as listed on the Agenda.

Motion Carried

Moved By: Elaine MacDonald, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to adopt By-law 2021-029.

Motion Carried

1. By-law 2018-018 HOTC 150 Pitt and 134 Montreal Road, 2021-36-Planning, Development and Recreation, 2021-37-Planning, Development and Recreation
2. By-law 2021-019 Renaissance 17-21 Edward, 2021-34-Planning, Development and Recreation, 2021-35-Planning, Development and Recreation
3. By-law 2021-020 Part Lot Control, Lot 2 Plan 52M-51, 2021-43-Planning, Development and Recreation, 2021-45-Planning, Development and Recreation
4. By-law 2021-021- Part Lot Control, Lot 3 Plan 52M-51, 2021-44-Planning, Development and Recreation, 2021-46-Planning, Development and Recreation
5. By-law 2021-022 – Renewal of Lease Agreement No. 64-0671 with St. Lawrence Seaway Authority Management Corporation, 2021-38-Planning, Development and Recreation
6. By-law 2021-023 – Renewal of Lease Agreement No. 64-0672 with the St. Lawrence Seaway Management Corporation, 2021-39-Planning, Development and Recreation
7. By-law 2021-024 - Lease Agreement with the Federal Department of Fisheries and Oceans Canada for Marina 200, 2021-47-Planning, Development and Recreation, 2021-54-Planning, Development and Recreation

8. By-law 2021-025 - Service Agreement Glen Stor Dun Lodge and the Royal Ottawa Hospital , 2021-01-Glen Stor Dun Lodge, 2021-02-Glen Stor Dun Lodge
9. By-law 2021-026 - Community Paramedics Funding to Assist Seniors on Long Term Care Wait List, 2021-03-Cornwall SDG Paramedic Services
10. By-law 2021-027 - Agreement with Eastern Ontario Health Unit for the Distribution of Naxolone Kits, 2021-04-Cornwall SDG Paramedic Services, 2021-05-Cornwall SDG Paramedic Services
11. By-law 2021-028 - Transfer Payment Agreement with Ministry of Transportation – Restart Funding – Phase 2, 2021-21-Infrastructure and Municipal Works, 2021-22-Infrastructure and Municipal Works
12. By-law 2021-029 - South Branch Road Water and Sewer Service Extension Agreement, 2021-12-Infrastructure and Municipal Works, 2021-13-Infrastructure and Municipal Works
13. By-law 2021-030 - Surplus Land on Pitt Street, 2021-20-Infrastructure and Municipal Works
14. By-law 2021-031 - Amendment to the Waste Management By-Law, 2021-11-Infrastructure and Municipal Works
15. By-law 2021-032 - Amendment to the Traffic & Parking By-law 069-89, Schedule XXIX, Community Safety Zones, Riverdale Avenue, 2021-23-Infrastructure and Municipal Works, 2021-25-Infrastructure and Municipal Works
16. By-law 2021-033 - Appointment of James Morin as Deputy Chief Building Official, 2021-48-Planning, Development and Recreation, 2021-49-Planning, Development and Recreation
17. By-Law 2021-034 - Amendment to By-law 112-1998, the Animal Control By-Law for Recovery of Expenses, 2021-50-Planning, Development and Recreation, 2021-51-Planning, Development and Recreation
18. By-law 2021-035 - Agreement with OSPCA, 2021-19-Planning, Development and Recreation
19. By-law 2021-036 - Appointment of Matthew Stephenson as Deputy Fire Chief and to Repeal By-law 2019-035, 2021-01-Fire Services

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

1. Councillor Elaine MacDonald announced that the Arts Centre Funding Committee has raised \$882,826.00 to date.

Councillor MacDonald reminded everyone of the online auction taking place from April 9 to April 16, 2021. The art pieces along with the architectural plans for the Arts Centre will be on display at Cornwall Square from March 26 to April 30, 2021.

2. Councillor Todd Bennett provided an update on the recent activities by the Social Development Council. The SDC recently completed round 4 of the emergency food hampers initiative, assisting 1,657 families in need. There are also 300 vibrant community members working together on a poverty reduction strategy under 4 pillars namely mental health, community safety, access to health and services and financial stability.

3. Councillor Claude E. McIntosh announced the Woodhouse Museum has a new curator, Jean-Yves Lamoine, and the new initiatives that are being planned for the Museum.

4. Councillor Syd Gardiner announced that as of Monday, March 22, 2021 anyone 75 years old and over can register to receive the COVID-19 vaccine.

5. Councillor Eric Bergeron provided an update from the Parking Working Group.

20. Notices of Motion

1. Mission Statement, 2021-10-Council Members

Moved By: Councillor Elaine MacDonald

Seconded By: Councillor Syd Gardiner

Whereas, currently, our Strategic Plan mission statement is "To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents".

Whereas the goal of all we do is a sustainable community; and

Whereas, universally, sustainability has been acknowledged as resting on the three pillars of the environment, economy and society. Sometimes called the “triple bottom line” a balance among the policies affecting the environment, the people and the economy is recognized as the formula for sustainability.

Therefore, given that sustainability is our goal, let us add the word socially to financially and environmentally in the expression of the Mission Statement in our Strategic Plan. The Mission Statement would then read “To provide services that enable a financially, socially and environmentally sustainable community which will care and provide for the needs and values of its residents”.

The addition of this word does not imply a change in direction or emphasis, or tasks as outlined in the Strategic Plan but it makes a clear acknowledgement of the importance of people in all we do.

21. Confirming By-law

1. Confirming By-law for the Meeting of March 22, 2021, 2021-27-Corporate Services

Moved By: Syd Gardiner, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to adopt the Confirming By-law 2021-037.

Motion Carried

22. Adjournment and Next Regular Meeting of Council

The next Regular Public Meeting of Council will be held on Monday, April 12, 2021.

Moved By: Todd Bennett, Councillor
Seconded By: Carilyne Hébert, Councillor

Motion to adjourn the Meeting of March 22, 2021 at 10:15 p.m.

Motion Carried

Manon L. Levesque, City Clerk

Bernadette Clement, Mayor

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

Department: Corporate Services
Division: Human Resources
Report Number: 2021-24-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: April 12, 2021
Subject: Week of Mourning for City Employees

Purpose

To recognize the service and contributions of individuals in our community who have worked for the City, past and present, and who have passed away.

The City flag shall be lowered the week of April 12, 2021, to honour former city employees who passed away in 2020:

- Donna Diane Marie Bedard
- Shirley-Mae Lister
- Elizabeth (Beth) Ann McNally
- Blake Paquin
- Joyce Jamieson
- Margaret Peggy Fulton
- Gerald (Min) Menard

Donna Diane Marie Bedard



Donna Diane Marie Bedard passed away on April 22, 2020

- Predeceased by late husbands Marcel Bedard and Peter Umbrasas
- Survived by partner Victor Lalonde
- Survived by brothers Richard Marton, Robert Loyer, Half-Brothers Ronald Giroux (Lois), Raymond Giroux (Marielle), Half-Sister Carol Bedard (Leo), Godchild Ashley Bedard (Cody) and many loved nieces and nephews
- Predeceased by mother, Gertrude Loyer, Stepfather, Albert Morton and Father Emilien Giroux
- Ms. Bedard was an employee of the City of Cornwall at the Glen Stor Dun Lodge and retired in 2014

Shirley-Mae Lister



Shirley-Mae Lister passed away on April 13, 2020

- Predeceased by husband Alan Lister
- Survived by children Barbara Primeau (Paul) of Ottawa, Bill (Nancy Jodoin) of Cornwall, Doug (Diane Poulet) of Ottawa and Sarah Paynter (Brian) of Clinton, PEI
- Grandmother to Brendan, Chantal, Kyle, Derek, Kristyne, Daniel, Mélanie, Roy and Gary
- Predeceased by parents Margaret Mary Devine “Mae” and William Stockdale Benson and by sister Patricia Locke
- Ms. Lister was a Registered Nurse at the City’s Glen Stor Dun Lodge from September 1973 until her retirement in 1995

Elizabeth (Beth) Ann McNally



Elizabeth (Beth) Ann McNally passed away on May 11, 2020

- Survived by her spouse Cecil McNally
- Mother of Chris (Marla), Julie (Gregg), Steve (Brooke), Tim (Leesa)
- Cherished grandmother of Abbey, Brayden, Austin, Raeya, Riley, Isla, Fiona, and Clark
- Ms. McNally was as a Registered Nurse at the City's Glen Stor Dun Lodge

Blake Paquin



Blake Paquin passed away on January 6, 2020.

- Husband of Carol Ann Paquin (née Gaines)
- Father of Alysha Ann Lavictoire (Eric)
- Papi of Maxime Lavictoire and Ethan Lemieux
- Brother of Lyn Paquin, and Jerry Paquin
- Brother-in-law to Jacqueline Gaines (Lee Ann) and Ron McKee (late Kathy)
- Survived by his mother, Cecile (née Martel) Paquin (late Merv Baker), by his chosen daughter, Lisa Lemieux and by several nieces and nephews.
- Predeceased by his father, Claude Paquin and his step-mother, Patricia Paquin (née Martin) and by his father-in-law Jackie Gaines and mother-in-law, Georgette Gaines
- Mr. Paquin was the face of the Cornwall Police Services during his tenure as the CPS Media Relations person from 1984 until his retirement in 2014
- Mr. Paquin was a key contributor to many special events for the CPS including leading their response to Y2K, Racing Against Drugs, Cops and Rockers and the accreditation through CALEA

Joyce Jamieson



Joyce Jamieson passed away on September 2, 2020

- Survived by her spouse Roney Jamieson, daughter Jane Tones (Mike), grandchildren, Emilee (Denver) and Kailey Tones, great grandchild Bentlee and sister Gertrude Fyfe (late John).
- Predeceased by her siblings, Beryl, Elaine, Shirley, Doreen, Nit (late Marina), Gilbert Wilson (Donna) and Darcy Greer (late Jim Greer).
- Ms. Jamieson began her municipal career as the Secretary with the then Tourism and Convention Office in the Economic Development Department in July 1953 before becoming the Secretary to the CAO and to the Commissioner of Development until her retirement in June 1991

Margaret Peggy Fulton



Margaret Peggy Fulton passed away on October 10, 2020.

- Wife of Robert Fulton
- Sister of Angus Kennedy (Cathy), Danny Kennedy and Karen Stevenson (Reg)
- Predeceased by her parents John and Mary (née Cyr) Kennedy
- Ms. Fulton was hired by the Cornwall and Housing Corporation as the Manager of Finance and Administration on May 21, 2002, and worked as the General Manager from January 1, 2008 until the time of her death

Gerald (Min) Menard



Gerald “Min” Menard passed away on February 20, 2020

- Survived by his spouse Jeanne Menard (nee Swift)
- Father of Sandra Menard (Morgan MacDonald) and Lissa Menard (Greg Kaddie)
- Grandfather of Angele Cousineau, Nathaniel Houle, Kristopher and Sonya Lepage, Dustin Burrell and Jordan Smith-Earle
- Great-grandfather of Kaitlyn, Kaylee, Kameron, Emily, Connor and Rayna
- Mr. Menard worked as a Cornwall Firefighter from 1958 until his retirement in 1991

Document Title:	Week of Mourning for City Employees - 2021-24-Corporate Services.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Geoffrey Clarke - Apr 8, 2021 - 12:10 PM

Maureen Adams - Apr 8, 2021 - 2:39 PM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-38-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: April 12, 2021
Subject: Proclamation – Human Values Day

Purpose

To proclaim April 24, 2021, as Human Values Day in the City of Cornwall.

Recommendation

That Council proclaim April 24, 2021, as “Human Values Day” in the City of Cornwall.

Background / Discussion

Walk for Values is requesting that April 24, 2021, be proclaimed as “Human Values Day” in the City of Cornwall.

Each year, April 24 is dedicated to increase awareness of Canada’s commitment to human values by encouraging citizens to foster a climate that promotes, supports and celebrates “excellence in character” in our community.

Document Title:	Proclamation - Human Values Day - 2021-38-Corporate Services.docx
Attachments:	- Request Proclamation - Human Values Day.pdf
Final Approval Date:	Apr 7, 2021

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

Manon L. Levesque - Apr 6, 2021 - 9:59 AM

Geoffrey Clarke - Apr 6, 2021 - 10:44 AM

Maureen Adams - Apr 7, 2021 - 8:31 AM

Hello,

Please note the following response to Request Proclamation - Flag-Raising - Lights has been submitted at Tuesday March 30th 2021 7:05 PM with reference number 2021-03-30-039.

- **Your name:**
Manish Rughani
- **Your organization:**
Walk For Values
- **Phone number:**
4167222394
- **Email address:**
mrughani@walkforvalues.com
- **Your special event:**
Human Values Day
- **Date(s) of the event:**
April 24, 2021
- **My organization is interested in...**
Proclamation at Council
- **Requested text for proclamation:**
P R O C L A M A T I O N
Human Values Day
April 24, 2021

Whereas: raising and increasing the awareness of Human Values of truth, right conduct, peace, love and non-violence and all the multiple sub values like honesty, integrity, kindness and caring in the City of Cornwall is a primary goal of this wonderful City; and

Whereas: these values are inherent in all creeds, countries, cultures and communities, making these values truly "Values without Borders"; and

Whereas: making the City of Cornwall 'A City of Character' is for the greatest benefit of all our citizens; and

Whereas: reducing and even erasing the incidents of violence of all types in our communities and our City will bring peace and progress in all aspects and activities of this city; and

Whereas: unlike other walks, Walk for Values is not a fund-raiser, but a way to make the City richer and healthier by pledging our commitment to practice human values and be motivated to serve our community through volunteer work, or by donating blood or food

for the needy; and

Whereas: "Walk for Values" is designed to raise the awareness of Human Values and to promote individual responsibility towards the collective future of humanity. Walk for Values is a platform to educate people on the importance of practicing these five Human Values in daily life and the awareness it creates in the making of enlightened citizens for universal peace.

- **Requested date for proclamation (council is held the 2nd and 4th Monday of each month with the exception of March, July and August):**

April 12, 2021

- **Any additional comments? Please include a link to more information if possible.**
Your Worship Dear Mayor Bernadette Clement,

On behalf of the Steering Committee and the large number of community volunteers of the Walk for Values, we like to express our deep gratitude to you, all council members and citizens of City of Cornwall for supporting and proclaiming April 24 in the past as "Human Values Day" and raise awareness to practice Human Values and to building the "Communities of Character". Canada is a great country and we are proud of its multiculturalism and the rich values we hold.

I am writing to request that April 24, 2021 be proclaimed as the Human Values Day in City of Cornwall.

We propose that we all take the time to reflect on ourselves and observe April 24 every year as "Human Values Day." This proclamation will dedicate a day each year to increasing awareness of Canada's commitment to human values by encouraging citizens to foster a climate that promotes, supports and celebrates "excellence in character" in our schools, businesses, homes and community-based organizations in order to strengthen the families and communities in Canada and around the world. Rekindling human values around the world by Canadian initiative is step forward to achieving universal peace and security on the planet, and harmonious coexistence among different people and cultures.

Since 2015, April 24 has been proclaimed by Province of British Columbia, Province of Manitoba, Province of Nova Scotia and Province of Newfoundland & Labrador and over 300 municipalities across Canada as Human Values Day. Also various landmarks across Canada like CN Tower, Niagara Falls, Toronto 3D sign, City Hall in Toronto, Hamilton Signature Sign, Mississauga Clock Tower, The Peace Bridge, BC Place in Vancouver, High Level Bridge in Edmonton and City Hall Vancouver have observed Human Values Day on April 24.

In addition, if you have any suggestions in bringing the transformation and it will be very much appreciated. Through a separate invitation, we will send to you the calendar of the Walk for Values to be held in nine Cities across Canada.

Thank you in advance.

Respectfully submitted,

Manish Rughani (Advisor Team - Walk for Values)

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-41-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: April 12, 2021
Subject: Report from Integrity Commissioner

Purpose

To receive the Integrity Commissioner's annual report.

Recommendation

That Council receive Report 2021-41-Corporate Services.

Background / Discussion

In 2019, Council appointed Tony Fleming of Cunningham Swan in Kingston, Ontario, as its Integrity Commissioner.

As part of his advisory role, Mr. Fleming is required to provide City Council with an annual report on findings in complaint cases and advice provided for the preceding year. This is Mr. Fleming's first activity report as the City's Integrity Commission.

The attached report outlines the following:

1. Role of the Integrity Commissioner: highlights the Act and various requests, and procedures as it relates to the ethical governance of Council and local boards.
2. Code of Conduct: focuses on gifts & hospitality, respectful conduct guidelines, confidentiality of information and the scope of municipal property provided to Council.

3. Integrity Commissioner Activity re: City of Cornwall: features the training that can be provided by the Integrity Commissioner, how questions can be posed to the Integrity Commissioner in writing or how members may solicit advice.
4. Resolutions of Complaints: outlines the process of when informal versus formal solutions may be required, and when a formal investigation may be enacted.
5. Confidentiality: clarifies the section of the Act in regard to confidentiality and how the Integrity Commissioner applies that to investigations, what may happen if there is a breach of confidentiality, and how advice given to a member is confidential and does not need to be shared with council.
6. Independent Role of the Integrity Commissioner: makes clear the philosophy guiding the independence of the Integrity Commissioner from Council and the duties established within the Act.
7. Investigative Process: lists the five (5) steps the Integrity Commissioner uses in assessing and potentially investigating possible complaints that may arise.
8. Investigation Reports: explains the adjudicative role of Council in relation to the final report provided in summary of a complaint, and that Council would be the body to enact any recommendations made within the final report.

Mr. Fleming received two formal complaints within the last year and received one request for advice.

Document Title:	Annual Report from Integrity Commissioner - 2021-41-Corporate Services.docx
Attachments:	- March 17 2021 Annual Report (00331191xA46D1).pdf
Final Approval Date:	Apr 8, 2021

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

Geoffrey Clarke - Apr 8, 2021 - 10:43 AM

Maureen Adams - Apr 8, 2021 - 11:14 AM

Tony E. Fleming
Direct Line: 613.546.8096
E-mail: tfleming@cswan.com

March 17, 2021

BY E-MAIL: MLevesque@cornwall.ca

Council – City of Cornwall
c/o Manon Levesque, City Clerk
360 Pitt Street
Cornwall ON, K6H 5T9

Dear Members of Council:

**Re: Integrity Commissioner Services - Annual Report – 2020
City of Cornwall; Our file No. 28637-0002**

Background

In 2019, Tony Fleming of Cunningham Swan in Kingston, Ontario, was appointed as the Integrity Commissioner for the City of Cornwall in accordance with section 223.3(1) of the *Municipal Act*, 2001, S.O. 2001, c. 25 (the “Act”).

This report summarizes the services provided by the Integrity Commissioner to the City of Cornwall in 2020, through to early 2021 in accordance with section 223.6 (1) of the *Act*. The purpose of this report is to highlight the mandate of the Integrity Commissioner and to inform Council and the public about changes to the Act that affect the process of the Integrity Commissioner and subsequently, Councils and Local Boards.

Role of the Integrity Commissioner

The Act mandates that the Integrity Commissioner is responsible for providing the following functions:

1. The application of the code of conduct for members of council and the code of conduct for members of local boards.

00302467.DOCX:

TEL: 613-544-0211
FAX: 613-542-9814
EMAIL: [INFO@CSWAN.COM](mailto:info@cswan.com)
WEB: WWW.CSWAN.COM

2. The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards.
3. The application of sections 5, 5.1 and 5.2 of the *Municipal Conflict of Interest Act* (“MCIA”) to members of council and of local boards.
4. Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member.
5. Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board governing the ethical behaviour of members.
6. Requests from members of council and of local boards for advice respecting their obligations under the MCIA.
7. The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality’s codes of conduct for members of council and members of local boards and about the MCIA.¹

Integrity Commissioner Activity re: City of Cornwall

If Council requires ongoing training under the Code of Conduct and the MCIA, Mr. Fleming is available upon request. Individual members may request advice from the Integrity Commissioner at any time. Council or members may contact Mr. Fleming in the following ways:

- 1) Council may pose a question to the Integrity Commissioner in writing regarding the broad obligations of all members (not specific to any one member);
- 2) Individual members may request advice in writing from the Integrity Commissioner in accordance with the Act.

Requests for Advice

We received one request for advice in 2020 from an individual member. The request related to a potential conflict of interest under the Code of Conduct or the *Municipal Conflict of Interest Act*. This is the most common area for which we provide advice as Integrity Commissioner. We continue to encourage members of Council and Local Boards for the City of Cornwall to contact us in writing should they find themselves unsure of their obligations under the Code or the Municipal Conflict of Interest Act. If a member requests and follows our advice, that advice may be relied on should there be a complaint to the Integrity Commissioner on the same facts in the future.

¹ *Municipal Act*, section 223.3(1).

Complaints/Applications for Inquiry

There were 2 complaints submitted to the Integrity Commissioner for the City of Cornwall in 2020.

We cannot discuss the details of the complaint received due to the obligation to preserve confidentiality imposed by the *Municipal Act*. The reports were submitted to the City and as of the date of this report were awaiting a decision by Council.

Closing Remarks

We thank the City of Cornwall for the opportunity to act as its Integrity Commissioner. We remind members that the Integrity Commissioner is available to provide advice in accordance with the Act regarding a member's obligations under the Code of Conduct and the MCIA. We note that this service provides members with the proactive ability to avoid potential complaints by requesting and acting on advice which may apply to the circumstances of the member.

Members are held to the highest standards of office in their elected positions and we thank members for their continued attention to the ethical obligations expected of them.

Please contact us with any follow-up questions. In the meantime, please find enclosed a copy of the up-to-date Certificate of Insurance for the City.

Sincerely,

Cunningham, Swan, Carty, Little & Bonham LLP



Tony E. Fleming, C.S.
LSO Certified Specialist in Municipal Law
(Local Government / Land Use Planning)
Anthony Fleming Professional Corporation

TEF:am
Enclosure

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

Department: Social and Housing Services
Division: Child Care
Report Number: 2021-18-Social and Housing Services
Prepared By: Kristine Greaves, Child Care Supervisor
Meeting Date: April 12, 2021
Subject: Child Care Division 5-Year Service System Plan

Purpose

To provide Council with a draft copy of the Child Care and Early Years Service System Plan for 2021-2025.

Recommendation

That Council receive Report 2021-18-Social and Housing Services and the attached Child Care and Early Years Service System Plan for 2021-2025.

Background / Discussion

As per section 51(1) of the Child Care and Early Years Act, 2014, service system managers (CMSM's) shall have a child care and early years programs and services plan for its service area that addresses matters of Provincial interest under the Act. The Ministry of Education provided CMSM's with the "Ontario Child Care and Early Years Service System Plan Resource" to guide the development and implementation of their service system plans. CMSM's are identified by the Province as being in a position to solicit and maintain in-depth knowledge about local community needs; to plan and manage the system; to identify and address service gaps; and to support service coordination.

The attached draft child care and early years service system plan provides an outline of the programs and services that are either delivered by or managed by the Child Care Division as well as a set of local priorities that were developed through consultation with relevant community partners. This plan will evolve as the needs of our communities' change, as local initiatives and strategies are developed, or as Ministry guidelines change.

Accessibility Impact

Planning for and providing a system of quality, inclusive and responsive child care and early years programs enhances access for all children and families, including those with special needs, and supports linkages to specialized services within the community.

Document Title:	Child Care Division 5-Year Service System Plan - 2021-18-Social and Housing Services.docx
Attachments:	- Service System Plan 2021 to 2025.pdf
Final Approval Date:	Apr 7, 2021

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

Mellissa Morgan - Mar 31, 2021 - 2:43 PM

Maureen Adams - Apr 7, 2021 - 9:09 AM



CHILD CARE AND EARLY YEARS SERVICE SYSTEM PLAN

2021-2025

Table of Contents

Foreword 2

A Transformative System 2

Acknowledgements 4

Early Years Planning Table..... 4

Executive Summary 8

The Social and Housing Services Department 10

The Role of the Consolidated Municipal Service Manager 12

Our Communities 14

Accessibility..... 23

Affordability 25

Fee Subsidy 26

Purchase of Service Agreements..... 31

Approved Expansion Plans 32

Special Needs Resourcing 34

Early Development Instrument 37

Inclusion 49

EarlyON Child and Family Centers..... 50

Quality Assurance and Professional Development 53

Early Childhood Professionals 54

Community Specific Factors 56

Community Consultation..... 58

Survey Results 60

Conclusion 66

Foreword

As the Child Care Services Division Supervisor, I am very excited to present our new Childcare and Early Years' Service System Plan. This plan is the culmination of several years of planning and analysis and was developed with direct collaboration with community partners, staff, parents/caregivers, service providers, and childcare operators. Building upon the framework that was set forth in our previous Early Learning and Child Care (ELCC) Service Plan, this plan presents our updated priorities to service the new mandates and directives set forth by the Ministry. In doing so, we highlight our successes as well as potential service gaps and make forward looking statements that hope to meet the needs of all our communities with an increased focus on inclusion of children with varying abilities and skillsets.

We strongly believe that access to licensed early learning and childcare is critical in supporting positive outcomes as children progress into through their later schooling years. We are very pleased with the progress that we have made in supporting and nurturing the children in our communities but also recognize the need to never be complacent. Continued investment is required to build a system where care is of high quality while also being affordable and accessible to all families in a timely manner. Providing high quality care also means arming our direct and support staff with the resources and training necessary to be both effective and efficient.

The Child Care Division is firmly committed to achieving the goals set forth in this plan. We recognize that early learning and childcare is an evolving field, influenced by the various legislative changes and advances in research that inform methodology. Although we have done our very best to anticipate and predict the impact of those changes, it is prudent to recognize that the approaches and strategies identified in this plan are subject to modification with time. By taking a planned and strategic approach, the Child Care Division is well-prepared to face the future challenges of this evolving field.

A Transformative System

The *Child Care Modernization Act, 2014* continues to have significant impacts on Municipalities by providing greater authority to the Consolidated Municipal Service Managers (CMSMs) to develop community service plans for child care and early years' programs in collaboration with relevant community stakeholders. This Act supports the governments work to modernize the early years sector. Since its implementation, the following modernization initiatives have occurred:

- The introduction of a new funding formula and framework providing CMSMs with more flexibility to determine how to allocate child care funding to best meet the needs of children, families and child care operators within their community.
- The replacement of the *Day Nurseries Act* with the new *Child Care and Early Years Act, 2014*.
- As of fall 2014, full-day Kindergarten was completely implemented across the province.
- The amendment of the *Early Childhood Educators Act, 2007*.

- The 2014 release of the document *How Does Learning Happen? Ontario's Pedagogy for the Early Years* as the guiding pedagogical framework for child care and early years programs.
- The establishment of the College of Early Childhood Educators in 2007, including the 2017 release of the College's updated Code of Ethics and Standards of Practice for Registered Early Childhood Educators in Ontario.
- The implementation of Wage Enhancement funding in 2015 to support the wages of staff in licensed child care settings.
- The 2017 release of *Ontario's Renewed Early Years and Child Care Policy Framework*, which focuses on Affordability, Accessibility, Quality and Responsiveness.
- The transformation of the Ontario Early Years Centres and the Better Beginnings, Better Futures programs into EarlyON Child and Family Centres, including the downloading of the management of these programs onto the CMSM in 2018.
- The 2017 implementation of the "Child Care Expansion Plan" to increase access and/or affordability within licensed child care settings.
- The signing of the Canada-Ontario Early Learning and Child Care Agreement in June 2017 which outlines a shared commitment by the Ontario and Federal governments to provide investments in early learning and child care to increase quality, accessibility, affordability and inclusivity.
- The establishment of the Indigenous, Francophone and Provincial Centres of Excellence in 2018 to support professional learning across the early years sector. This initiative ended in 2020.
- Beginning in 2021, a consultation with Service System Managers by the Province to determine professional learning opportunities for early years professionals moving forward.

Links to information and documents:

- [Child Care Modernization Act, 2014](#)
- [Child Care and Early Years Act, 2014](#)
- [Early Childhood Educators Act, 2007](#)
- [How Does Learning Happen? Ontario's Pedagogy for the Early Years](#)
- [Code of Ethics and Standards of Practice for Registered Early Childhood Educators in Ontario](#)
- [Ontario's Renewed Early Years and Child Care Policy Framework, 2017](#)

This plan follows the expectations as set out by the Ministry of Education for service system managers, as outlined in the Ontario Child Care and Early Years Service System Plan Resource (2017). This plan outlines the Child Care Division's response to the significant changes, key accomplishments, and service levels for 2019. It also serves to outline key strategies and activities for moving forward in 2021-2025, emergent gaps and pressures as well as future highlights for the upcoming years.

This plan draws particular attention to our successes in effective partnering and collaborating with Child Care Service Operators and various other community partners in the integrated planning for child care and overall children's services in our community.

COVID-19 Impacts on Child Care and Early Years

The COVID-19 pandemic has had a significant impact on children and families as well as on the child care and early years sector. Since the pandemic began, the child care and early years system has endured closures and new funding methodologies, as well as changes in service delivery including new health and safety protocols and expanding services through virtual platforms. Child Care centres are operating with fewer children which is reflected in the decreased need for child care fee subsidy. The Child Care Division is currently at only 52% of the usual case load for child care fee subsidy. The uncertainties and fears that the pandemic has created has left many workers, families and children feeling uneasy, mentally drained, and physically exhausted.

The child care and early years' service providers in Cornwall and SG&G have met each challenge created by the pandemic and have supported our children and families under new Ministry and Health Unit guidelines. During closure periods of the pandemic, our child care operators ensured "Emergency Child Care" services were available to our local essential and front-line workers. Our EarlyON operators have ensured that services remained available for families, in person when possible as well as virtually. The pandemic has highlighted that child care and early years professionals are essential and that quality child care is essential for the economy.

Acknowledgements

This Service Plan was developed under the leadership and guidance of our local Early Years Planning Table comprised of multi-sectoral community partners. We would like to thank the many individuals, service providers, and community agencies who contributed their time and input. Your valuable ideas and insights helped to create a relevant Service Plan that will keep us connected and accountable to the community for the next five years. In addition, we would like to acknowledge Soday Jain for his time and effort in conducting the data analysis that was required to inform this plan.

Early Years Planning Table

As the child care and early years system manager, the Child Care Division chairs the local Early Years Planning Table which strategically makes recommendations based on neighbourhood profiles developed from Census Canada data, socio-economic data, child population, community service inventory data, Early Development Instrument (EDI) results and other pertinent data. These neighbourhood profiles are used to assist in our study of local child care and early years services needs and subsequent planning to better meet the needs of the children and families we serve.

Membership of the Early Years Planning Table includes:

- The City of Cornwall Child Care Division as the service system manager including:
 - The Child Care Division Supervisor
 - The Manager of Social Services
 - The Program Coordinator / Capacity Coordinator
- Akwesasne Child Care Program
- Catholic District School Board of Eastern Ontario
- Centre de santé communautaire de l'Estrie
- Children's Aid Society
- Community Living Stormont County; Early Childhood Integration Services
- Conseil des écoles publiques de l'Est de l'Ontario
- Conseil scolaire de district catholique de l'Est l'Ontarien
- Cornwall Community Hospital – Child and Youth Mental Health Services
- Cornwall Public Library
- Eastern Ontario Health Unit
- Ministry of Education, Early Years Advisor
- EarlyON operators (GIAG and l'Équipe psych-sociale)
- CHEO – OCTC Ottawa Children's Treatment Centre (Early Childhood Program)
- S.D. & G. County Library
- Inspire Community Support Services (formerly known as S.D. & G. Developmental Services)
- Tungasuvvingat Inuit
- Upper Canada District School Board
- As of 2021 we are welcoming the Boys and Girls Club to the planning table membership.
- As of 2021 we are welcoming the Early Childhood Education department at St. Lawrence College to the planning table membership.

The Early Years Planning Table is the vehicle by which community partners collaborate, in order to provide the best possible services to all children and their families.

The guiding principles for the Early Years Planning Table include:

1. Providing access to services and supports for all children and families.
2. Anticipating and being responsive to the needs of the community.
3. Maintaining community partnerships.
4. Being committed to and promoting our vision in our daily work to support the children and families of our community.

EARLY YEARS PLANNING TABLE – VISION STATEMENT

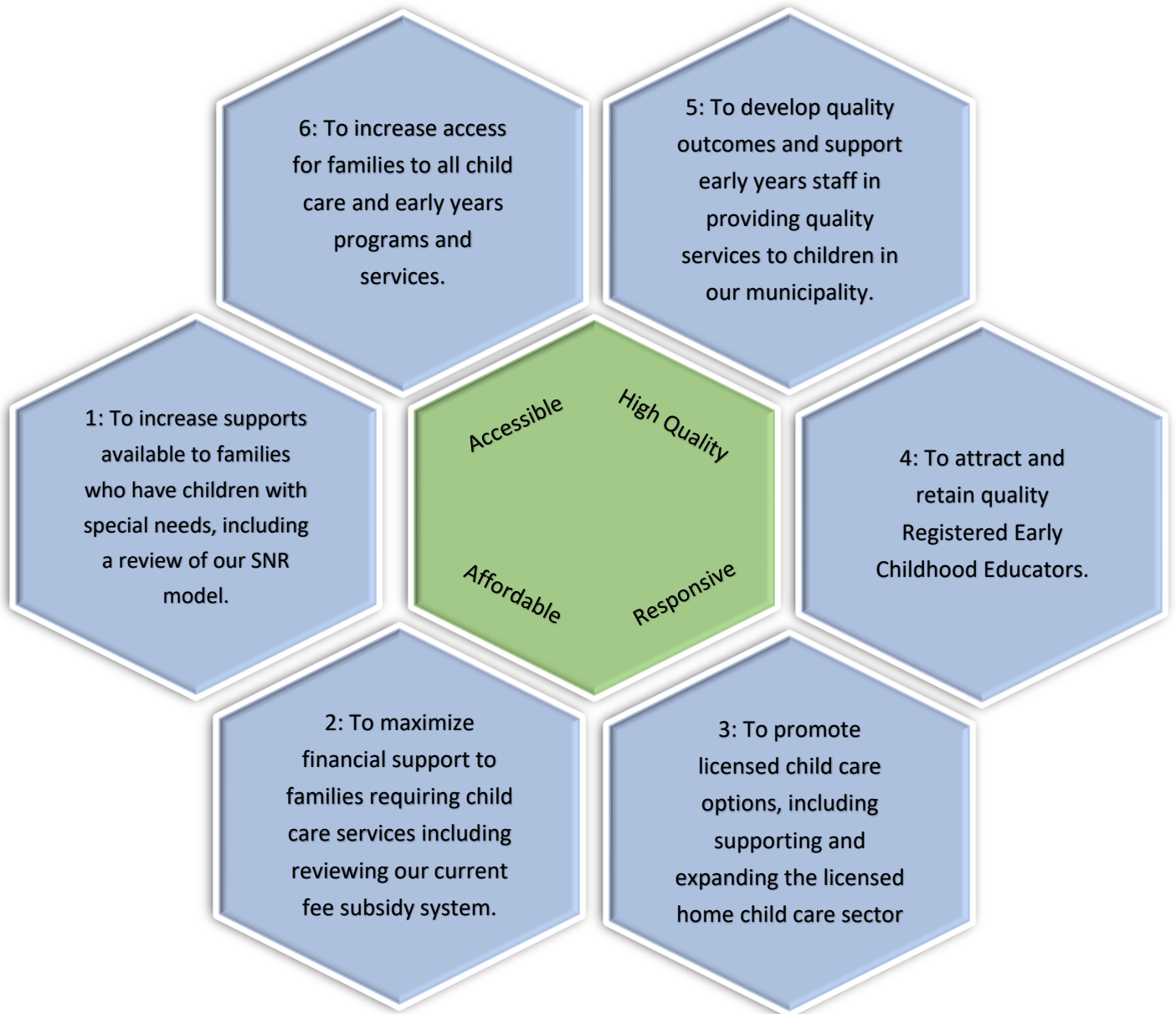
All children and families have access to an early years and child care system that champions the overall well-being of every child and family.

All community partners of the Early Years Planning Table for Stormont, Dundas and Glengarry have committed to the following guiding principles to support the above vision statement.

Guiding Principals

- We view all children, parents, caregivers, and educators as being capable, curious, competent, and full of potential.
- We create and sustain diverse, safe, and inclusive environments to ensure everyone has a sense of belonging and well-being while accessing services at our agencies.
- We will cultivate caring relationships with our clients, our staff and with community partners.
- We will strengthen our community partnerships and enhance the integration of community supports for children and their families.
- We will create a culture of life-long learning where our educators have access to local and current training opportunities,
- We will continue our commitment to child development and parenting as key priorities for our community.
- As a community we will support LICENSED child care.
- As a community we support EVERY DOOR IS THE RIGHT DOOR approach; that ALL our staff become knowledgeable of the services that each of our agencies provide and that they refer children and families appropriately.

The membership of the Early Years Planning Table for Stormont, Dundas and Glengarry has identified six local priorities that build on the four provincial priorities set out by the Ministry:



These priorities are a result of an in-depth analysis of our community profiles and the realities of the families requiring child care and/or early years services.

This plan provides details on the following items that were included in our analysis:

- A community profile for each of our communities;
- An overview of the child care fee subsidy system;
- An overview of the EarlyON child and family support programs;
- An overview of the community consultation process, including survey results;
- Local data and geographical characteristics identifying the realities families face when accessing programs and services.

Executive Summary

As we move forward into 2021 and beyond, the Child Care Division will continue to work through our Early Years Planning Table to make informed decisions with respect to the early years and child care system in our municipality. The Ministry of Education issues an annual detailed guideline for service management and funding to support service system managers in their roles and guiding them in making local policies that reflect community specific needs. As our plan continues to evolve, we aim to be transparent with our community, and we will continue to include processes and data collection methods that will enable everyone to have a voice.

The Ministry's vision for the Early Years and Child Care states that, *"All children and families have access to a range of high-quality, inclusive and affordable early years and child care programs and services that are child- and family-centred and contribute to children's learning, development and well-being."*

The children and families within our communities will continue to be the driving force behind the decisions that influence the services and programs of our early years programs as our goal is to create a welcoming and integrated system that meets the unique needs of our population. This plan was developed and written with the belief that all children, families, and educators are capable and competent.

This plan contains information and statistics for each of the communities within our jurisdiction, as well as a description of each of the services offered through the Child Care Division with relevant statistics. The priorities and goals set out in this plan are a result of the analysis of all the information contained in this plan.

The sharing of this plan was delayed in part by the COVID-19 pandemic. The pandemic has had a significant impact on child care and early years programs and services. Since March of 2020, the child care and early years system has had to adapt to ever changing conditions and realities, including enhanced health and safety measures and changes in delivery of their programs and services. Throughout all the challenges the pandemic has created, early years professionals have risen to the challenges and have continued to support the children and families. The services provided by the Registered Early Childhood Educators and other child care and early years staff have been essential to our municipality. Their capabilities and dedication have kept our system of programs and services strong and available.

The following chart outlines the local priorities as identified by our local Early Years Planning Table as well as how these priorities align with provincial priorities. The pandemic has highlighted the importance of the following priorities as being critical to ensuring quality programs and services remain available for all our children and families. Research has shown that quality child care and early years programs directly contribute to the economic well-being of the communities they serve. Investments in high-quality early childhood programs can generate up to \$7.00 per dollar invested, as access to these programs helps parents improve their labor productivity by increasing work hours, missing fewer work days, and pursuing further education. Also included in the chart is a brief description of an action plan for each priority.

Early Years Planning Table Local Priorities				
1. To increase supports available to families who have children with special needs, including a review of our Special Needs Resourcing (SNR) model.	Supports Provincial Priorities of: Access Quality Responsiveness			
	Action Plan <ul style="list-style-type: none"> Collaborate with Community Living to increase SNR supports Support Child Care and EarlyON staff with required resources, including consultation from our local Pedagogist, for sustaining inclusive environments. Increase communications between local Early Years and Child Care partners to ensure families are referred appropriately to local programs and services. 			
2. To maximize financial support to families requiring child care services including reviewing our current fee subsidy system.	Supports Provincial Priorities of: Access Affordability Responsiveness			
	Action Plan <ul style="list-style-type: none"> Develop a communications strategy to improve both public and community partners' understanding of the fee subsidy program, including special needs and social referral requirements. 			
3. To promote licensed child care options, including supporting and expanding the licensed home child care sector.	Supports Provincial Priorities of: Access Affordability Quality Responsiveness			
	Action Plan <ul style="list-style-type: none"> Raise public awareness of the benefits of licensed child care options through partnerships with local early years' service providers and an education campaign. Develop a recruitment strategy for Home Child Care Providers. 			
4. To attract and retain quality Registered Early Childhood Educators.	Supports Provincial Priorities of: Quality Responsiveness			
	Action Plan <ul style="list-style-type: none"> Raise public awareness of the RECE professional designation. Collaborate with St. Lawrence College's Early Childhood Education program to attract suitable students into the program Present annually to St. Lawrence College ECE students regarding career options in the early years and other relevant topics. 			
5. To develop quality outcomes and support early years staff in providing quality services to children in our municipality.	Supports Provincial Priorities of: Access Quality Responsiveness			
	Action Plan <ul style="list-style-type: none"> Collaborate with our local pedagogist in developing and implementing a pedagogical plan for our community. Solicit feedback annually from child care and early years staff to identify successes and barriers in providing quality programs and services. 			
6. To increase access for families to all child care and early years programs and services.	Supports Provincial Priorities of: Access Responsiveness			
	Action Plan <ul style="list-style-type: none"> Develop a communications strategy to improve public understanding of available child care and early years programs and services. Continue to collaborate with the members of the Early Years Planning Table and the local early years and child care service providers to identify and address any barriers to access. 			

The Social and Housing Services Department

The City of Cornwall Social Services Department is structured to provide high quality, people-oriented services to the residents of Cornwall and the surrounding counties of Stormont, Dundas, & Glengarry. The department oversees the following divisions that aim to respond to the diverse needs of both our citizens and their communities:

ONTARIO WORKS

The Ontario Works Division provides financial support, to the residents of Cornwall & S.D.G., to help individuals in temporary need find sustainable employment and achieve self-reliance through the provision of effective, integrated employment services and financial assistance.

Other services include providing Ontario Works and Ontario Disability Support Program recipients with discretionary benefits such as dental care, vision care, prosthetics, etc. as well as coverage of funeral and burial costs for residents with insufficient estate funds.

CHILDCARE SERVICES

The City of Cornwall Child Care Division ensures that all families in our community have access to a range of high-quality child care and early years programs that promote the growth and development of our children. The Child Care division is responsible for the planning and oversight of all our local child care and early years programs, including the Child and Family Support Programs (EarlyON programs) and special needs resourcing.

The Division currently maintains contracts with 12 child care operators for 36 sites and directly operates a Home Child Care agency with up to 20 sites in an effort to make child care accessible for all our residents. The Child Care division also directly operates the Richelieu Child Care Centre, however this location will be permanently closing on June 30, 2021.

In addition, the Child Care Division determines and distributes fee subsidies for eligible child care clients and distributes special purpose funds to operators for renovations, repairs and maintenance, capacity building, purchase of play equipment, and general operating grants. All of this is done while ensuring compliance and strict adherence to the Ministry of Education funding guidelines.

HOUSING SERVICES

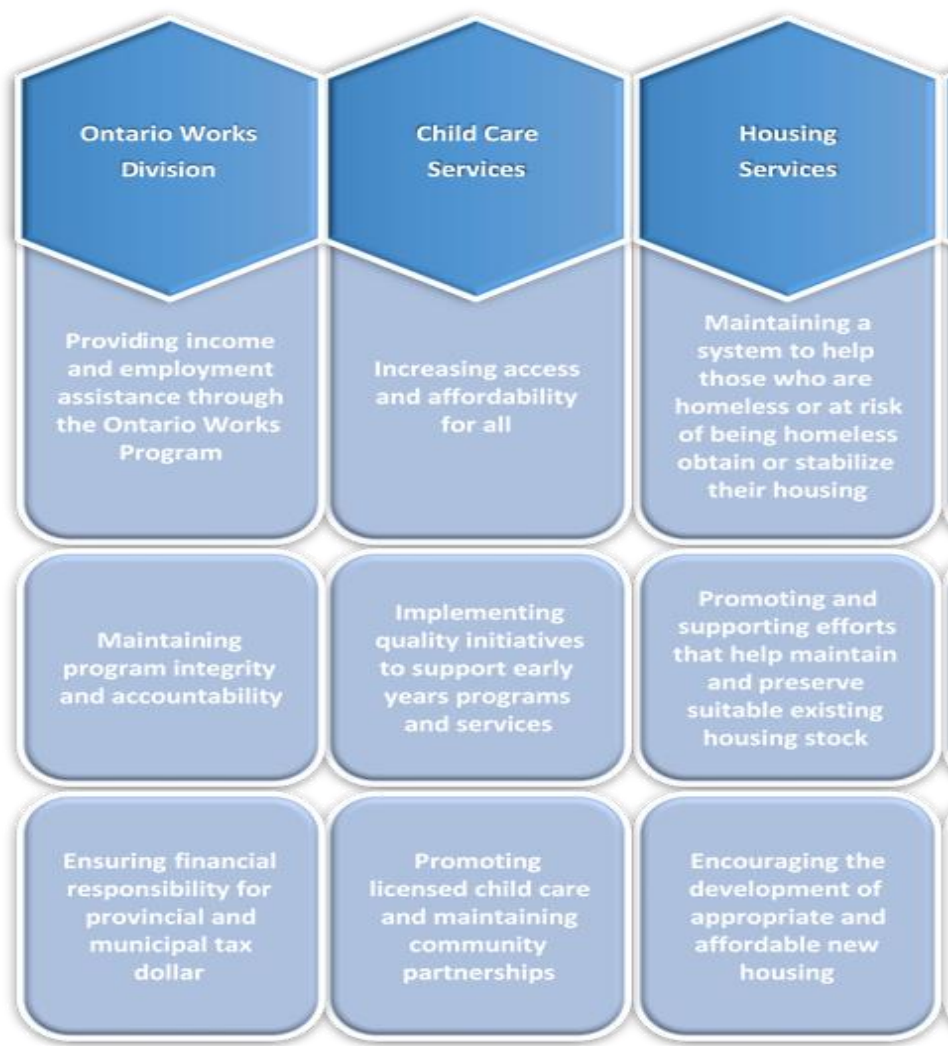
The City of Cornwall Housing Services Division provides access to a range of high-quality housing programs to individuals with low to moderate incomes, seniors, and individuals with special needs. As the Ministry of Municipal Affairs and Housing's designated Service Manager for Cornwall & S.D.G., the Housing Services Division is responsible for the administration of funds provided by the Federal, Provincial and Municipal governments while ensuring program compliance.

Human Service Integration

Human Services Integration is targeted for implementation by 2024. To the end, the various Ministries are currently engaging Service Managers on how best to proceed with the integration of human service programs. This includes aligning service contracts.

This also aligns with MCCSS’s Social Assistance Reform, which is streamlining administrative processes, simplifying eligibility rules, embracing technology and transforming the employment service system, with the ultimate goal to serve clients better.

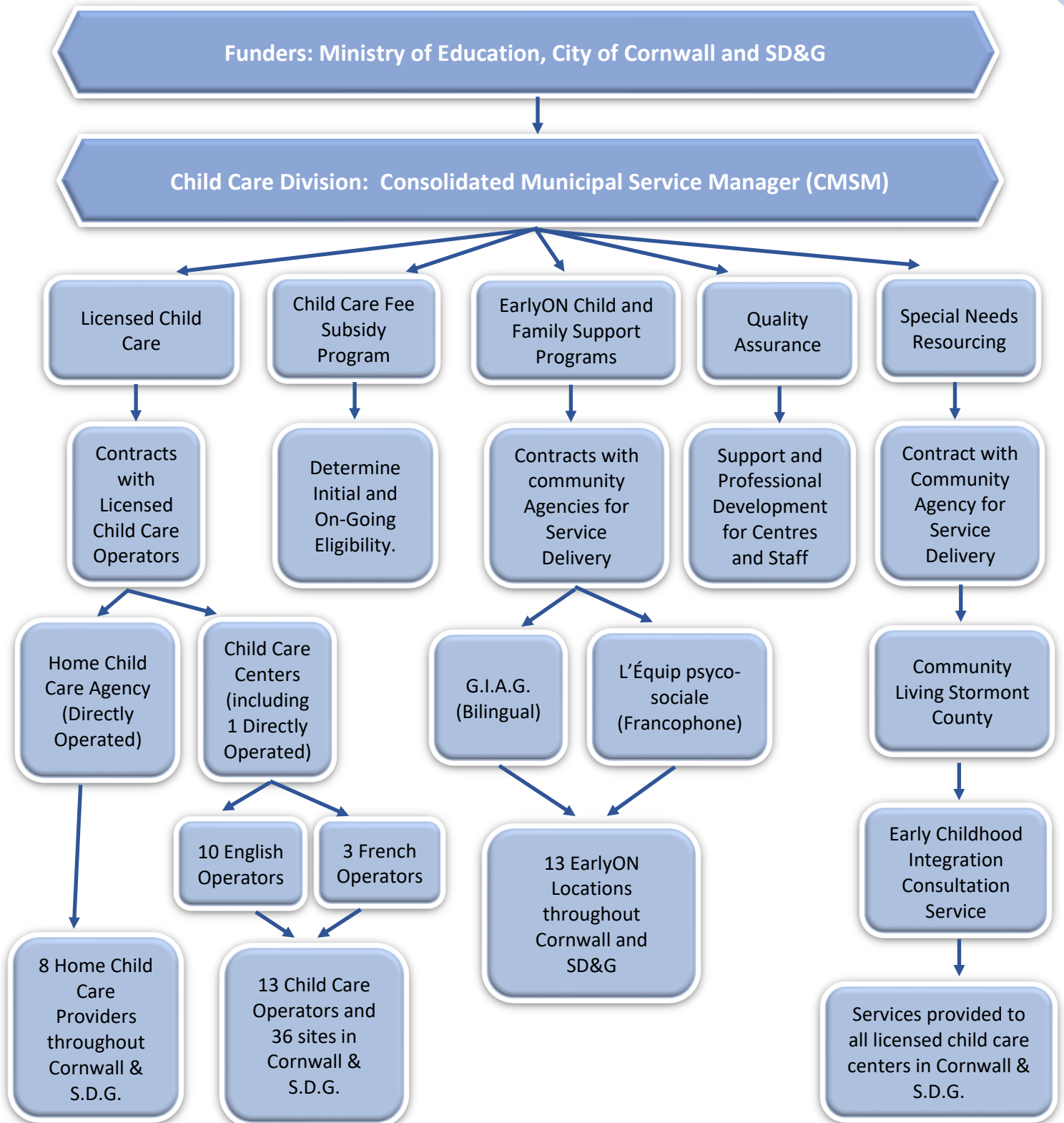
SOCIAL SERVICES DEPARTMENT – STRATEGIC PRIORITIES



The Role of the Consolidated Municipal Service Manager (CMSM)

The City of Cornwall maintains several responsibilities as the Ministry of Education designated CMSM:

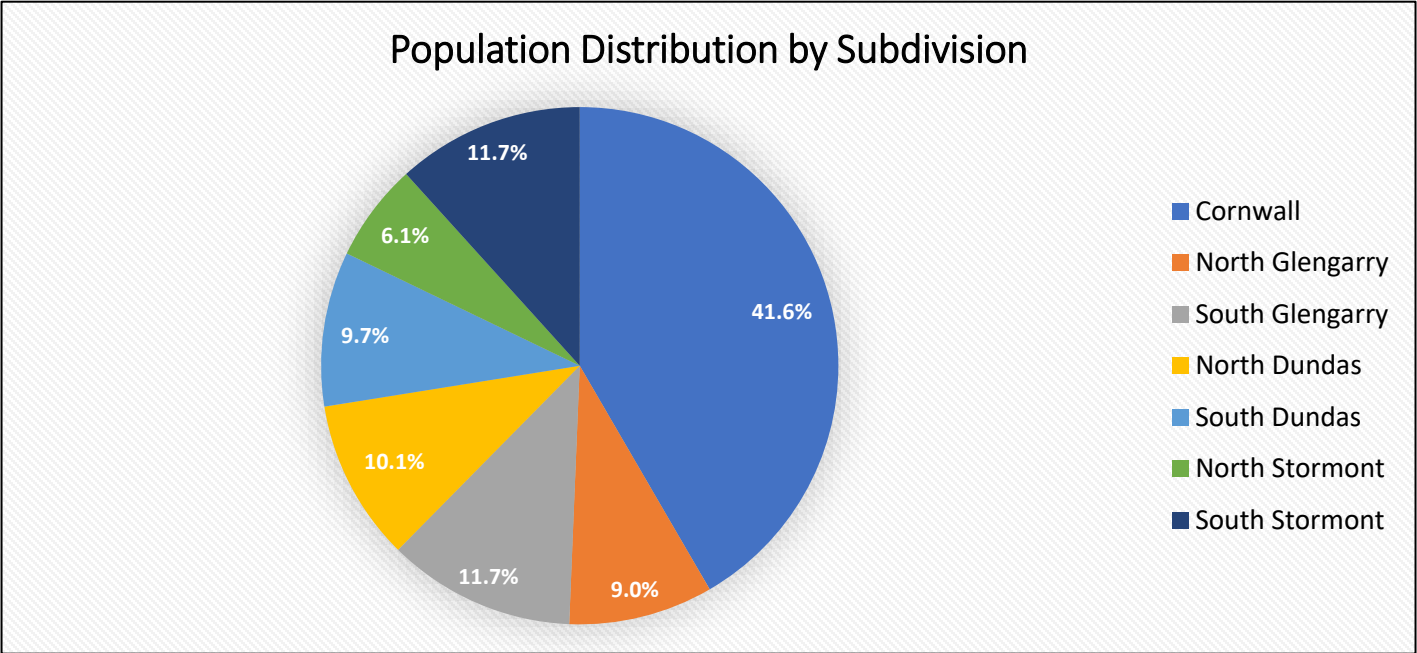
- Service system planning, including identifying and addressing service gaps.
- Managing a coordinated, responsive high-quality licensed child care system through evidence-based decision making as well as through:
 - Maintaining service contracts with licensed child care operators, including supporting expansion projects to increase accessibility for families where there is an identified need.
 - Managing the child care fee subsidy program
 - Managing the various funding streams to support licensed care including:
 - Wage Enhancement
 - General Operating Grant
 - Pay Equity
 - Special Purpose Funding (Play Based Material and Equipment, Capacity Building and Repairs and Maintenance)
 - Supporting licensed child care operators with quality assurance initiatives
 - Directly operating one licensed child care center as well as the only licensed home child care agency serving Cornwall and the counties
- Managing the Special Needs Resourcing services through a service contract with Community Living Stormont County (Note: as of July 1, 2021, a 2-tiered service delivery model will be introduced in conjunction with the Child Care Division)
- Managing the EarlyON Child and Family Centers services through contracts with The Glengarry Inter-Agency Group (GIAG) and l'Équipe psycho sociale
- On-going communication with the child care and early years service operators regarding both Ministry and local priorities and initiatives
- Identifying and addressing service gaps
- Maintaining community partnerships and collaborating with relevant stakeholders including:
 - The membership of the Early Years Planning Table for Stormont, Dundas and Glengarry
 - Maintaining community partnerships through membership on relevant committees
 - Engaging in data initiatives to inform decision making including:
 - The Early Development Instrument (EDI)
 - Performing statistically driven community analysis



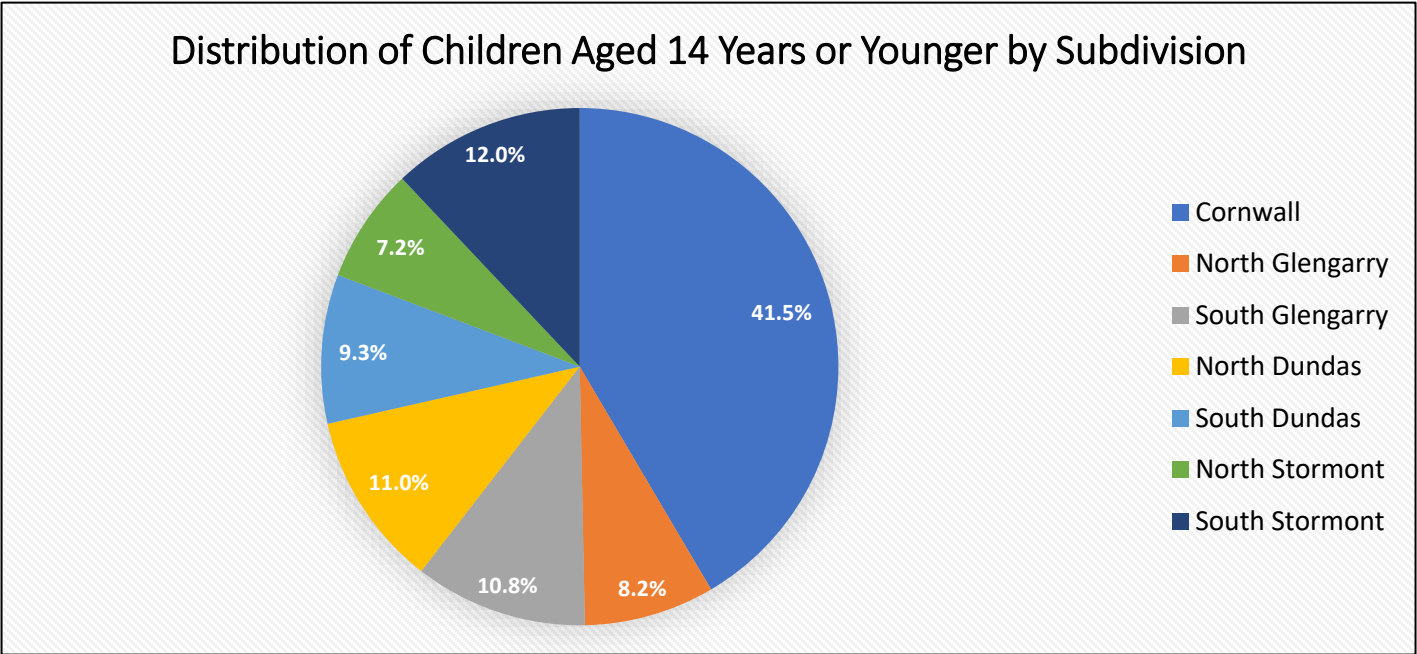
Note: As of July 1, 2021, the Directly Operated child care centre will be permanently closed and the Special Needs Resourcing services will be moving to a two-tier model of service.

Our Communities

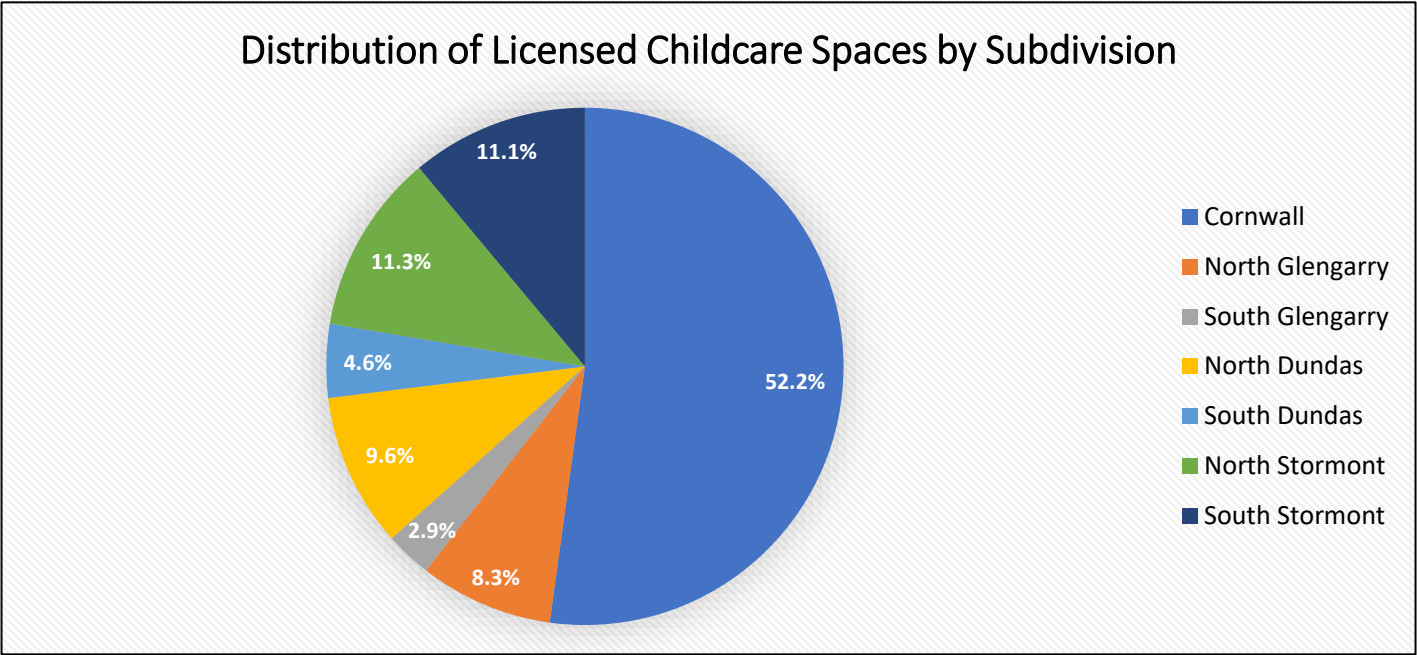
The United Counties of Stormont Dundas & Glengarry is a region in Eastern Ontario with seven census subdivisions. The combined population of the county is 111,942 and the distribution by subdivision is shown below.



The number of children aged 14 years or younger residing in our county has remained relatively stable over the past decade and closely resembles the total population distribution of the county.



The following chart shows the distribution of licensed childcare spaces by subdivision. Our team has made concerted efforts to approve expansion plans that bring up accessibility for all our subdivisions while prioritizing our most populous regions first.



The following community “one-pagers” highlight some of the key statistics from the seven townships. Demographics, labor, & income data has been sourced from the most recent Canadian census (2016) unless otherwise specified.

Child Care and Early Years Service System Plan || 2021-2025

City of Cornwall (www.cornwall.ca)

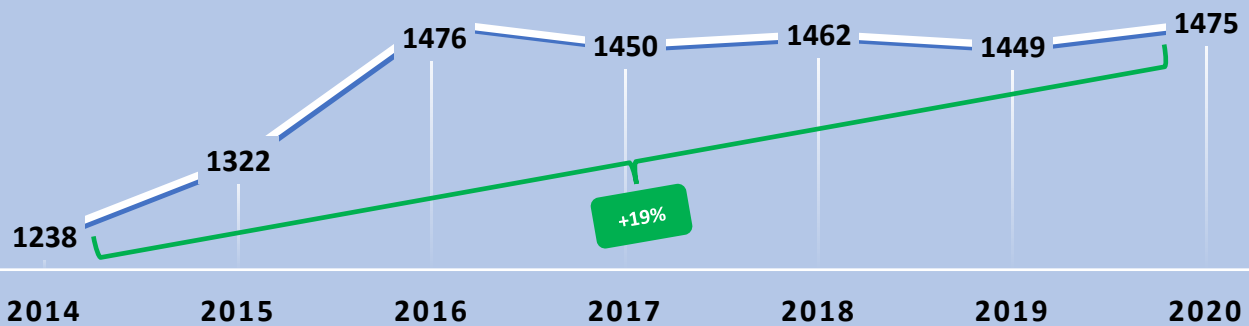
Population: 46,589

Population Aged 0-4 Years: 2,485

Population Aged 5-9 Years: 2,490

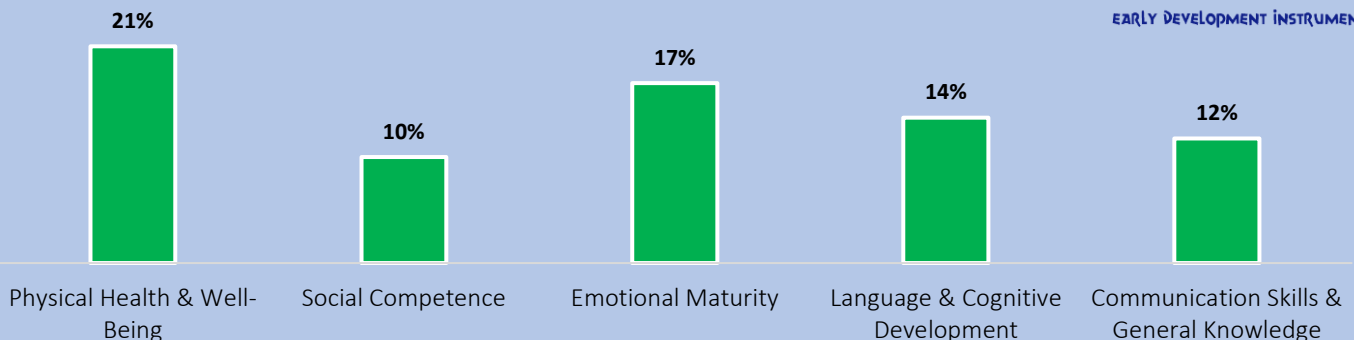
EarlyON Locations	Licensed Child Care Centers	Licensed Home Child Care Agencies	Elementary Schools	Municipal Community Centers	Health Centers	Food Banks	Libraries
2	18	1	22	2	5	3	1

Number of Licensed Child Care Spaces



Demographics			Labour & Education		
Francophone Population	10,605 (22.8% of population)	-7.2% (vs. 2011)	Median after-tax income of two-parent economic families	\$73,088 Ontario: \$99,205	+6.1% (vs. 2010)
Indigenous Population	1,890 (4.1% of population)	+6.2% (vs. 2011)	Median after-tax income of lone-parent economic families	\$37,824 Ontario: \$50,317	+13.9% (vs. 2010)
Two-Parent Families	4,275 (32.5% of families)	-4.9% (vs. 2011)	% of population aged 25-64 with postsecondary certificate, diploma, or degree	46.8% Ontario: 65.1%	48.5% in 2011
Lone-Parent Families	2,835 (21.6% of families)	+3.1% (vs. 2011)	Unemployment Rate	9.9% Ontario: 7.4%	11.0% In 2011

Early Development Instrument Vulnerability by Domain



North Glengarry (www.northglengarry.ca)

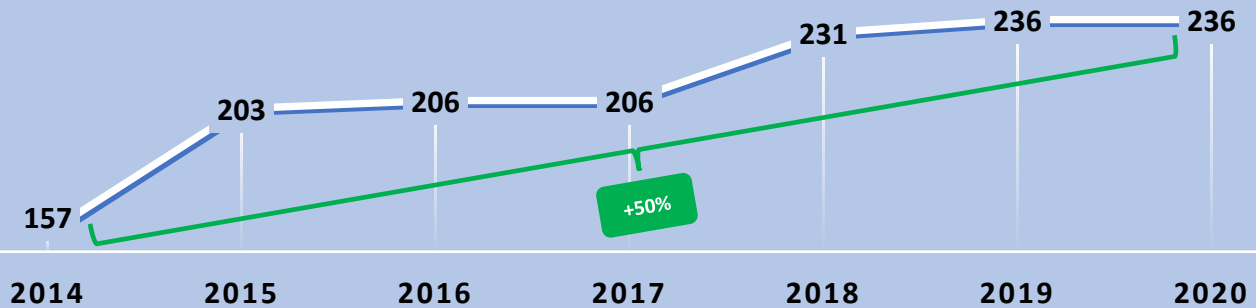
Population: 10,109

Population Aged 0-4 Years: 405

Population Aged 5-9 Years: 495

EarlyON Locations	Licensed Child Care Centers	Licensed Home Child Care Agencies	Elementary Schools	Municipal Community Centers	Health Centers	Food Banks	Libraries
2	5	1	8	1	3	1	2

Number of Licensed Childcare Spaces

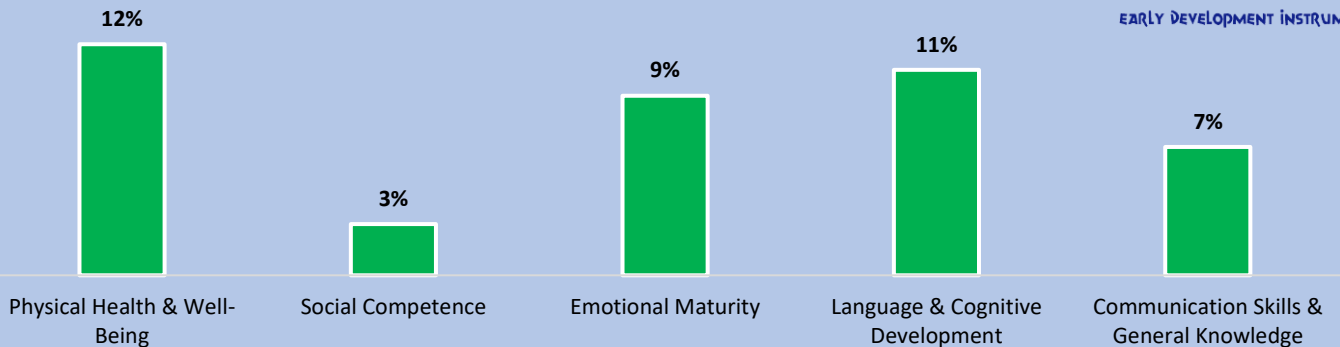


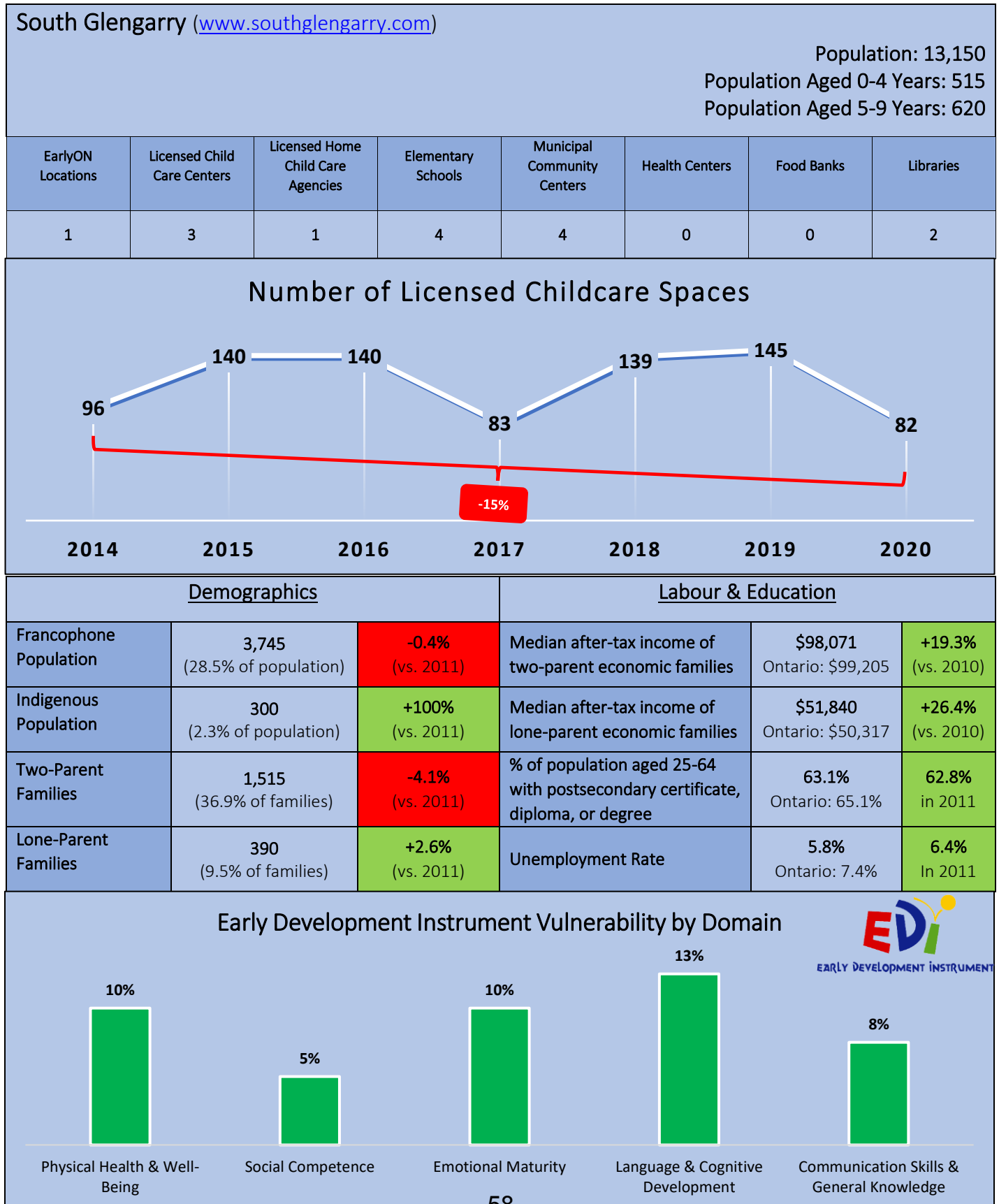
Demographics			Labour & Education		
Francophone Population	3,950 (39.1% of population)	-0.6% (vs. 2011)	Median after-tax income of two-parent economic families	\$86,714 Ontario: \$99,205	+28.6% (vs. 2010)
Indigenous Population	130 (1.3% of population)	-58.1% (vs. 2011)	Median after-tax income of lone-parent economic families	\$42,496 Ontario: \$50,317	+8.8% (vs. 2010)
Two-Parent Families	1,055 (35.2% of families)	-7.9% (vs. 2011)	% of population aged 25-64 with postsecondary certificate, diploma, or degree	54.5% Ontario: 65.1%	48.7% in 2011
Lone-Parent Families	415 (13.8% of families)	+3.8% (vs. 2011)	Unemployment Rate	7.2% Ontario: 7.4%	7.9% In 2011

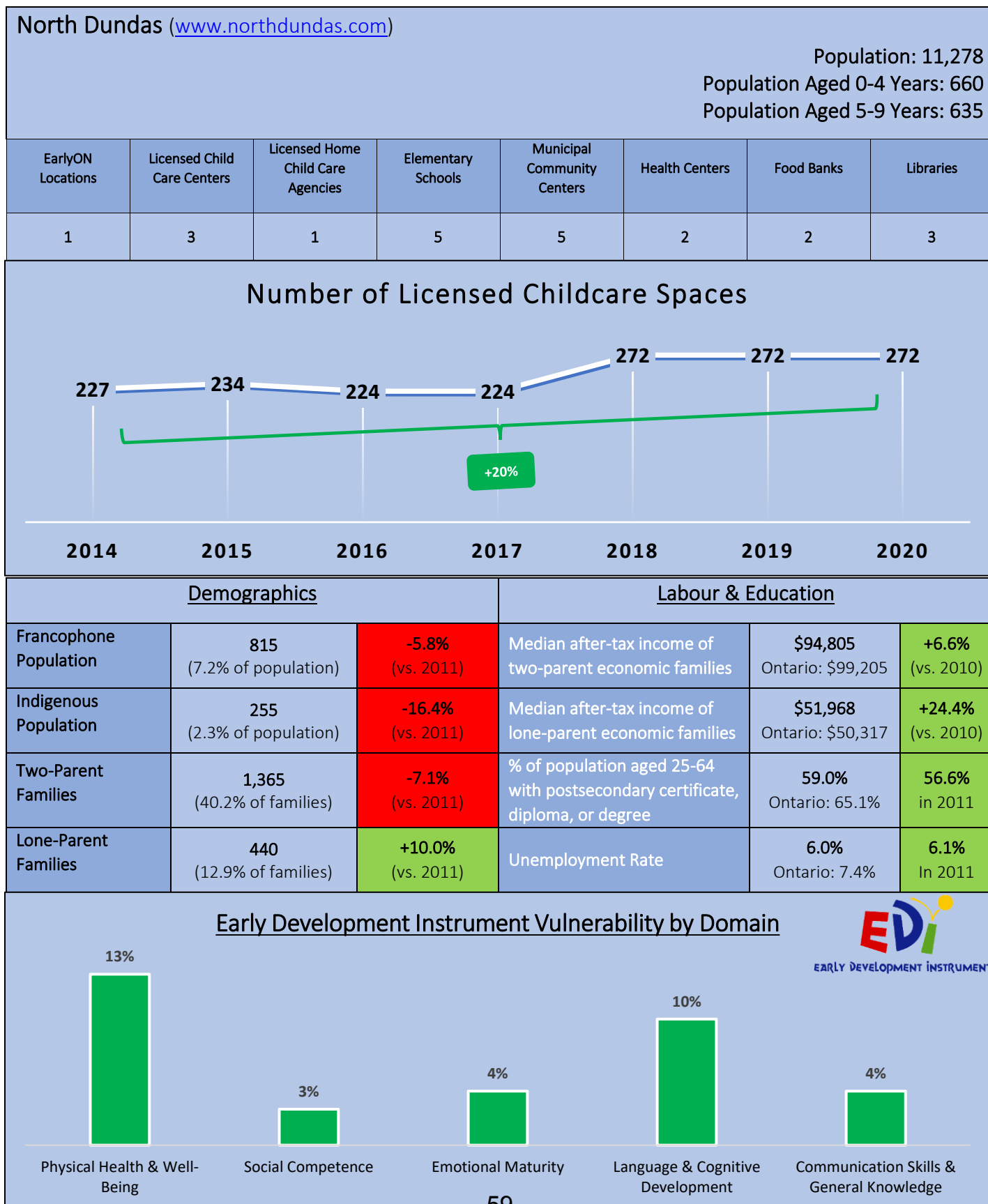
Early Development Instrument Vulnerability by Domain

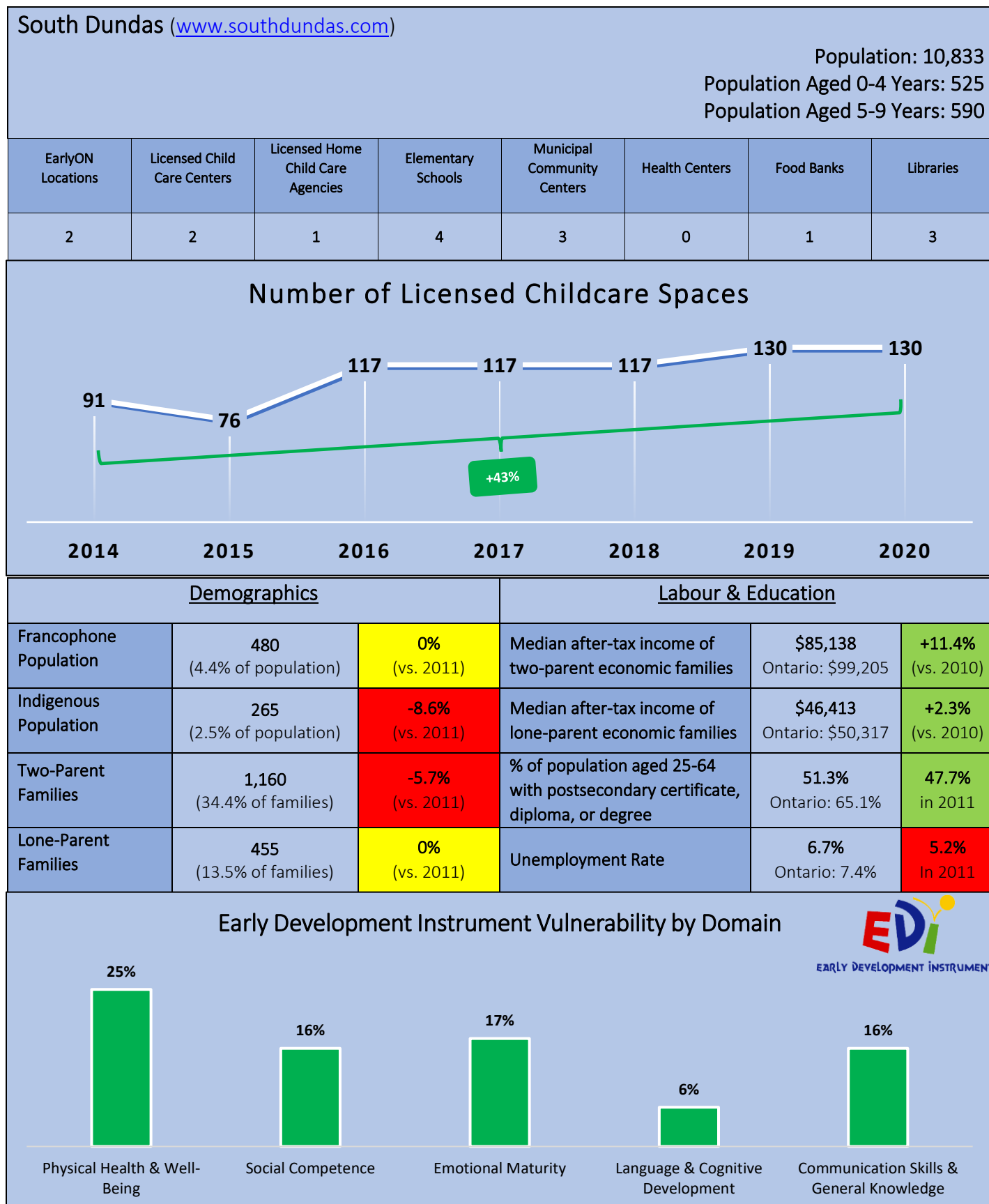


EARLY DEVELOPMENT INSTRUMENT







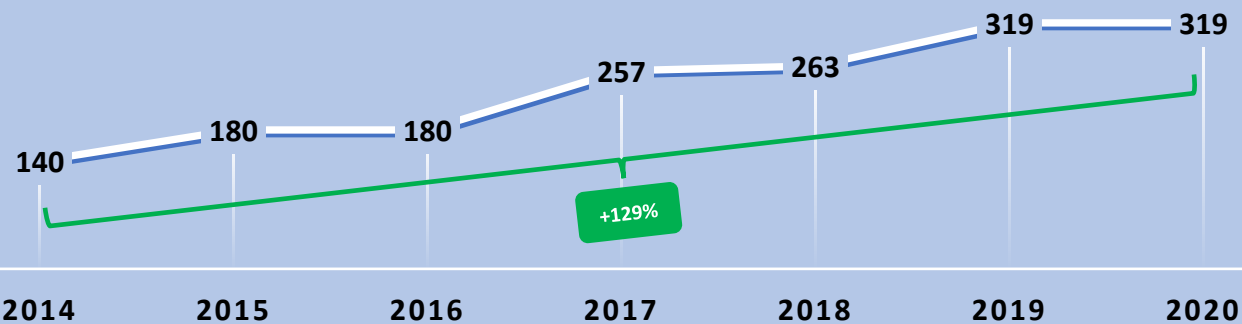


North Stormont (www.northstormont.ca)

Population: 6,873
Population Aged 0-4 Years: 420
Population Aged 5-9 Years: 405

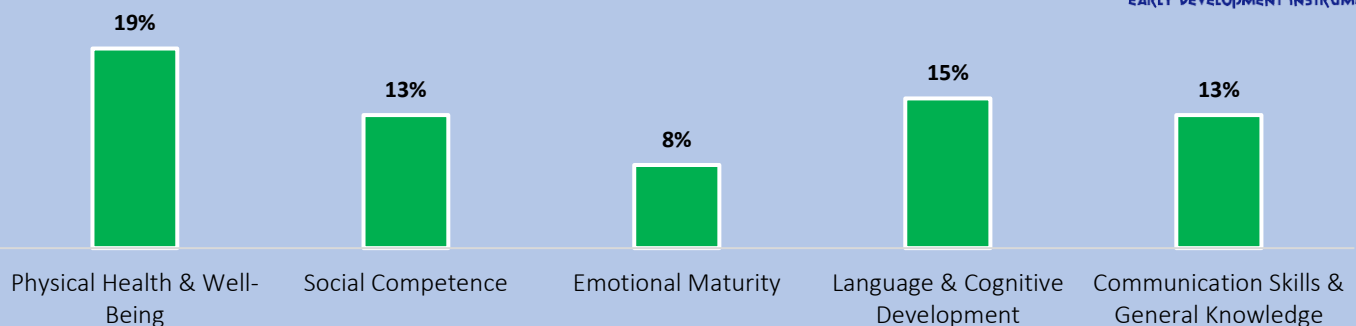
EarlyON Locations	Licensed Child Care Centers	Licensed Home Child Care Agencies	Elementary Schools	Municipal Community Centers	Health Centers	Food Banks	Libraries
2	4	1	5	3	1	1	3

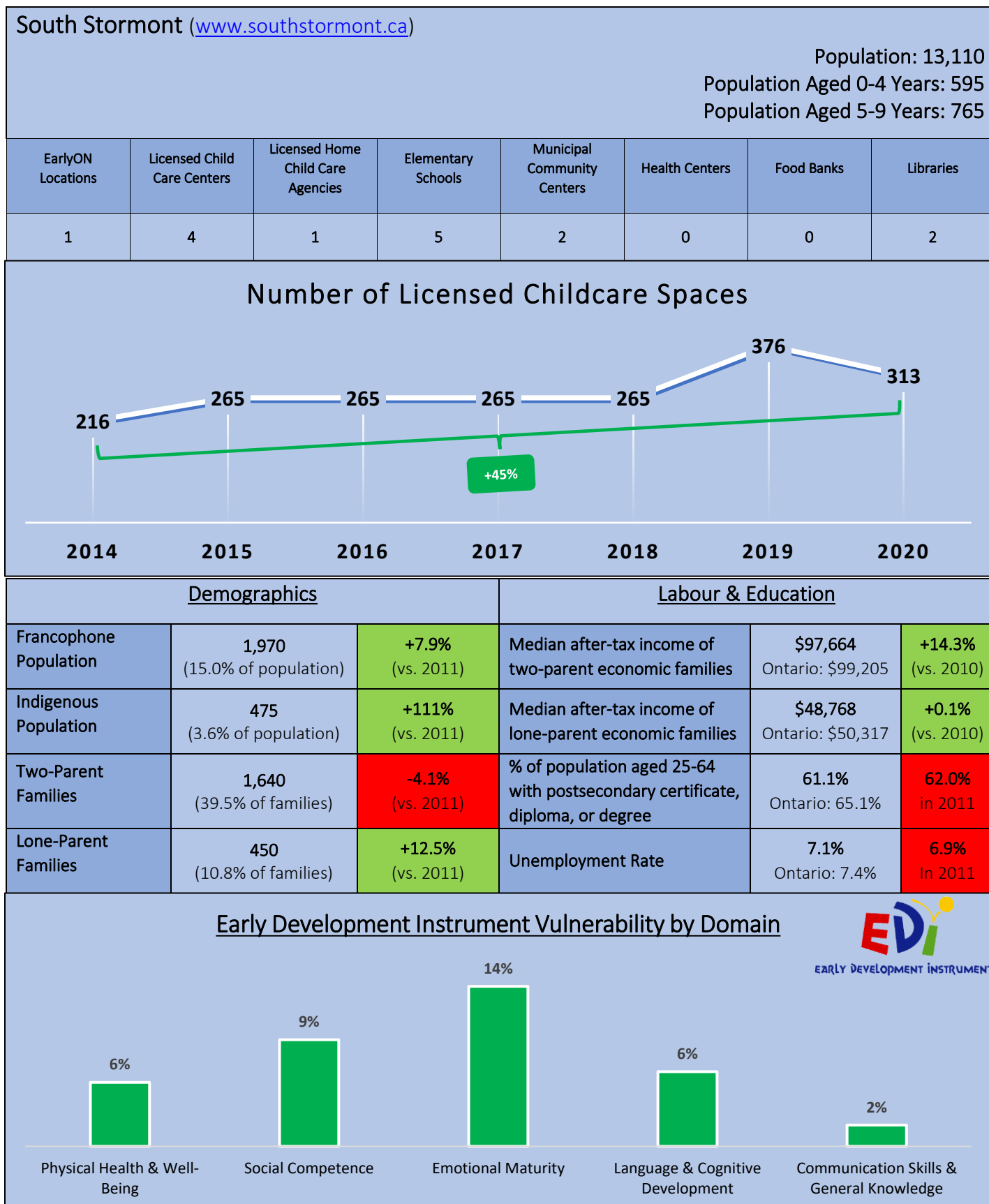
Number of Licensed Childcare Spaces



Demographics			Labour & Education		
Francophone Population	1,825 (26.6% of population)	+9.0% (vs. 2011)	Median after-tax income of two-parent economic families	\$94,208 Ontario: \$99,205	+20.6% (vs. 2010)
Indigenous Population	165 (2.4% of population)	+120% (vs. 2011)	Median after-tax income of lone-parent economic families	\$51,648 Ontario: \$50,317	+4.7% (vs. 2010)
Two-Parent Families	925 (44.9% of families)	-0.5% (vs. 2011)	% of population aged 25-64 with postsecondary certificate, diploma, or degree	59.4% Ontario: 65.1%	54.6% in 2011
Lone-Parent Families	200 (9.7% of families)	-11.1% (vs. 2011)	Unemployment Rate	5.7% Ontario: 7.4%	4.3% In 2011

Early Development Instrument Vulnerability by Domain

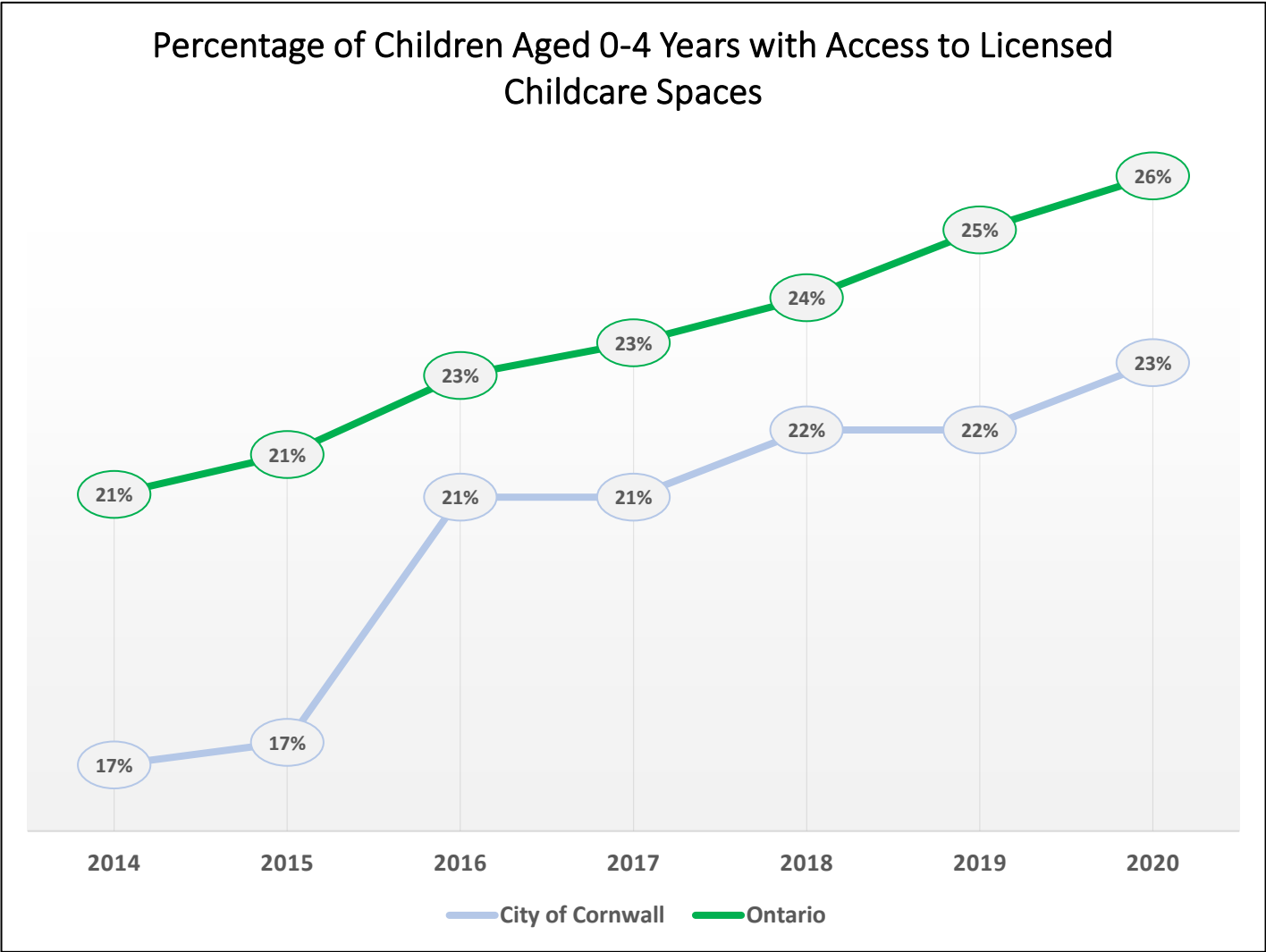




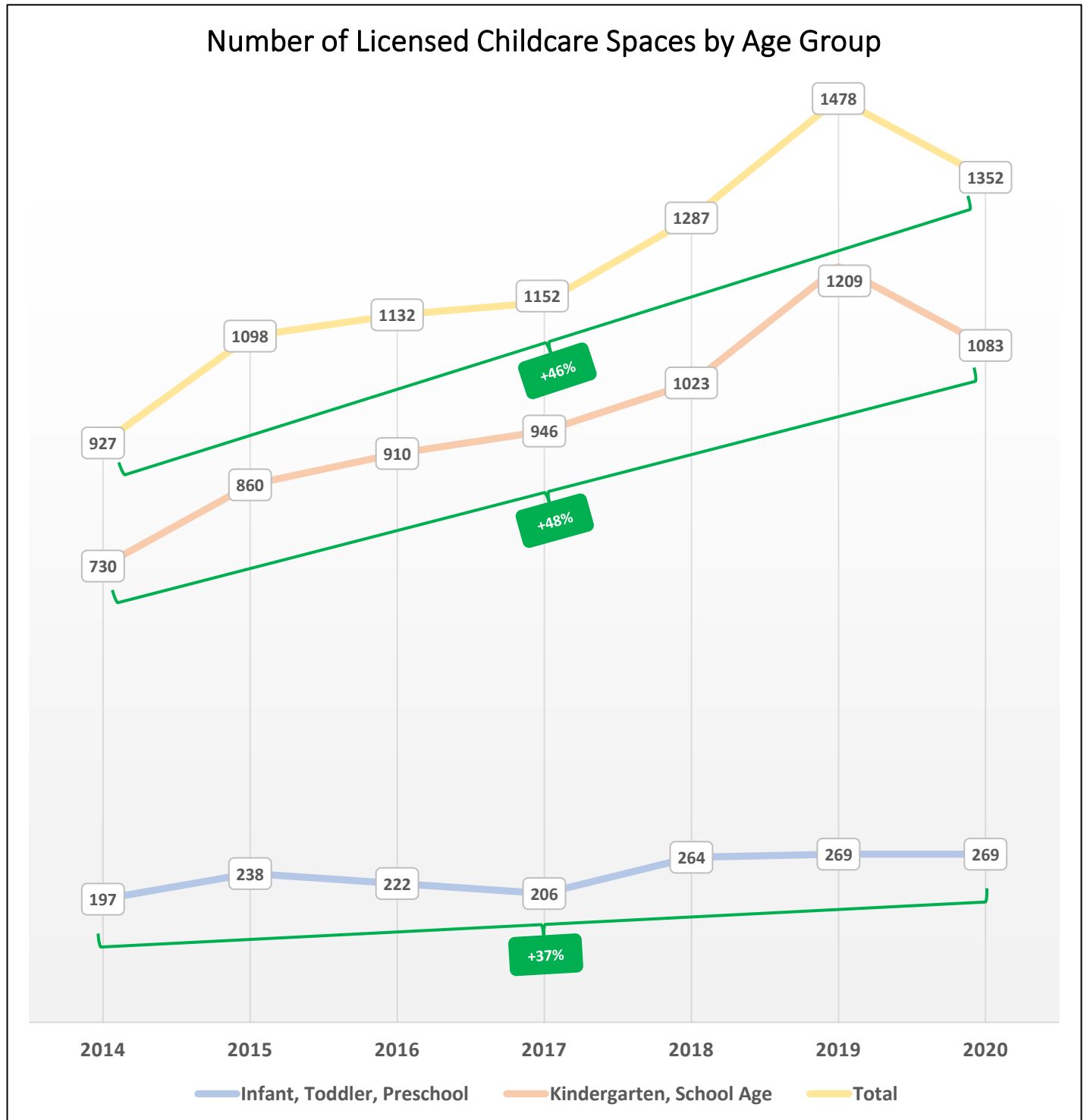
Accessibility

In keeping with the goals set forth by the previous Early Years Service System Plan, an increased emphasis was placed on improving the accessibility of licensed early years childcare spaces in the City of Cornwall. Our multi-faceted approach included two principal over-arching strategies: increasing the number of available early years childcare spaces through approved expansion plans and increasing affordability to parents through fee subsidies.

The following chart highlights our accomplishments thus far. Overall, access to early years childcare spaces (measured as a percentage of childcare spaces to population of children) in the City of Cornwall increased from 17% to 23% between 2014 to 2020 and this number is expected to further increase through already approved expansion plans for 2021 and 2022. Our goal is to be able to bring access to childcare spaces for all age groups in the City of Cornwall up to the levels of the rest of Ontario by 2025 while also increasing access in the other six subdivisions.

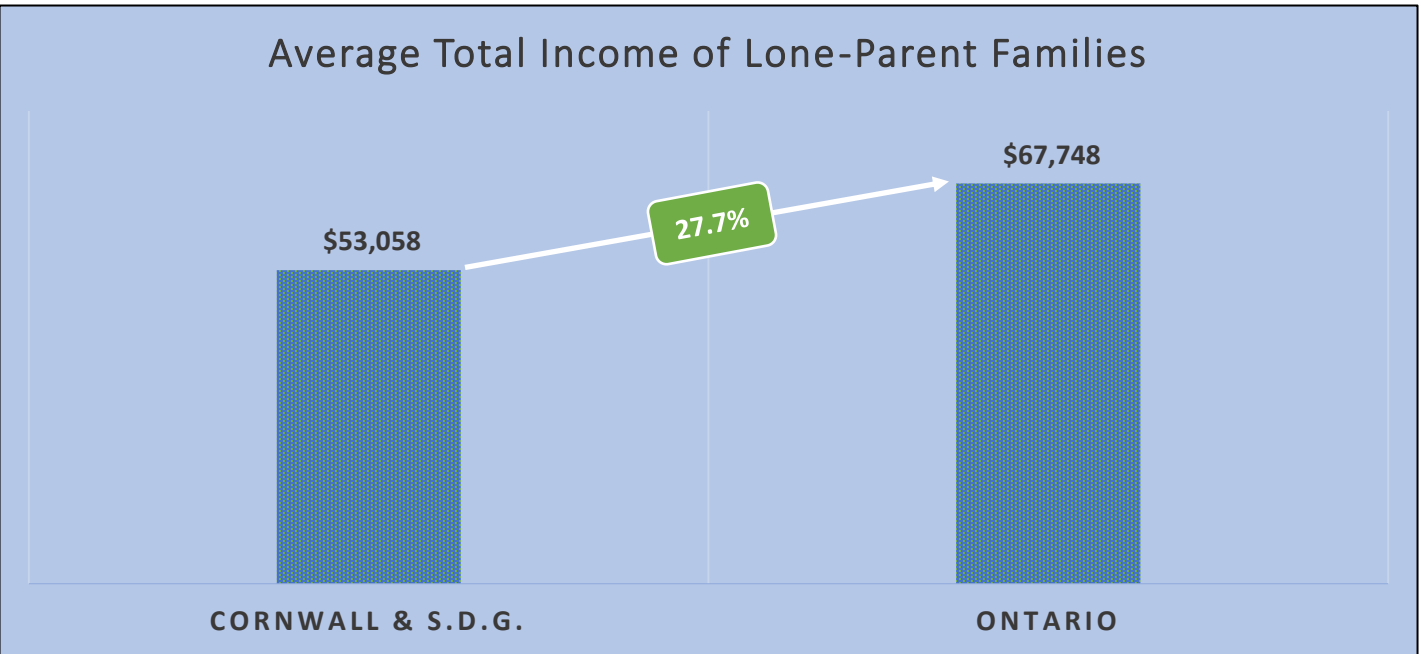
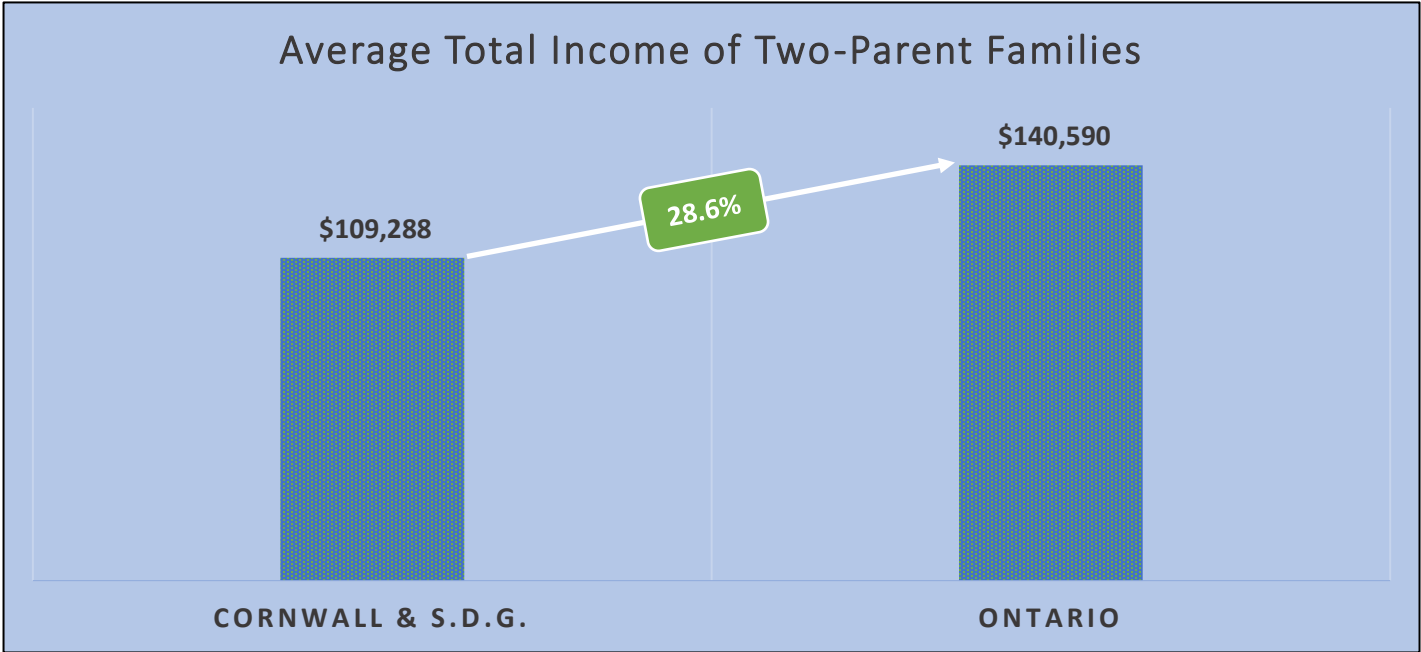


Alongside the progress made in the City of Cornwall, SD&G has also experienced steady growth in the number of licensed child care spaces available. The number of licensed childcare spaces in the counties have increased by 46% since 2014, including a rise of 37% in licensed childcare spaces reserved for infants, toddlers, and preschoolers as well as a rise of 48% in spaces for kindergarteners and children of school age.



Affordability

When discussing affordability of childcare rates in our community compared to the rest of Ontario, it is important to highlight and contrast the income statistics of our citizens. This level of information allows us to be more responsive to both their immediate and future needs. The graphs below show the disparity in income of two-parent and lone-parent families in Cornwall & S.D.G. when compared to the rest of Ontario. The data is taken from the latest 2016 Canadian census.



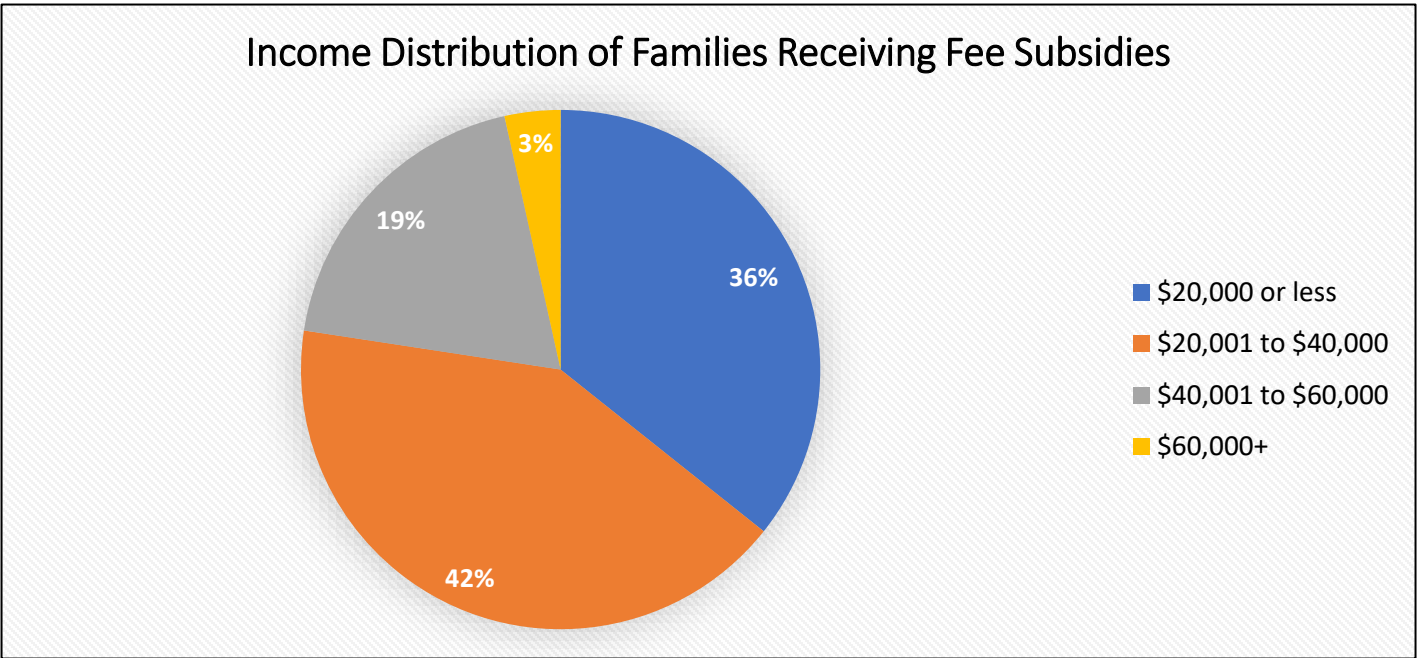
The Childcare Division has made concerted efforts to make our average daily market rates affordable to all our citizens and revamped the entire childcare rate structure in 2018 to better serve our residents. Following the restructuring, childcare rates in Cornwall are now on average 40% cheaper when compared to the rest of Ontario. This not only matches but exceeds the income disparity between the two regions. The difference in average daily market rates for each age group between Cornwall and the rest of Ontario is shown below:

Average Daily Market Rates	Cornwall	Ontario	Rate Difference
Infant	\$41.50	\$54.90	32%
Toddler	\$32.00	\$45.88	43%
Preschool	\$23.97	\$31.86	33%
Kindergarten	\$21.63	\$31.35	45%
Primary/Jr. School Age	\$20.00	\$29.54	48%
Jr. School Age	\$15.38	\$21.08	37%

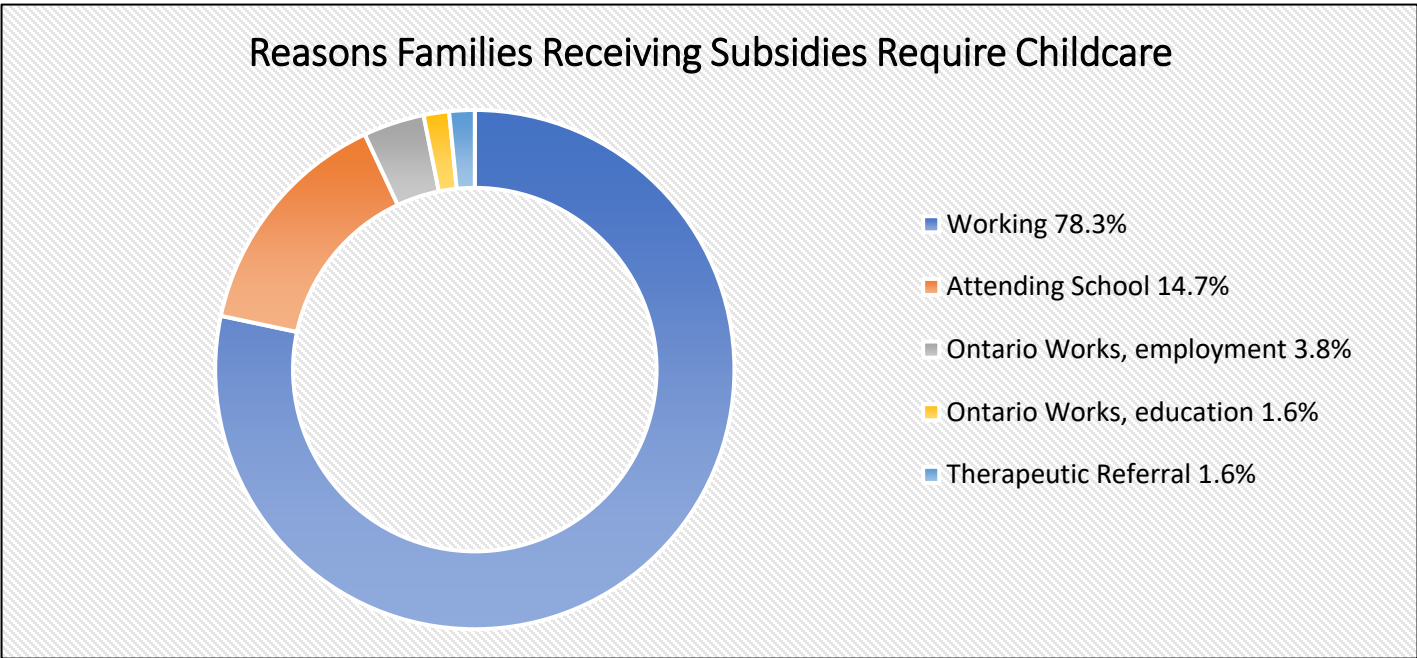
Fee Subsidy

The Child Care Fee Subsidy program helps eligible families pay for the cost of licensed child care for children up to the age of 12 years. Child Care fee subsidy is an essential support for many families, helping them balance the demands of work and family while actively participating in the workforce or pursuing education/training. To be eligible, parents or legal guardians must be working, attending school or training, or be in receipt of Ontario Works (OW) or Ontario Disability Support Program (ODSP) benefits while participating in an approved activity. Child care fee subsidy may also be provided if the parents/legal guardians or the child has a recognized special or social need. The amount of child care fee subsidy, if any, is determined using the Ministry mandated income test on the Ontario Child Care Management System (OCCMS). Eligible hours of child care are based on the parent's hours of work or school. Parents are also required to provide documentation as per Ministry guidelines in order to qualify for child care fee subsidy. The subsidy is provided to licensed childcare programs on behalf of eligible families.

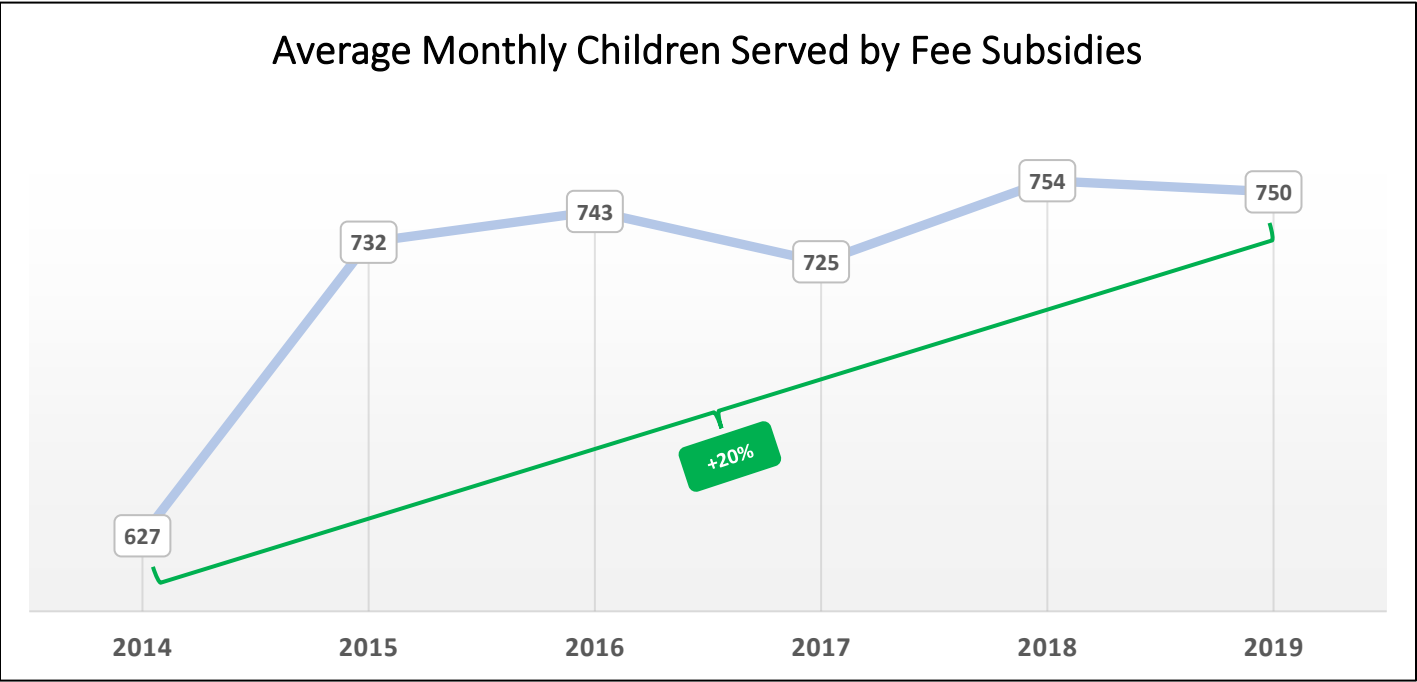
The following graph shows the income distribution of families receiving childcare fee subsidies. Overall, 78% of families receiving childcare fee subsidies are earning below \$40,000 annually and only 3% of families receiving childcare fee subsidies are earning above \$60,000 annually. This closely aligns with our over-arching strategy of prioritizing subsidies to families who need it most.



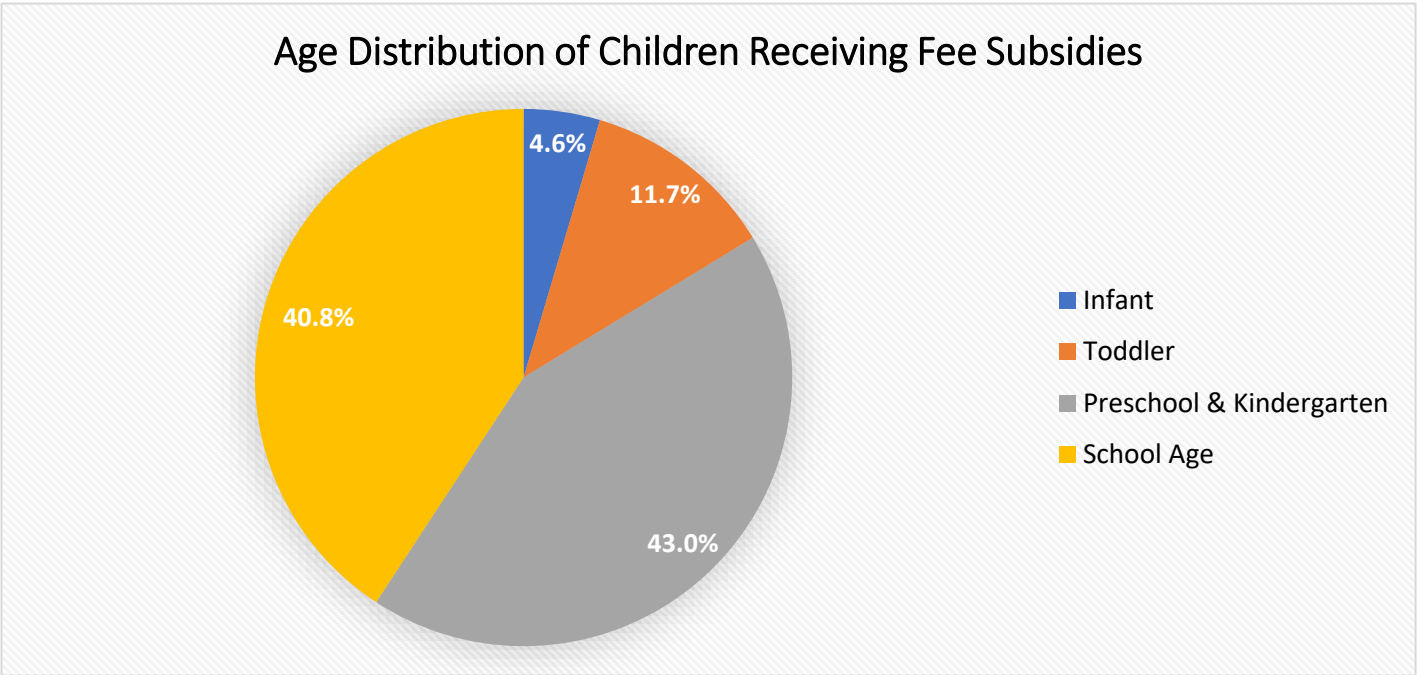
The graph below shows the distribution of families receiving subsidies by reason for using childcare. Overall, 93% of families receiving fee subsidies are non-Ontario Works clients who are either working or studying.



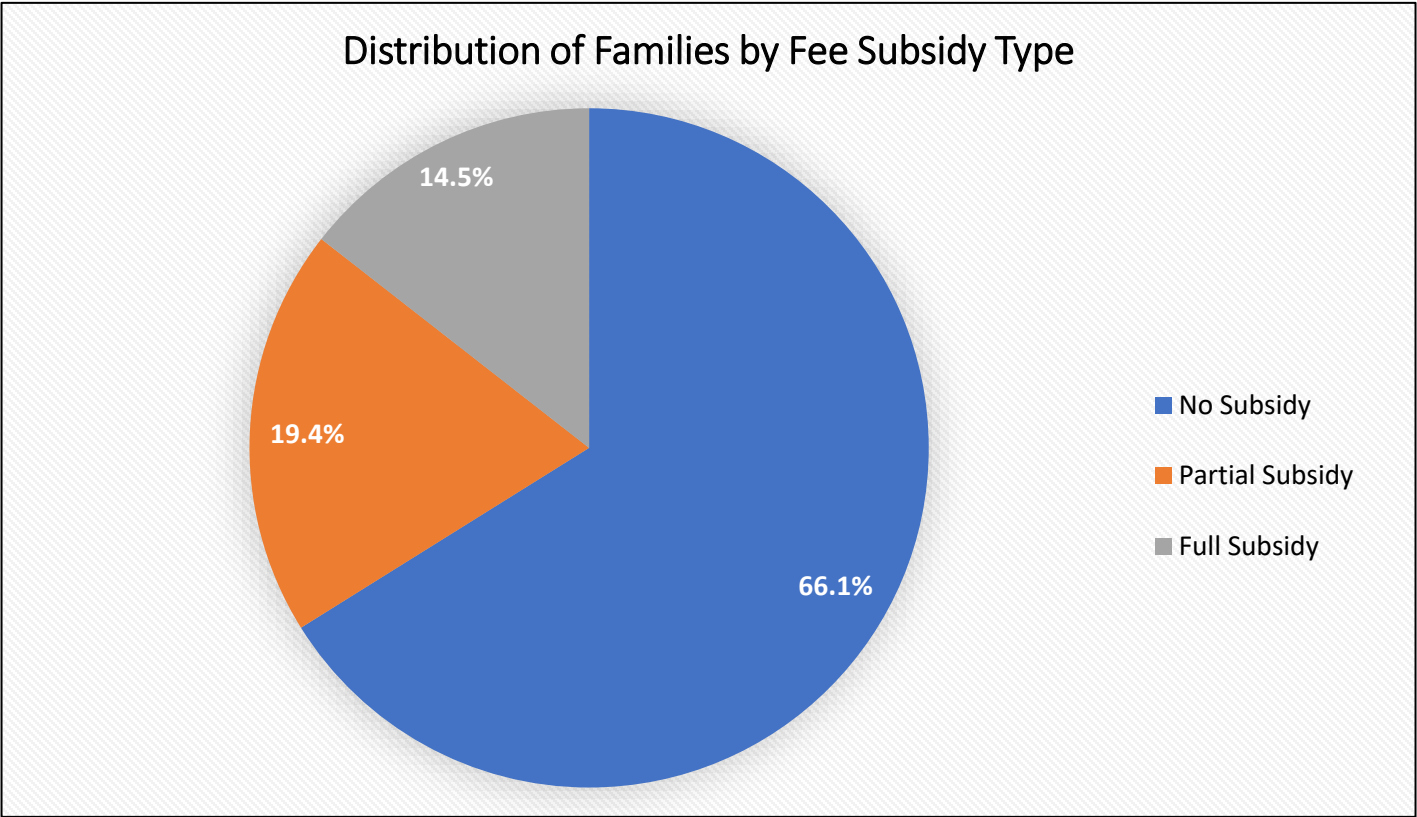
Since 2014, the average monthly number of children served through fee subsidies has increased by 20%. The trend for the average monthly number of children in receipt of child care fee subsidy (2014-2019), is as follows:



The graph below shows the age distribution of children receiving fee subsidies. This age distribution closely resembles the age distribution of total licensed childcare spaces and there is currently no waitlist for any age group. This signals our commitment to serving the needs of each age group, both in terms of licensed capacity and fee subsidy distribution.



The Child Care Division is proud of the progress made in making childcare affordable to all families through fee subsidies. The graph below shows the distribution of families by fee subsidy type. Almost 20% of all families in the childcare program are receiving a partial subsidy and this figure is 8.3% higher when compared to the rest of Ontario. Additionally, almost 15% of all families in the childcare program are receiving a full subsidy and this figure is 3% higher when compared to the rest of Ontario. Overall, almost 35% of all families in the childcare program are receiving either a partial or a full fee subsidy and this is 5.7% higher when compared to the rest of Ontario.



Furthermore, when looking just at early years clients (infants, toddlers, and preschoolers), the difference becomes even more remarkable. In Cornwall & S.D.G., almost 50% of ELCC clients are receiving either a partial or a full fee subsidy and this figure is 17.4% higher when compared to the rest of Ontario.

Fee Subsidy Waitlist Management

Due to the implementation of the Ministry's new funding formula in 2013, our region was able to eliminate the wait list for fee subsidy. In the years prior, from 2009 to 2012, the number of families on the child care fee subsidy wait list ranged from 118 to 200. Currently, there remains no wait list for child care fee subsidy. Should our municipality be in a situation where a wait list develops, applicants will be added to the wait list as per the established Fee Subsidy Wait List Management Policy on a first come, first served basis if funding is available within the following priorities:

1. Ontario Works recipients, in particular the Learning, Earning and Parenting Program (LEAP) and Ontario Disability Support Program recipients who are employed, attending school or participating in an approved activity.
2. Sole support families who are employed or attending school
3. Two parent families who are employed or attending school
4. Children with special needs from families who are employed or attending school.
5. Children with social needs with referrals from a recognized agency/ professional.
6. Special circumstances at the discretion of the Division Supervisor.

Priority for subsidy will follow the order of the above list with consideration being given based on applicants' specific needs including:

- Net income
- Number of children requiring care
- Hours of care
- Availability of child care spaces
- Date care is required

Fee Subsidy

Progress Update as of January 2021:

The Child Care Division has conducted a comprehensive review of all fee subsidy policies and procedures and have updated these to reflect both current practices and local needs.

The Child Care Division has created a "Child Care Fee Subsidy Information Pamphlet" for families. These will be provided to child care, early years and community partners to give to families to inform them of financial support that is available to them.

Purchase of Service Agreements

The Child Care Division currently maintains 12 service contracts with local child care operators and directly operates 1 Child Care Centre and the only licensed Home Child Care Agency. In Cornwall, there is 1 child care operator who chooses not to have a service contract with us and therefore is unable to offer subsidized child care to the families accessing care at their location. As part of managing the child care and early years system, our division aims to provide families choice of accessible, high-quality child care options. Within our system of child care options, we have 1 child care operator who offers 24-hour child care services and another operator who offers extended child care hours in the evenings and on weekends when there is a need. Child care expansion is only considered where there is an identified need and priority is given to current not-for-profit operators. New child care operators, not currently part of our system, will only be considered when a current operator is unable to fill the need. This helps to ensure the viability of our child care operators. In order to support the Ministry of Education's Schools First Approach, priority for new child care locations is given to those projects that are in collaboration with the local school boards.

In order to increase access to subsidized child care for families residing in our municipality, out of jurisdiction licensed child care may also be approved in instances where licensed child care is not available within our boundaries or upon parental request for reasons such as place of employment, choice of school, or child custody. Service contracts for child care operators who are out of our jurisdiction are for fee subsidy only and are not eligible to apply for or receive other funding.

When new or existing child care operators are applying with the Ministry of Education for a license, the Child Care Division is now able to give feedback to the Ministry to ensure the request supports the Divisions' service plan. As service system manager, the Child Care Division manages the system and ensures that growth is strategically planned throughout the region and that the viability of every operator is considered.

In order to apply for a service contract to offer subsidized child care at a new location, both new and existing child care operators must meet the following criteria:

- Have a valid license with the Ministry of Education.
- Have communicated their plans with the Child Care Division prior to obtaining the license to ensure there is an identified need for care in the community and to ensure that measures are in place to ensure the viability of both the new location and of any current operators and sites within the same geographical area.

Applications by new child care operators who meet the above criteria will be brought to City Council by the Child Care Division for final approval. Once Council has approved the application, a service contract for fee subsidy only will be provided. The operator must be in business for at least a year in order to be eligible to apply for Special Purpose Funds or to receive the General Operating Grant, thus ensuring the viability of the operation as well as ensuring that quality of care is up to standard.

As the service system manager for child care, the Child Care Division actively works with current service providers who are considering expansion at their current sites to ensure that growth is strategically planned throughout the region and that the viability of every child care program is considered. In order for a service providers' current contract to encompass new spaces at an existing location, the operator must meet the following criteria:

- Have a valid, renewed license with the Ministry of Education that includes the additional spaces.
- Have communicated their plans with the Child Care Division, through the submission of a business plan, prior to obtaining the renewed license to ensure there is an identified need for care in the community and to ensure that measures are in place to ensure the viability of both the new location and of any current operators and sites within the same geographical area.

Child Care Operators who have a purchase of service agreement with the City of Cornwall are eligible to receive financial supports including general operating grants and special purpose funding. The Child Care Division updates and publishes annually the "Business Practice Guidelines for Child Care Service Operators". Guidelines for child care fee subsidy are contained within this guideline as well as information about other financial supports including information on how operators can apply for special purpose funding. These guidelines can be found on the City of Cornwall website (<https://www.cornwall.ca/en/live-here/Resources-for-child-care-operators.aspx>).

Approved Expansion Plans

On November 9, 2015, the Ministry of Education announced funding under the School First policy for the construction of a child care centre to the Upper Canada District School board. The child care centre will be built as an addition to Winchester Public School and funding for this project will be provided by the Government of Ontario. This means the addition of an infant room, toddler room and preschool room for a total of 49 licensed childcare spaces. Although this and other expansion projects listed have been delayed by the current pandemic, we continue to be optimistic that construction will begin promptly.

In addition to this project, on December 21, 2017, we received confirmation that funding for the following projects has been approved by the Ministry for child care expansion in the following schools:

- École élémentaire catholique Marie-Tanguay in Cornwall– for an addition of 10 infant spaces (there are currently no francophone infant spaces in Cornwall)
- École élémentaire catholique Ste-Lucie in Long Sault – for an additional 5 Toddler and 8 Preschool spaces
- Roxmore Public School in Avonmore – for an additional 15 mixed age group spaces

Together all these projects will bring an additional 87 licensed child care spaces to our municipality as indicated below:

Existing Licensed Spaces	2,827
Additional Licensed Spaces:	87
<i>Infant</i>	25
<i>Toddler</i>	20
<i>Preschool</i>	27
<i>Mixed-Age Group</i>	15
TOTAL	2,914

Home Child Care Expansion Project

Within Cornwall and SD&G there exists a significant number of unlicensed home child care providers. In keeping with the provinces priority for families to have access to quality licensed child care options as well as the priority of the Early Years Planning Table to expand the licensed home child care sector, the Child Care Division is working to develop a strategy to educate the public on the importance of accessing licensed care for their children. The only licensed Home Child Care Agency for Cornwall and SD&G is operated directly by the City of Cornwall.

The following chart outlines the benefits of licensed child care:

Benefits of Licensed Child Care for Children and Families	Licensed Care
Inspected by the Ministry of Education	✓
Minimum standards of care are set and monitored	✓
Fee Subsidies are available	✓
Nutrition Support from the Health Unit	✓
Number of Children in Care is monitored	✓
Quality Programming / Activities for the Children	✓
Qualified Staff / Experienced Caregivers (RECE where required, First Aid and CPR certified, etc...)	✓
Reliable Staff / Caregivers	✓
Staff receive support from Ministry and/or the City	✓
Support for Children with Special Needs	✓
Connections to other Community Resources	✓

In Ontario, anyone who cares for more than five unrelated children under the age of 10 years must be licensed by the Ministry of Education. Unlicensed, informal care is not regulated by the government.

Unlicensed caregivers are not inspected by the Ministry of Education and are not required to meet provincial standards.

In order to ensure that parents have sufficient licensed options available to them, a campaign to expand the licensed home child care agency is being developed. Our licensed home child care agency is able to accommodate 75 providers, however over the past 5 years we have averaged having only 10 home child care providers active at any one time.

The following chart outlines the benefits offered to home child care providers who join a licensed Home Child Care Agency:

Benefits to Providers for Joining a Licensed Home Child Care Agency	
Inspected and supported by the Ministry of Education	✓
Supported by RECE’s from the Licensed Home Child Care Agency	✓
Administrative support from the Licensed Agency (fee collection, advertising, policy development, child placement, etc.)	✓
Fee Subsidies are available to qualified families	✓
Nutrition Support from the Health Unit to help with menu planning	✓
Professional Development Opportunities funded by the Agency	✓
Home Child Care Wage Enhancement Grant and other financial supports	✓
Support for Children with Special Needs	✓
Access to a Toy and Resource Lending Library	✓
Connections to other Community Resources	✓

Special Needs Resourcing

Special Needs Resourcing (SNR) funding is intended to support the inclusion of children with special needs in licensed child care settings, including home child care, at no additional cost to the families.

“A Child with Special Needs means a child whose cognitive, physical, social, emotional or communicative needs, or whose needs relating to overall development, are of such a nature that additional supports are required for the child.”

Child Care and Early Years Act, 2014

The Child Care Division, as the service system manager, maintains a service contract with Community Living – Stormont County, Early Childhood Integration Support Services (ECISS) for the delivery of integration facilitation services in licensed child care settings for children with special needs. The service is provided in any licensed centre in the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry.

Special Needs Resourcing funding is made available to:

- Hire or acquire the services of a resource teacher, including salary and benefits, to support the inclusion of children with special needs;
- Allocate enhanced support funding to child care operators so that they can hire non-ratio staff to support the inclusion of special needs children in the program;
- Provide professional development opportunities to support staff in licensed child care settings with special needs children; and
- Purchase or lease specialized/adaptive equipment and supplies for use/loan to child care operators to support children with special needs.

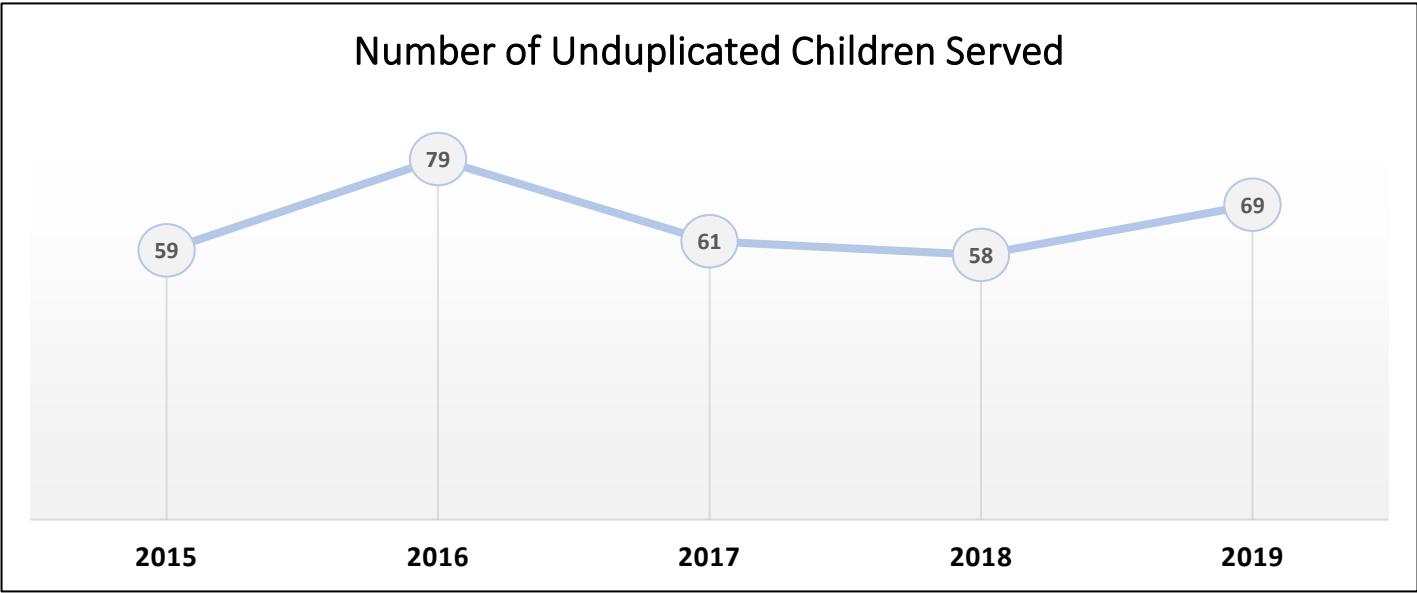
COMMUNITY LIVING (E.C.I.S.S.)

Community Living-Stormont County is contracted to deliver Early Childhood Integration Consultation Service for licensed child care settings in Cornwall and S.D.G.

The current model of service supports supervisors and staff of licensed childcare centers by providing:

<i>Service</i>	<i>Service Description</i>
<i>Integration Advisors</i>	Integration Advisors coach and mentor staff and provide recommendations through direct teaching and modelling of techniques that allow children with special needs to participate fully in all activities and learning opportunities.
<i>Professional Development</i>	Training events related to providing inclusive programs and environments for the supervisors and staff of child care centres.
<i>Toy and Resource Lending Library</i>	The resources of the C.C.I.C.S. lending library are available to child care centres
<i>Enhanced Support</i>	Enhanced support is approved on a temporary basis to facilitate the participation and inclusion of children with special needs into licensed child care programs.
<i>Transition to School</i>	Assistance with the transition to school process is provided at the invitation of the parents/guardians.

The trend for the unduplicated number of children served through ECISS (2015-2019) is as follows:



Special Needs Resourcing

Progress Update as of January 2021:

As of July 1, 2021, the Child Care Division will have 5.5 new positions (Child Care Advisors) to support special needs resourcing services. The staff in these new positions will work closely with the current staff from Community Living to ensure that child care centres are well-supported and are well-equipped to provide inclusive early learning environments for all children of varying abilities.

In alignment with the new Child Care Advisor positions to support special needs resourcing, our municipality will be moving to a two-tiered model for administering special needs resourcing services as of July 1, 2021 as follows:

- Tier 1- City of Cornwall Child Care Advisors will offer support and coaching to assist early years staff in providing inclusive environments for all children and will approve enhanced support for centres, as appropriate.
- Tier 2 – Community Living’s Integration Advisors will offer enhanced coaching and mentoring to centers who have complex needs and will continue to maintain the resource lending library.

Professional development opportunities to support child care centre staff in creating and maintaining inclusive environments for children of all abilities may be provided by either the City of Cornwall’s Child Care Division or through Community Living’s Early Childhood Integration Services.

In 2022, a survey will be conducted as part of a review of the two-tier model for special needs resourcing. Together with Community Living, the City of Cornwall’s Child Care Division has a commitment to support child care centre staff in creating and maintaining inclusive early childhood learning environments where all children are welcome and are supported.

Emotional Maturity Includes ability to think before acting, balance between too fearful and too impulsive, ability to deal with feelings in an age-appropriate manner, and empathetic response	1. Pro-Social and Helping Behavior 2. Anxious and Fearful Behavior 3. Aggressive Behavior 4. Hyperactivity and Inattentive Behavior
Language and Cognitive Development Includes reading awareness, age-appropriate reading, writing, and numeracy skills, ability to understand similarities and differences, and ability to recite information from memory	1. Basic Literacy 2. Interest Literacy/Numeracy and Memory 3. Advanced Literacy 4. Basic Numeracy
Communication Skills and General Knowledge Includes skills to communicate needs and wants in appropriate ways, symbolic use of language, storytelling, and age-appropriate knowledge of the world	1. Communication and General Knowledge

The Early Development Instrument is conducted in a child's first year of school and therefore is administered by the Kindergarten teachers from participating school boards. It is important to note that the EDI is not conducted with children who are home schooled or who attend private schools.

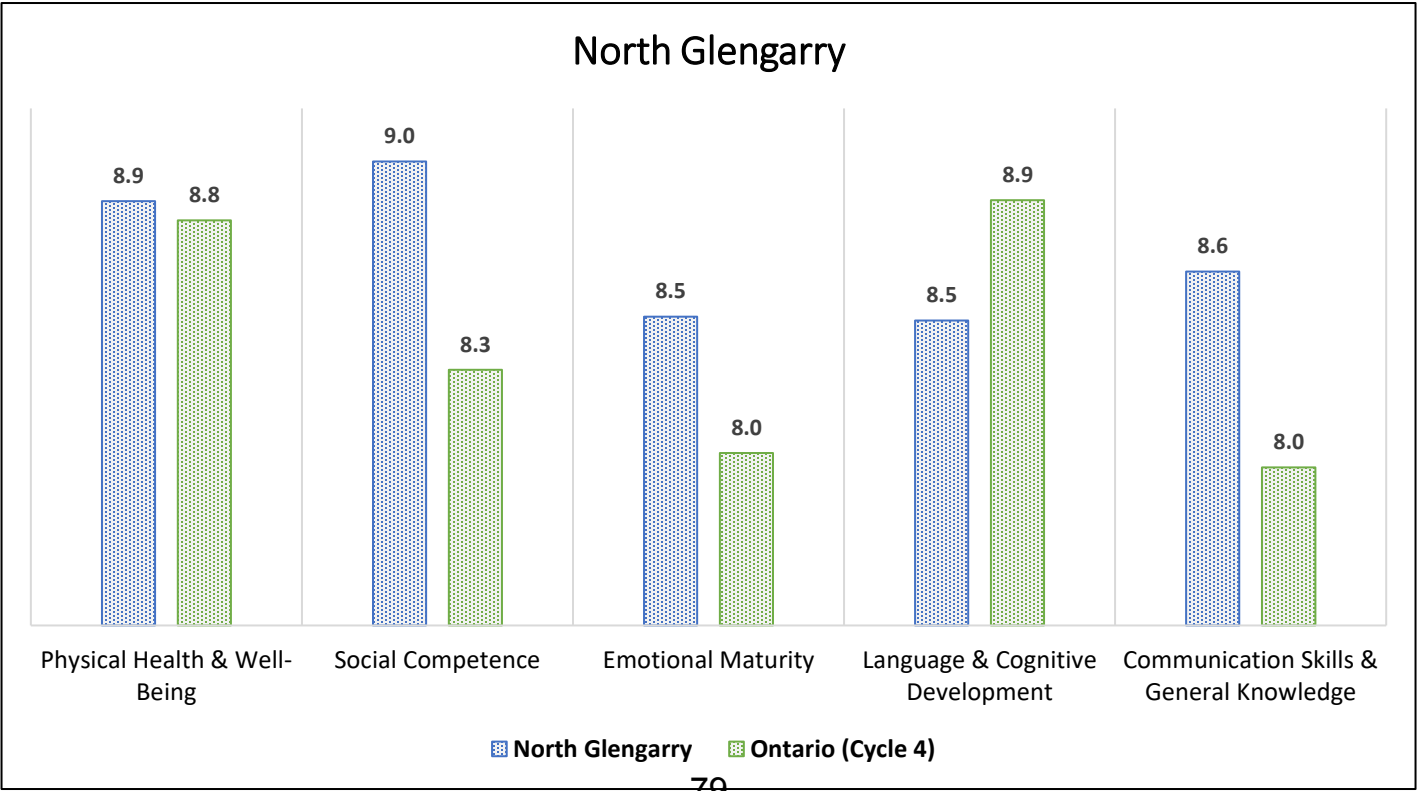
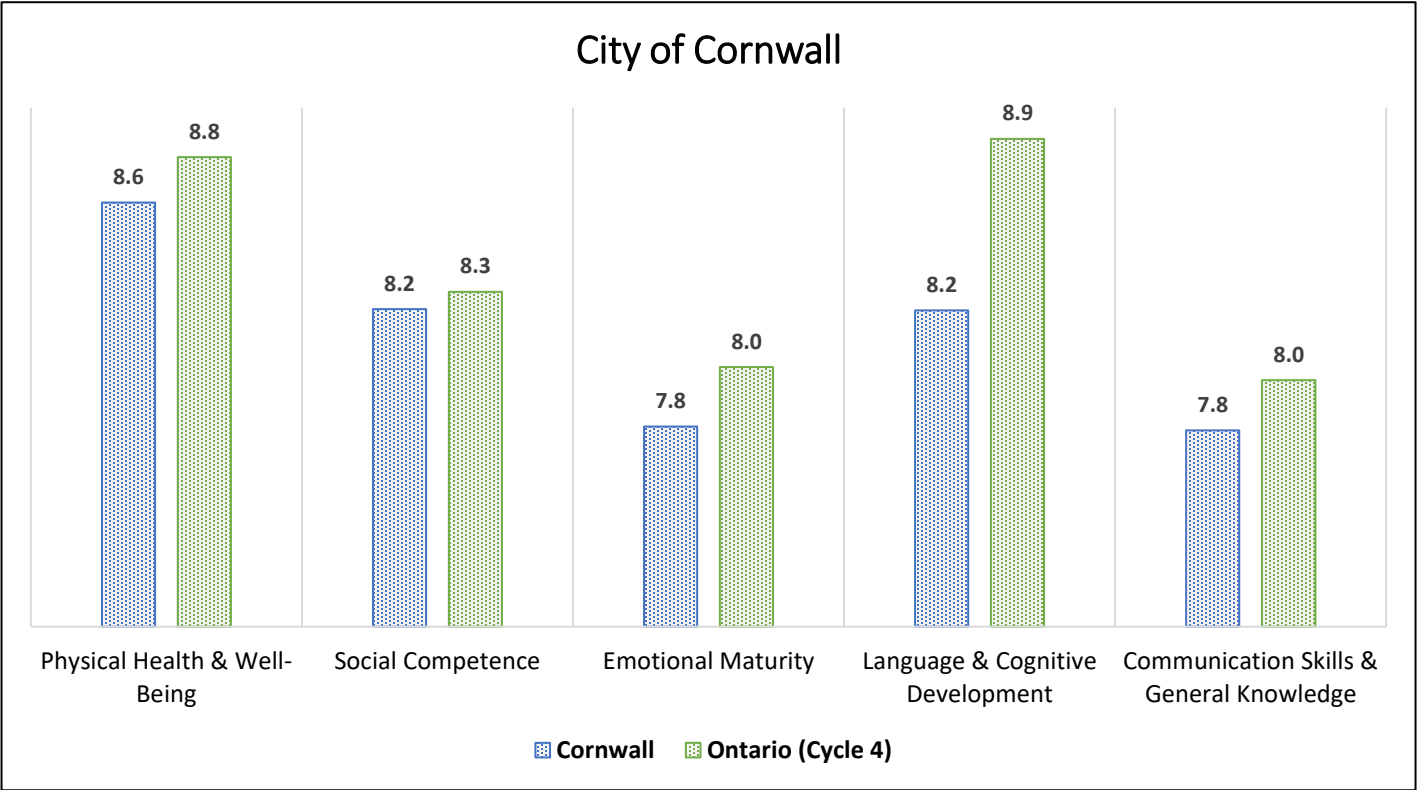
The EDI is implemented in 3 year cycles:

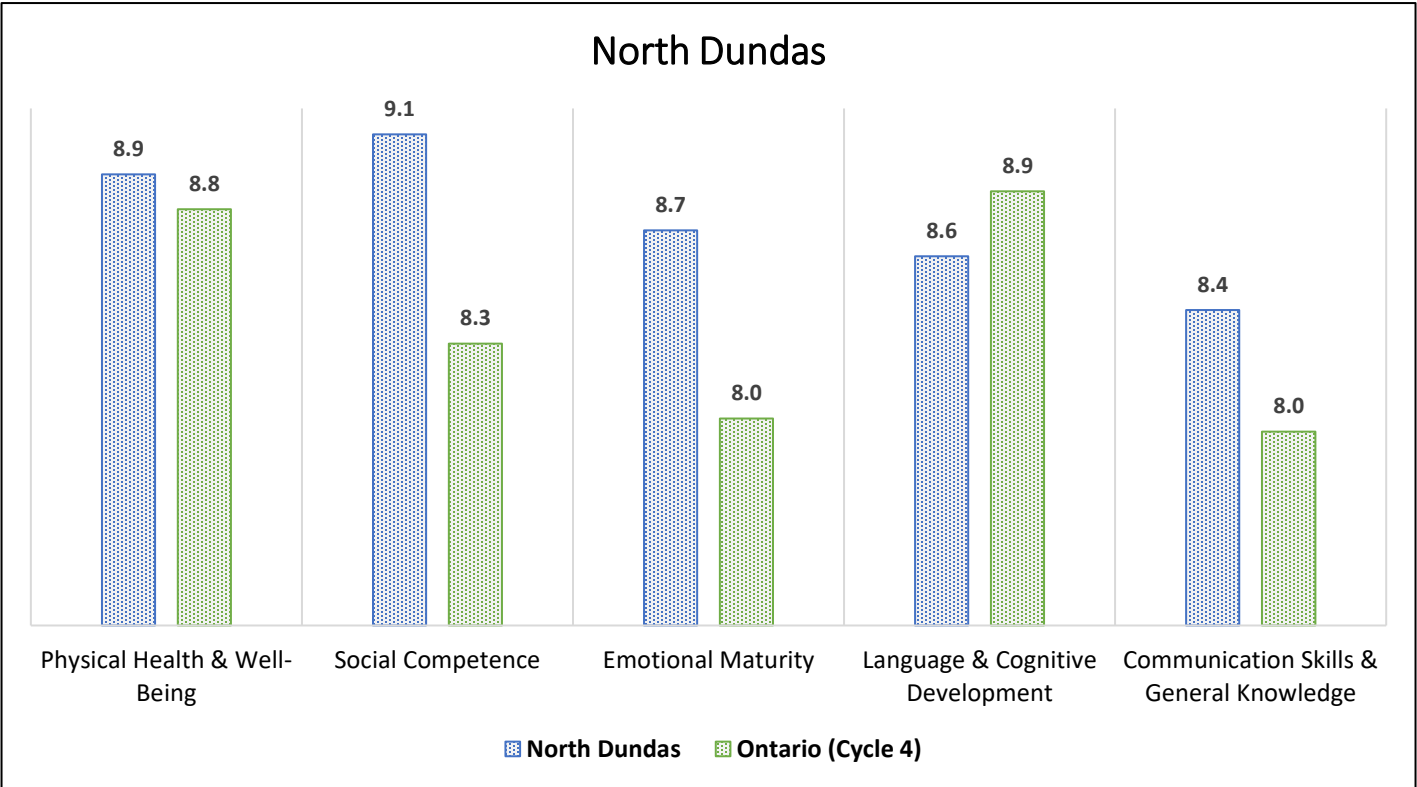
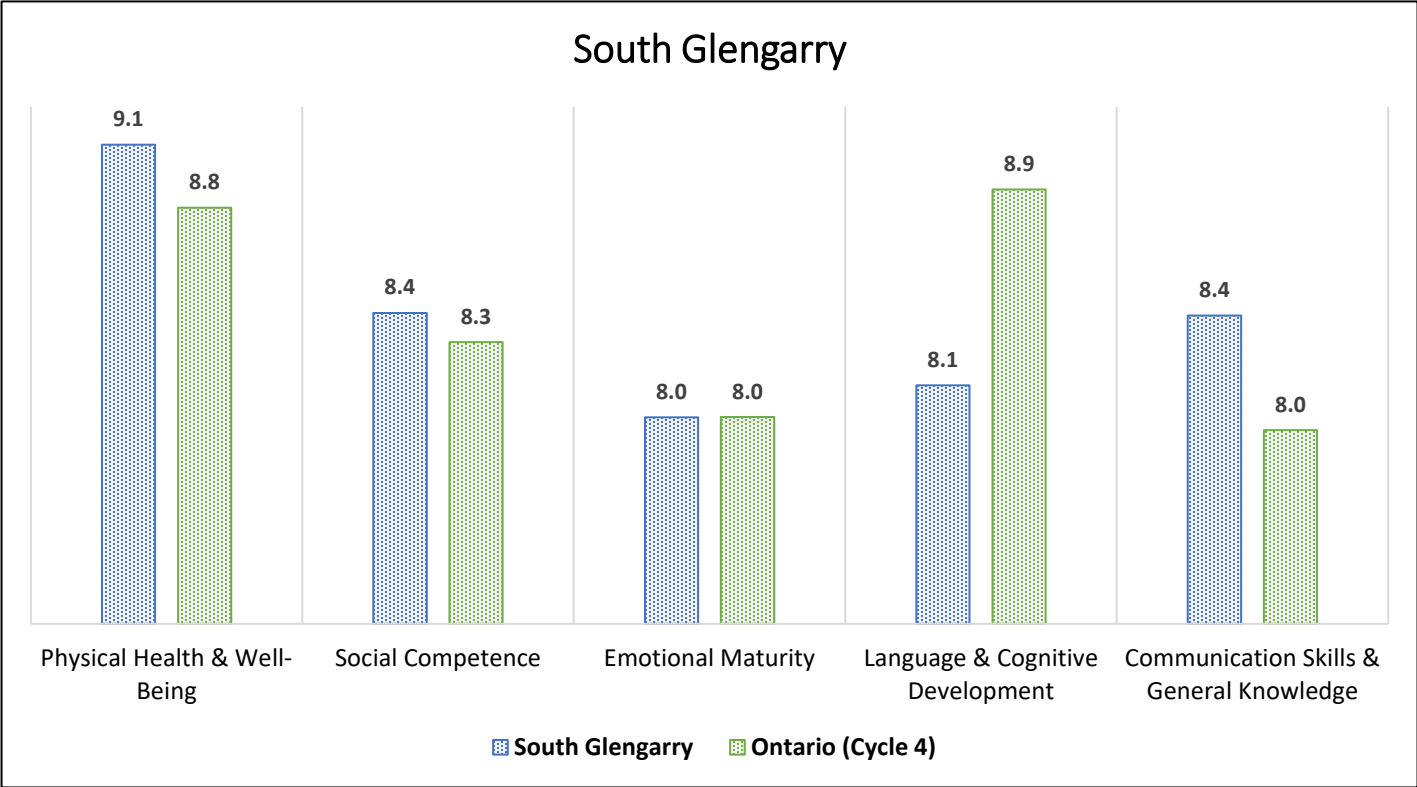
- Year 1 – Knowledge mobilization and planning for the next cycle
- Year 2 – Data Collection
- Year 3 - Results are reported back to the school boards and the service system managers to support local collaboration, planning and monitoring.

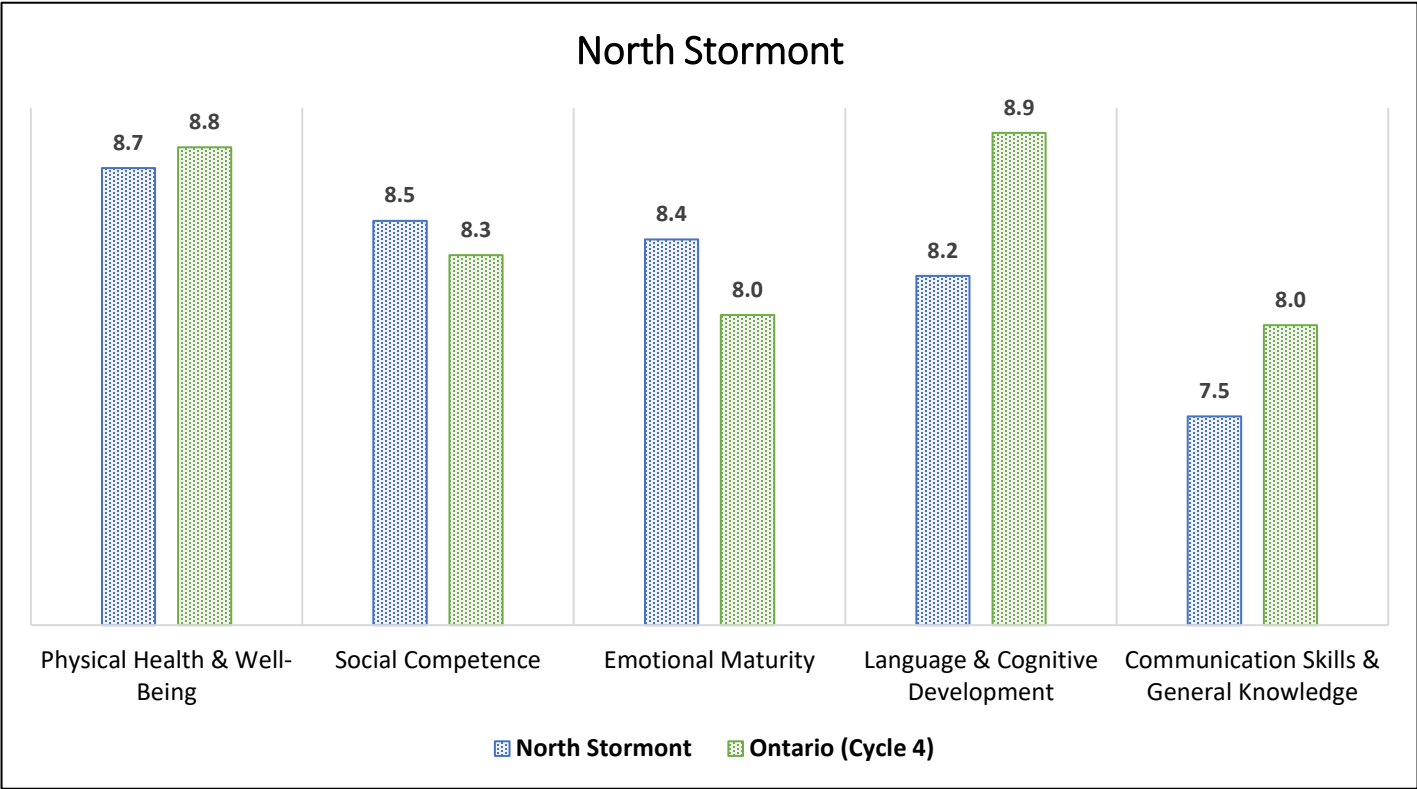
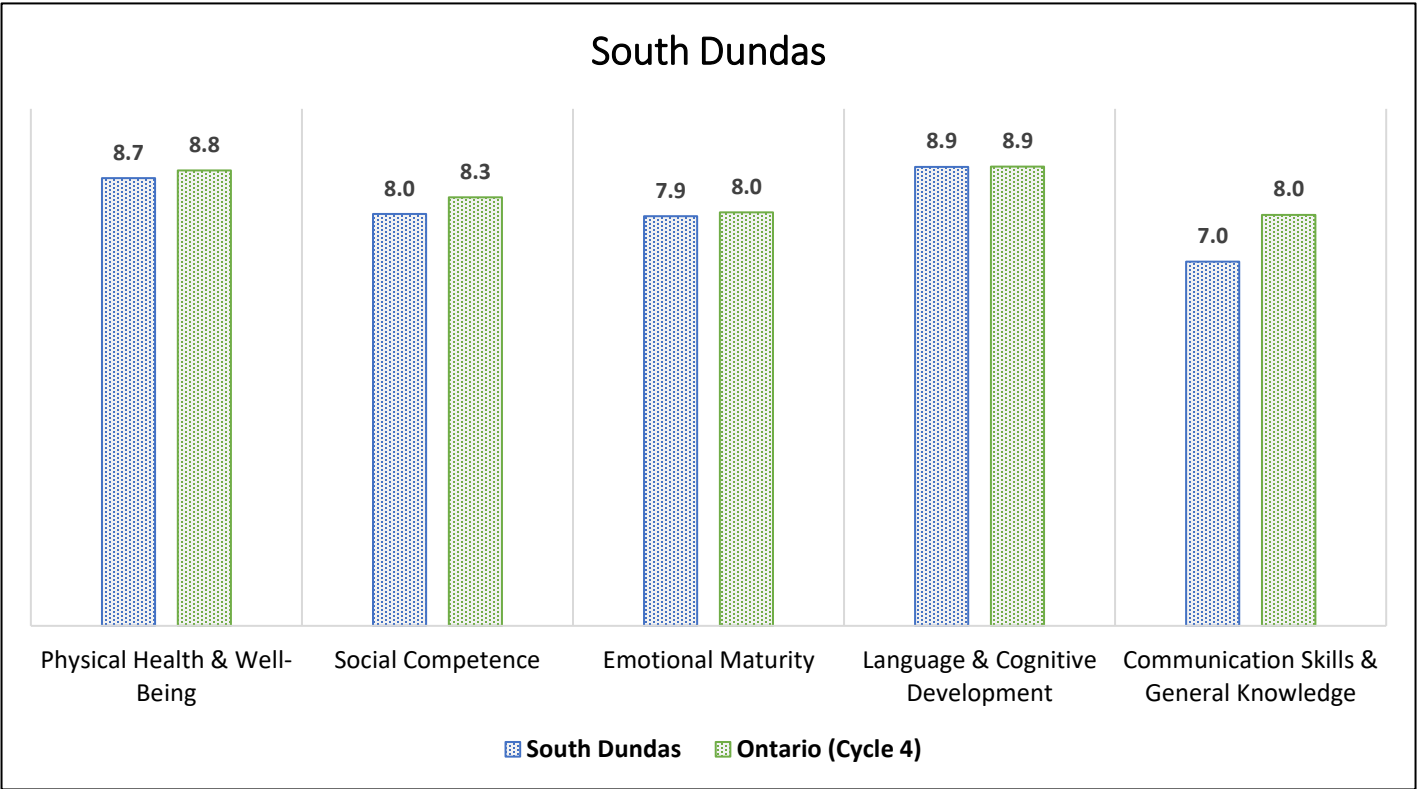
There have been 5 cycles completed to date, the latest of which concluded in 2018.

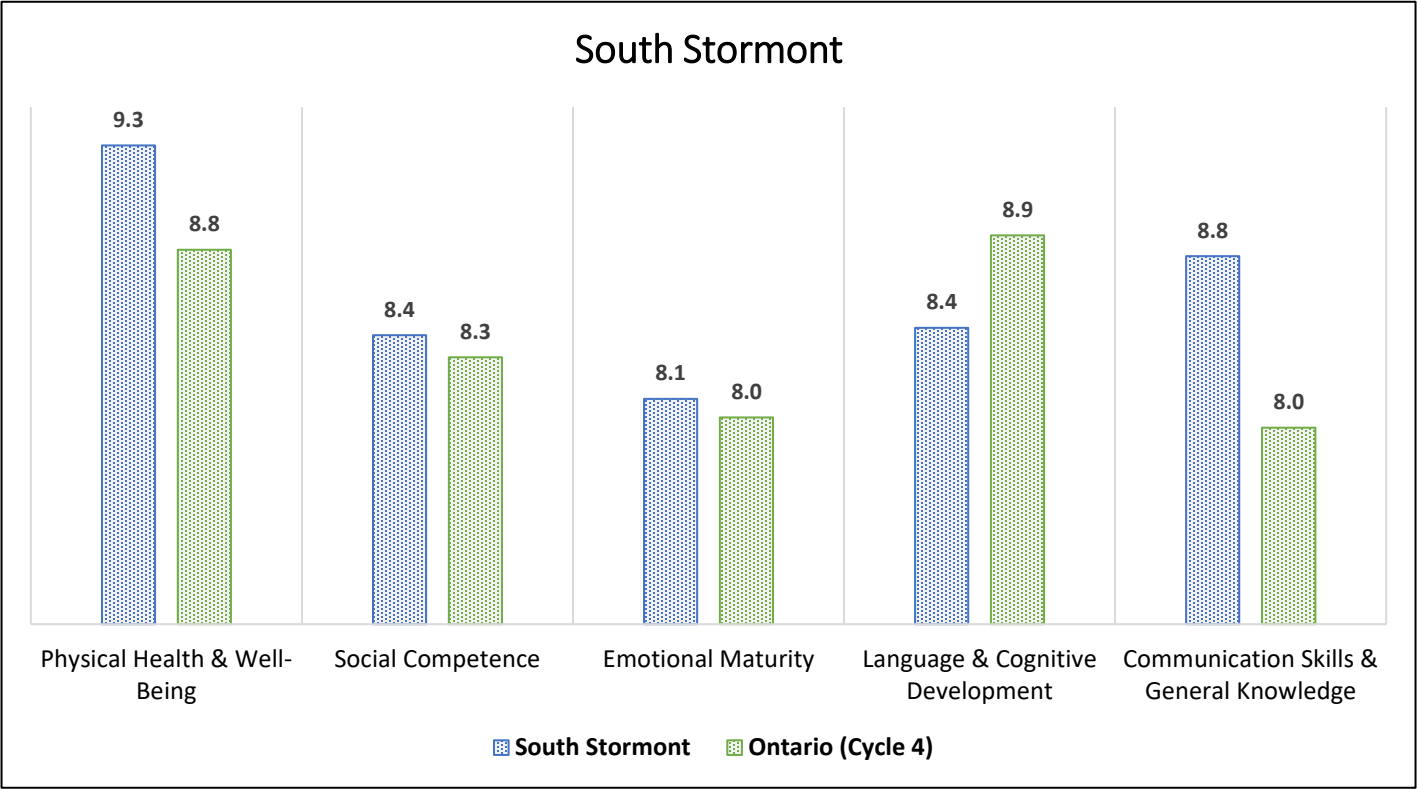
The EDI scores classify children as being "vulnerable", "at-risk" or "on track" in the five domains as listed above. Children who score in the bottom 10th percentile in the province are classified as being "vulnerable" while those who score between the 10th and 25th percentile are classified as being "at-risk". Both "vulnerable" and "at-risk" children are classified as being "not on track" and special attention is paid to the analysis of those scores.

The charts below show the average score by EDI domain for each of the seven subdivisions for children identified as not having special needs. The results for the seven subdivisions are taken from the most recent EDI (cycle 5) while the results for Ontario are taken from cycle 4 data which was the most recent dataset available.







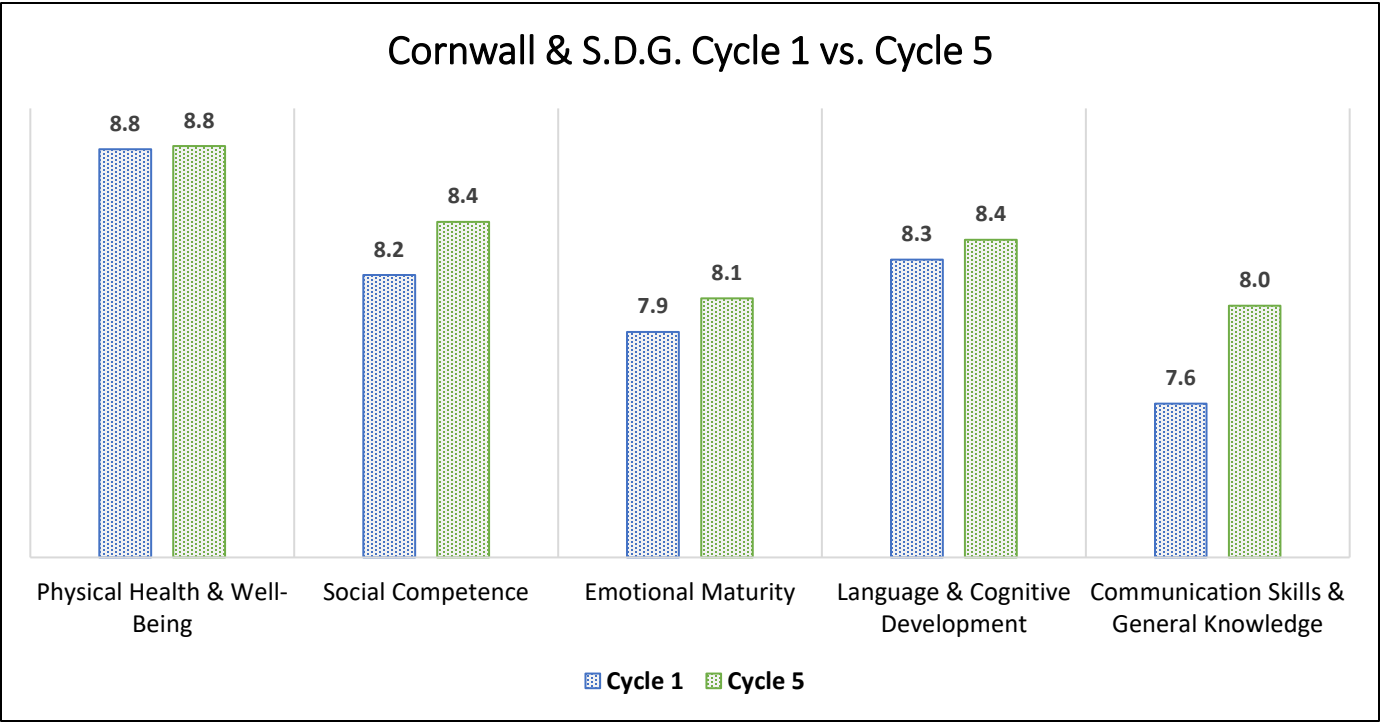


The EDI scores for our communities gives us a general understanding of how well the children who grow up here are developing and provides evidence of the need for additional measures to ensure there are quality, accessible child and family supports in our community and that all children and families have equal access to programs and services that are offered in welcoming, inclusive environments. While the scores for our county have shown marked improvement over the 5 cycles, there is still room for improvement to bring our scores up to the levels of rest of Ontario.

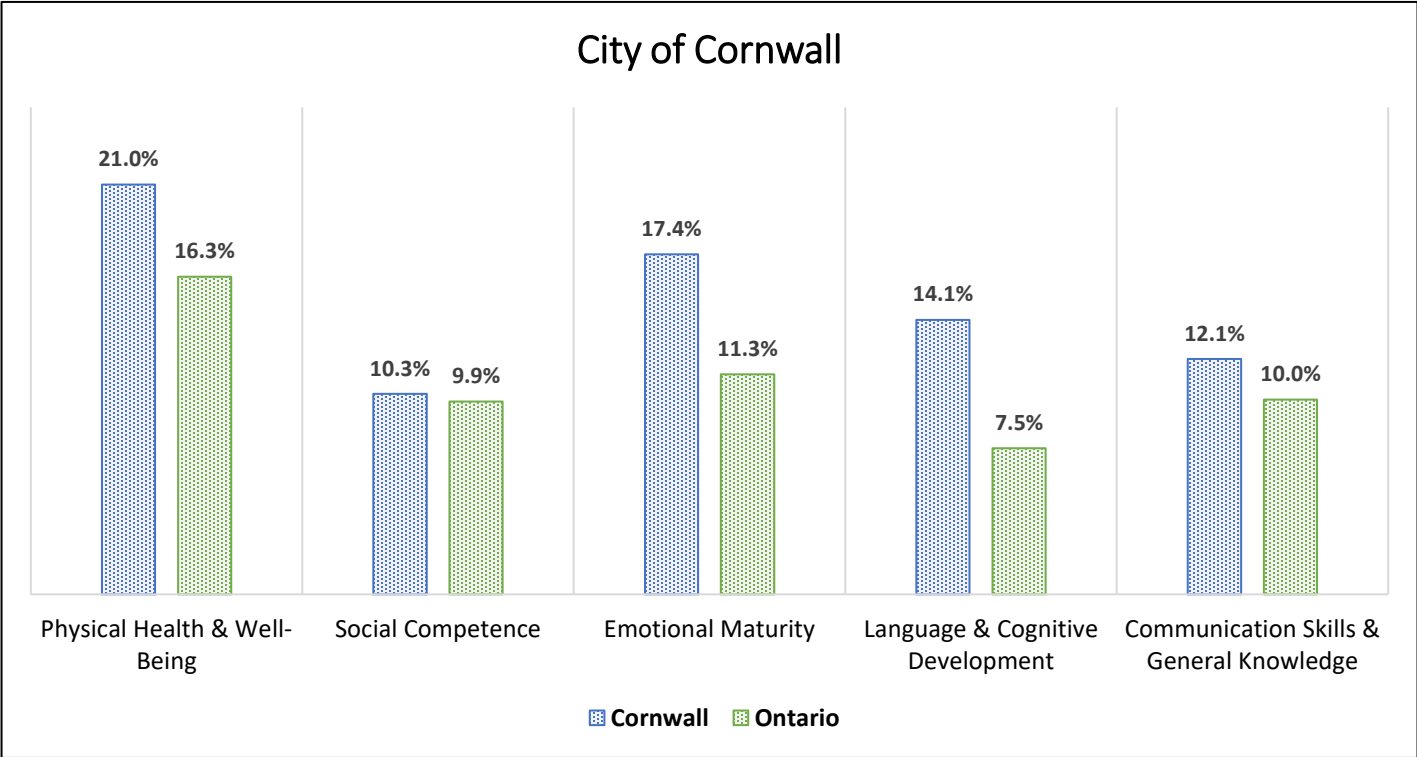
EDI: CYCLE 1 VERSUS CYCLE 5

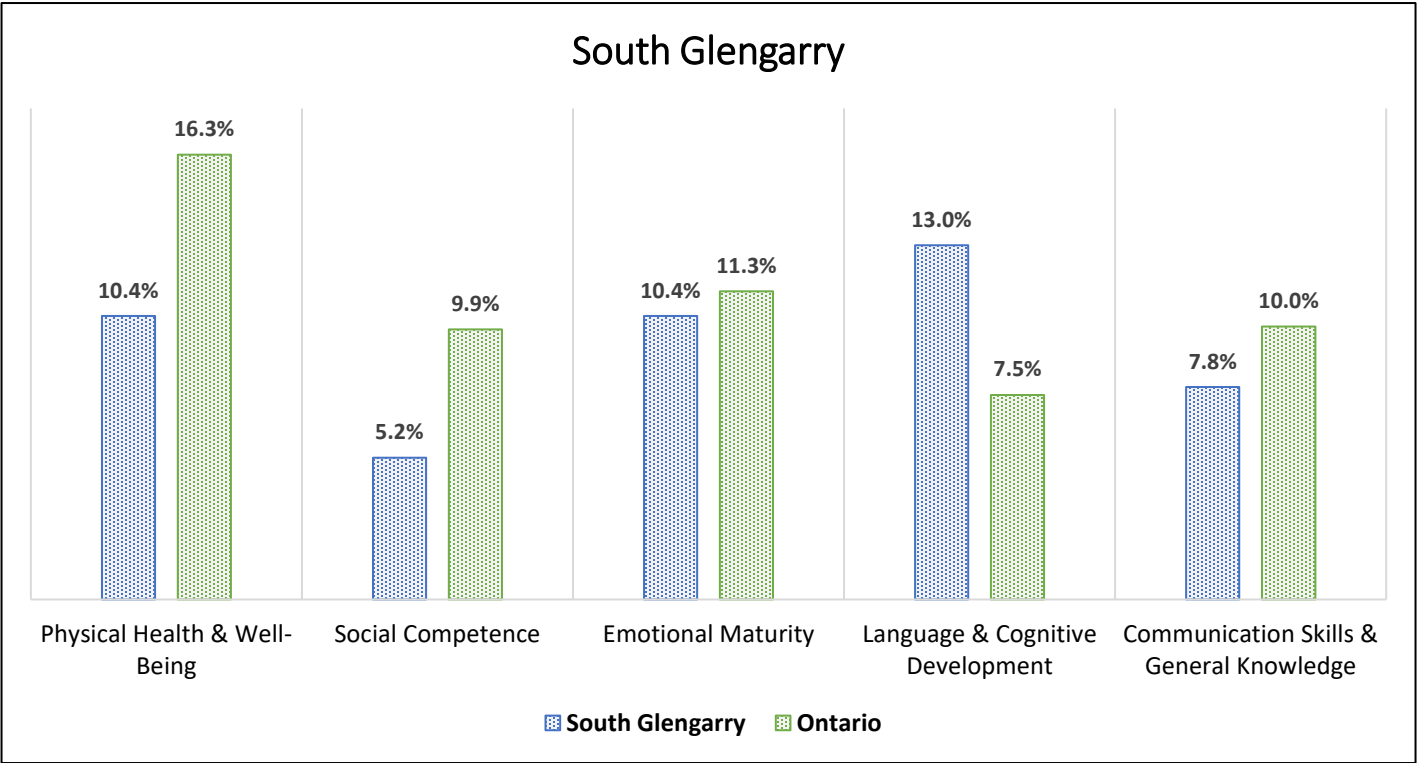
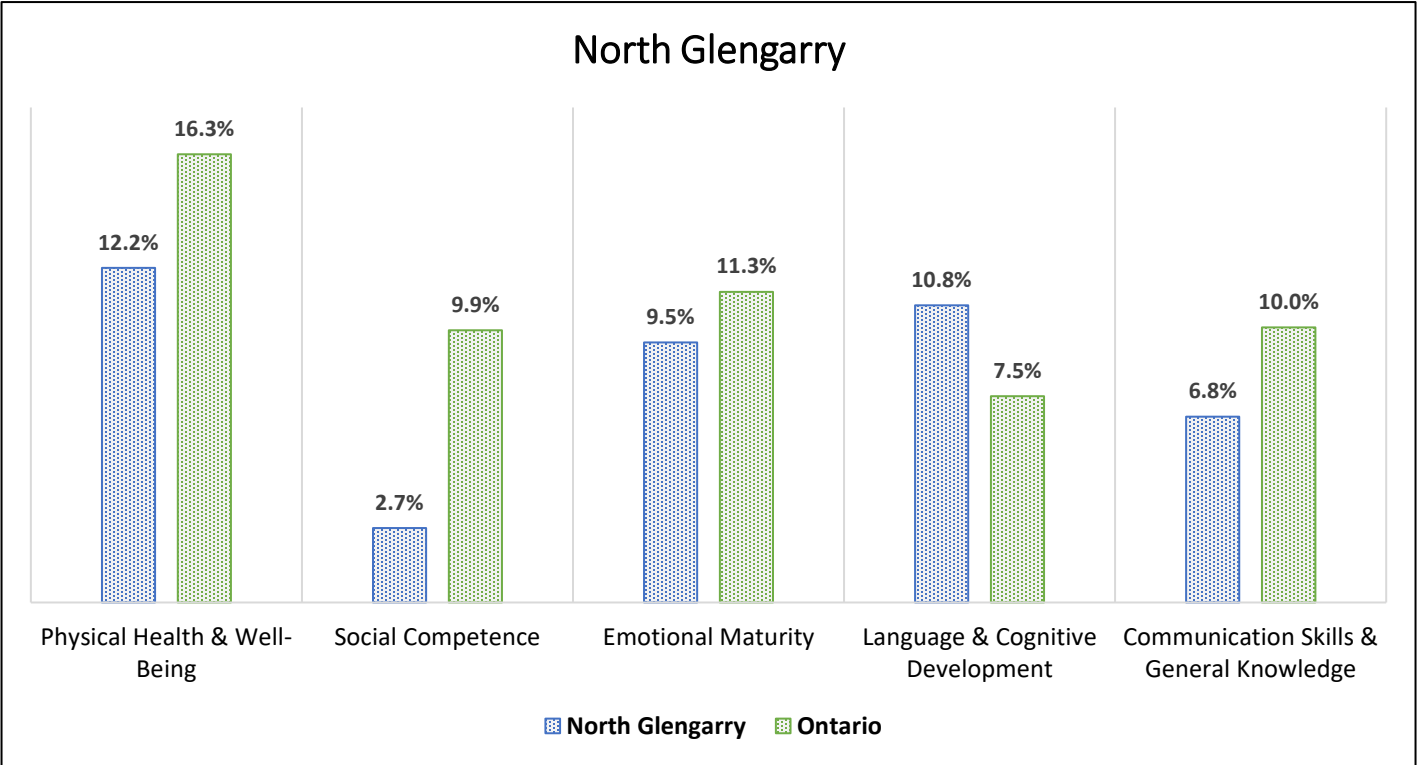
The chart below contrasts the average EDI scores in all our subdivisions between Cycle 1 and Cycle 5.

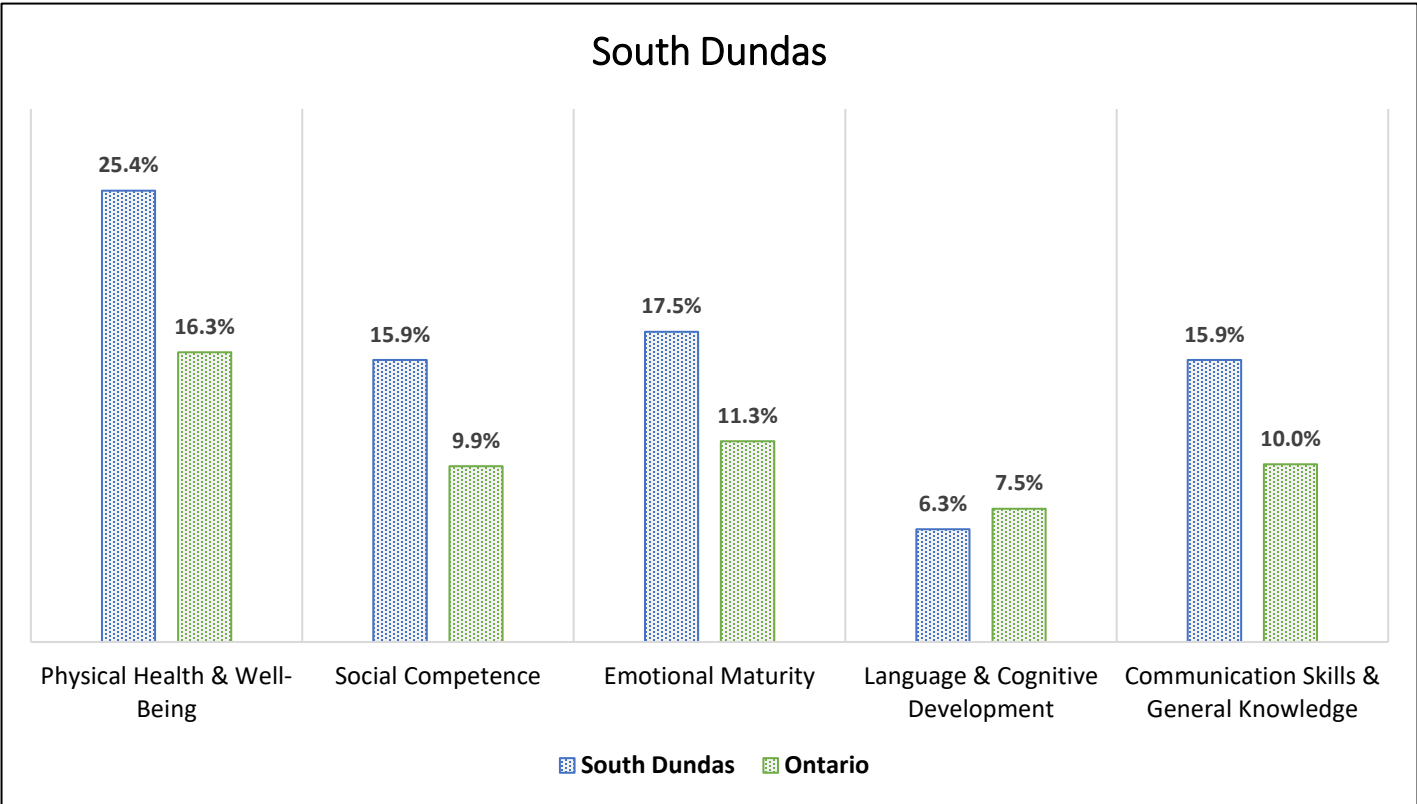
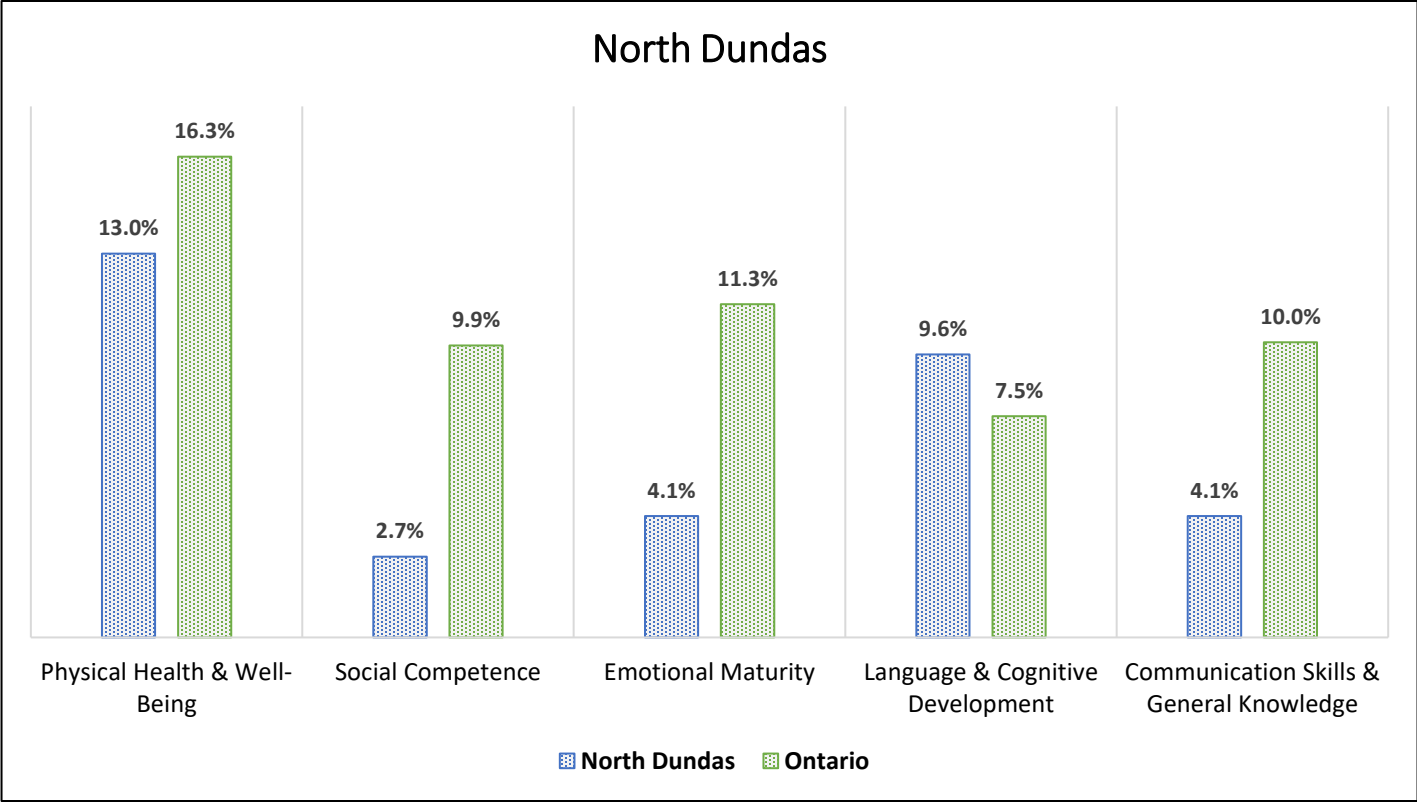
As can be seen, scores in every domain have shown improvement since Cycle 1 with the most significant improvement being in “Communication Skills & General Knowledge”.

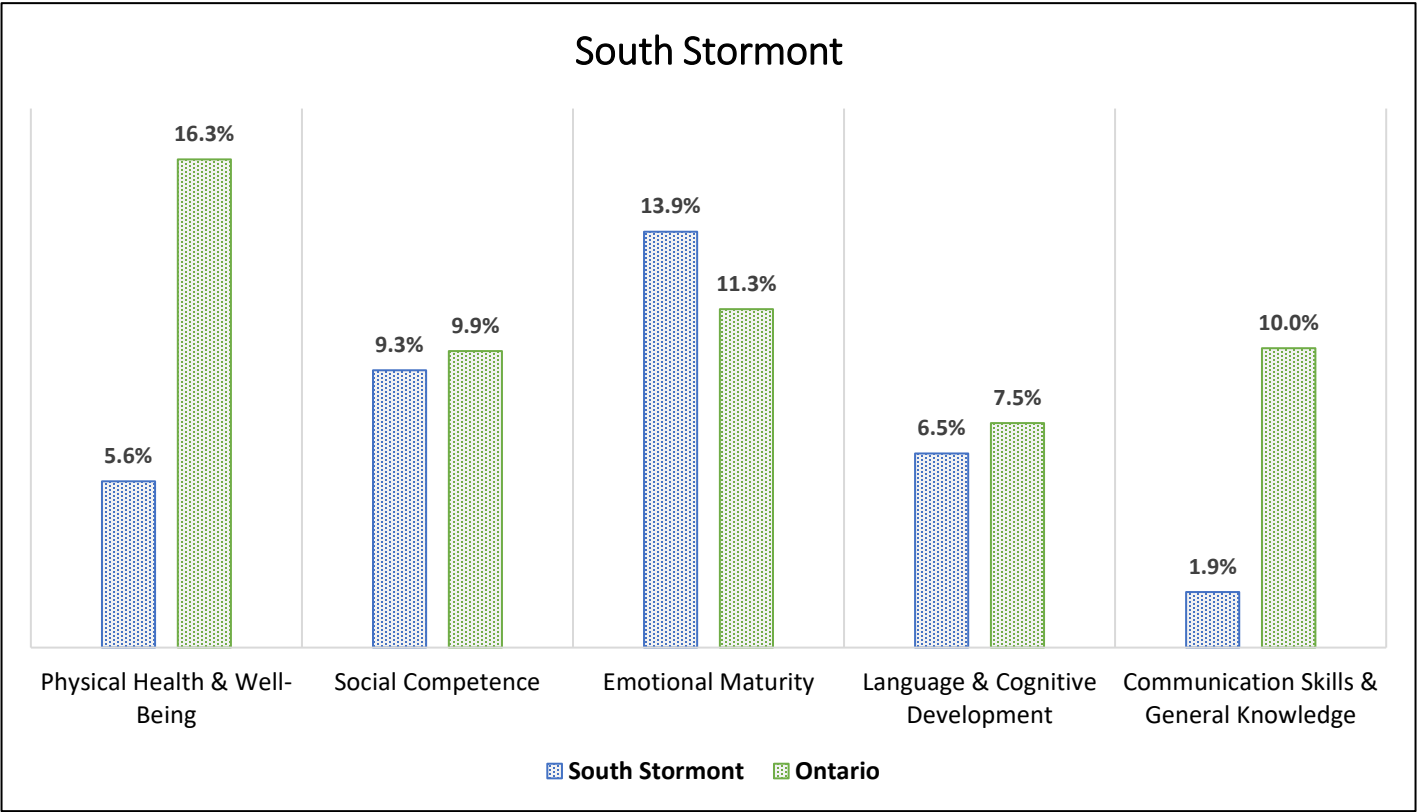
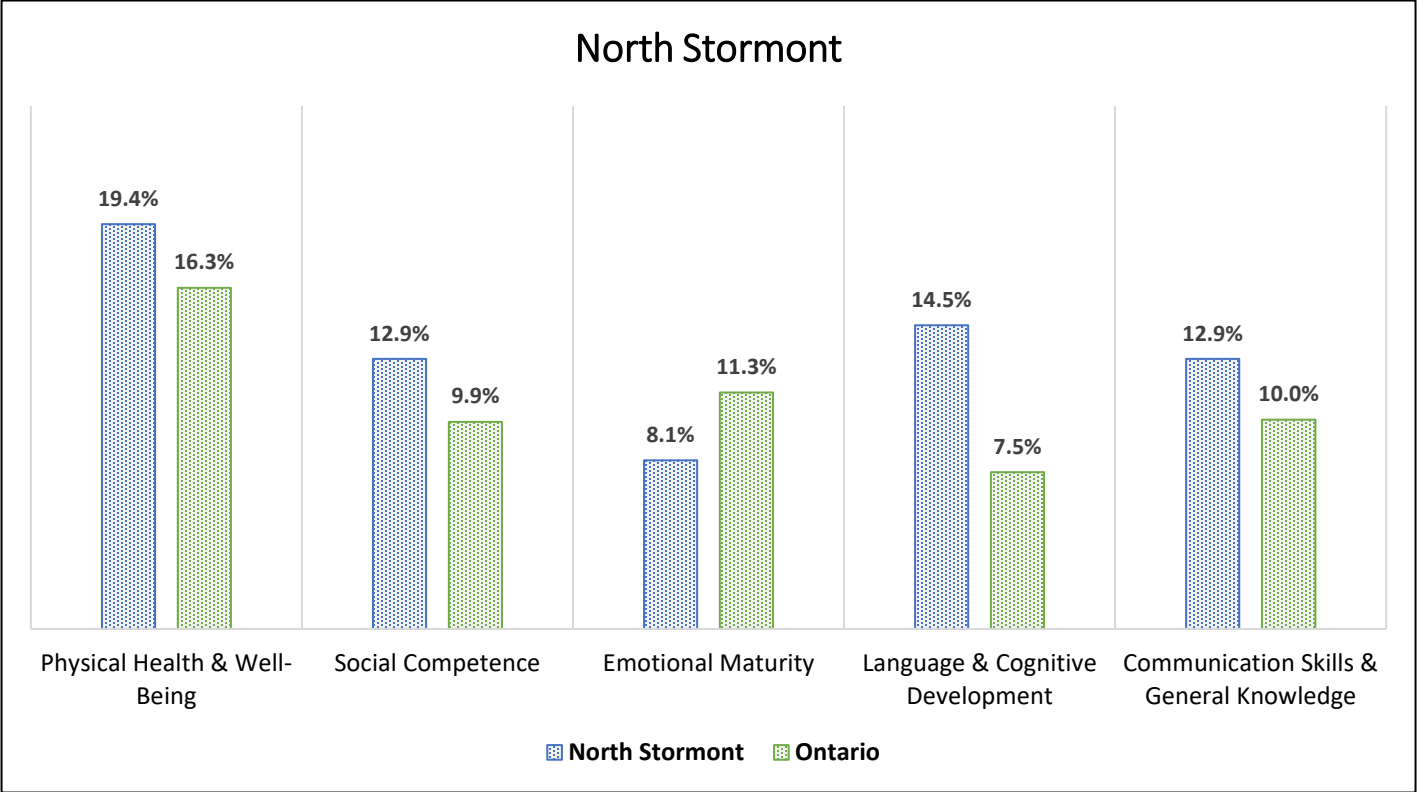


Another important metric in analyzing the EDI data is the percentage of children who are found to be “vulnerable” (scoring in bottom 10th percentile) on at least one EDI domain. The charts below show the percentage of children found “vulnerable” in each of the seven subdivisions. The results for the seven subdivisions are taken from the most recent EDI (cycle 5) while the results for Ontario are taken from cycle 4 data which was the most recent dataset available. As can be seen, most of our communities are at or below the Ontario baseline, signaling that most children are receiving adequate and well-balanced early years support.

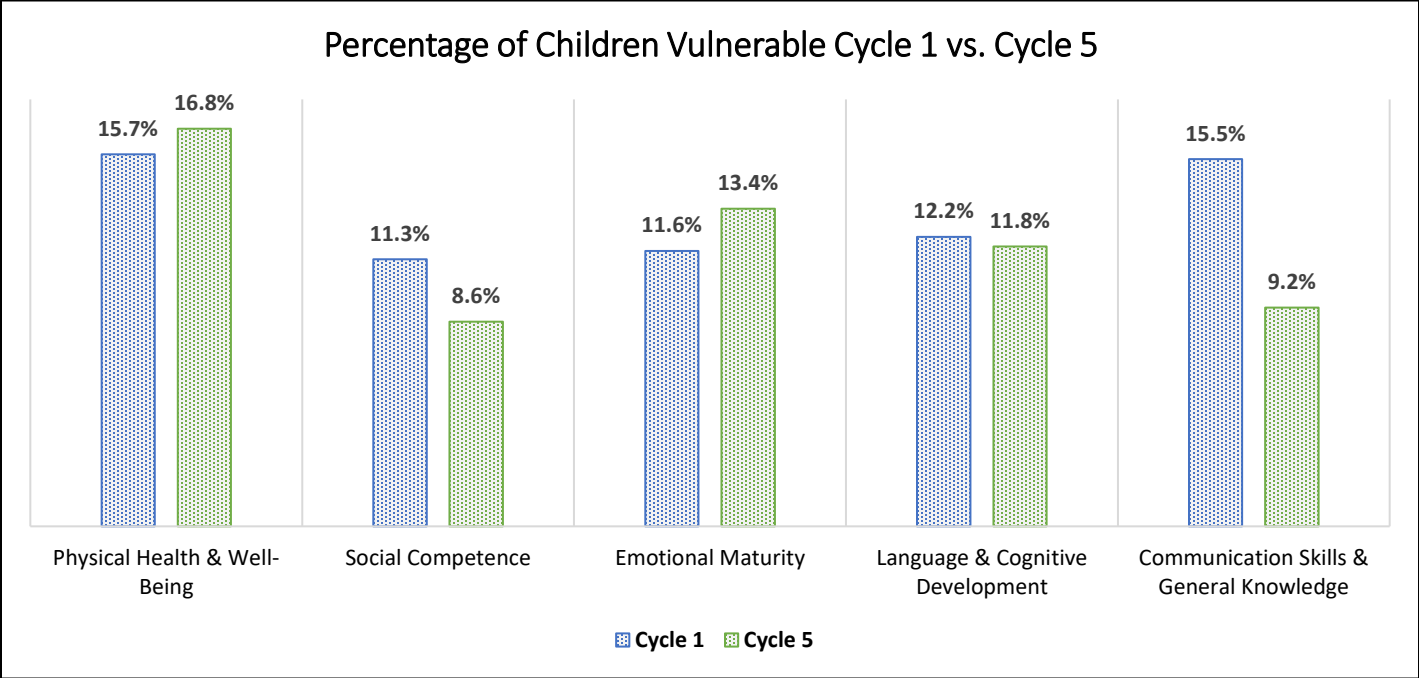








Of the five domains, greater focus and consideration needs to be put into “Language & Cognitive Development”, where five of our seven subdivisions have a higher percentage of children found “vulnerable” than the Ontario baseline (South Dundas & South Stormont scored slightly below the Ontario baseline). Although is apparent that further work needs to be done to bring “vulnerability” down to the Ontario baseline levels, it is important to recognize achievements of our team in lowering “vulnerability” through the five EDI cycles and undertake initiatives to continue the progress. The chart below shows the percentage of children found “vulnerable” in Cycle 1 in contrast to Cycle 5 in each of the five domains.



Three of the five domains (Social Competence, Language & Cognitive Development, Communication Skills & General Knowledge) experienced improvements in the percentage of children classified as “vulnerable” while two domains (Physical Health & Well-Being, Emotional Maturity) experienced slight regressions.

Although an analysis of this raw data can show how the vulnerability rate may have changed over time in an area, the level to which this shows a change that is meaningful cannot be gleaned from the raw data alone. To measure if the change in vulnerability rates is meaningful, we must use a tailored statistical tool called “critical difference”. For a change to be meaningful, the critical difference in the rates over two points of time must be large enough to conclude that it is devoid of significant uncertainty due to sampling and measurement issues.

The results of an analysis of critical difference values is presented below with full calculations available at the end of this document. If the absolute value of the observed change is greater than the average critical difference, we can conclude that the vulnerability rate has experienced meaningful change, and vice-versa.

	Average Critical Difference	Observed Change	Absolute Value of Observed Change	Meaningful Change
Physical Health & Well-Being	2.22%	+1.1%	1.1%	No Critical Change
Social Competence	1.50%	-2.7%	2.7%	Critical Decrease
Emotional Maturity	1.61%	+1.8%	1.8%	Critical Increase
Language & Cognitive Development	1.45%	-0.4%	0.4%	No Critical Change
Communication Skills & General Knowledge	1.82%	-6.3%	6.3%	Critical Decrease

Based on this analysis, although all five domains experienced changes in vulnerability rates from Cycle 1 to Cycle 5, only three domains experienced changes that were statistically meaningful. Social Competence and Communication Skills & General Knowledge experienced critical decreases in vulnerability while Emotional Maturity experienced a critical increase in vulnerability. This level of analysis allows us to identify areas where to refocus our efforts in order to provide early years support that is as well-balanced as possible.

Inclusion

The Early Years Planning Table for Stormont, Dundas and Glengarry believes in the inclusion of all children and families in all childcare and early years programs and operates under the following inclusion-centric vision statement:

All children and families have a sense of belonging as contributing partners when accessing child care and early years programs and services in our county.



The membership of the Early Years Planning Table is united in the commitment that each of our agencies will ensure that all child care and early years programs and services are inclusive. We believe that true inclusion happens when:

- Programs and services are user friendly;
- The environments are inviting for everyone and a place where everyone has a voice and opportunities exist to contribute;
- Open, authentic conversations are natural occurrences;
- Positive relationships are encouraged and nurtured;
- Programs and services are accessible, both financially and geographically;
- Staff, parents and caregivers are equipped with appropriate skills, training and resources;
- Strong links exist between community services;
- Opportunities for feedback exist;

We believe that seamless inclusion can be achieved through collaborative preparation. Through our child care service contracts, the City requires that all child care operators create and sustain inclusive environments for all children of all abilities through:

- Partnerships with parents, guardians, Community Living's Early Childhood Integration Services, regulated health professionals as well as with any other persons who work with the child in a capacity that would allow the person help inform the development of an individualized support plan.
- Participation in goal setting, implementation and documentation related to the individualized support plans.
- Modification of the program environment and incorporation of all goals set within the individualized support plans.

Through our child and family support service contracts, the City requires that all EarlyON Child and Family Centres are welcoming, high quality, inclusive, integrated and community led. EarlyON Service Providers must ensure the following key goals and objectives are met at each location where services are provided:

- Parents and caregivers have access to high quality services that support them in their role as their children's first teachers, enhance their well-being, and enrich their knowledge about early learning and development;
- Children have access to play and inquiry-based learning opportunities and experience positive developmental health and well-being;
- Parents and caregivers have opportunities to strengthen their relationships with their children;
- Francophone children and their families have access to French language programs and gain enhanced knowledge about language and identity acquisition;
- Indigenous children and families have access to culturally responsive programming;
- Parents and caregivers are provided with timely, relevant and up-to-date information about community and specialized services;
- Local service providers collaborate and integrate services to meet community needs in an efficient and accessible way.

EarlyON Child and Family Centers

The Child Care Division, as the service system manager, maintains service contracts with The Glengarry Inter-Agency Group (GIAG) and l'Équip psycho-sociale (EPS) for the delivery of the child and family support

Child Care and Early Years Service System Plan || 2021-2025

programs throughout Cornwall and S.D.&G. In 2017, the Child Care Division submitted to the Ministry of Education an initial plan outlining the planning and delivery of child and family centres for our municipality, followed by an addendum in 2018. Links to these reports can be found on the City of Cornwall website by following this link:

- <https://www.cornwall.ca/en/live-here/earlyon.aspx>

Within these reports are recommendations for improved service delivery, made by both parents and service providers. These recommendations align with the priorities that have been identified by the Early Years Planning Table. Both parents and service providers identified a need to increase access to services as well as a need for increased supports for all families, including those who have children with special needs.

Below is a table outlining the suite of mandatory core services, as identified by the Ministry of Education, that contribute to the objectives of early years programs as set out in the Child Care and Early Years Act, 2014.

EarlyON Mandatory Core Services	
Supporting Early Learning and Development through:	
a) Drop-in programs and other programs and services that build responsive adult-child relationships, encourage children's exploration and promote play and inquiry, based on the pedagogy in How Does Learning Happen? Ontario's Pedagogy for the Early Years.	
Engaging Parents and Caregivers through:	
a) Inviting conversations and information sharing about children's interests, child development, parenting, nutrition, play and inquiry-based learning, and other topics that support their relationship with their child(ren).	
b) Providing targeted outreach opportunities that are responsive to community needs; including connecting with parents and caregivers who could benefit from accessing services but are not due to a variety of reasons.	
c) Collaborate with other support programs to enhance parent and caregiver well-being, enrich adult-child relationships, and to support parents in their role(s).	
Making Connections for Families through:	
a) Ensuring Child and Family Centre staff have relationships with community partners and an in-depth knowledge of their community resources to allow for simple transitions (warm hand-offs) for families who may benefit from access to specialized or other services.	
b) Responding to a parent/caregiver concern about their child's development through conversations and observations. In some cases, staff may direct parents/caregivers to seek additional support from primary care or other regulated health professionals;	
c) Sharing information and facilitating connections with specialized community services, coordinated service planning, public health, education, child care, and child welfare, as appropriate.	
d) Providing information about programs and services available for the whole family beyond the early years.	

Since January 2018, when the management of the EarlyON Child and Family Support Programs were offloaded to our municipality, there has been an increase of 76.3% in the number of hours that programs and services are offered each week. This is a direct result of increased locations and an increase in programs and services being offered during weekend and evening hours. The number of program hours is even higher in the summer months due to the addition of programs in local parks.

The Child Care Division updates and publishes annually the document, “Policies and Guidelines for EarlyON Service Operators”. Guidelines for the operation of EarlyON Child and Family programs are contained within this guideline.

The Child Care Division is also responsible to update location and program timing information for our local EarlyON programs on the Ministry of Education’s website which can be found here:

- <https://www.ontario.ca/page/find-earlyon-child-and-family-centre>

EarlyON Child and Family Centres

Progress Update as of January 2021:

2020 was a unique year for the service delivery of the EarlyON child and family support programs. The service operators have been required to switch between in-person service delivery and virtual service delivery more than once since this pandemic began.

In addition, the needs of the children and families have also shifted during the pandemic. EarlyON service providers have responded by providing families with increased supports and information for mental health.

Throughout the pandemic, our local EarlyON staff have provided creative and interactive virtual programming and activities for their families. Phone consultations have also been available throughout this pandemic. Information about their services can be found on the website pages of both service operators:

- <https://www.giag.ca/early-onon-y-va>
- <https://equipepsychosociale.com/centre-on-y-va/>

Quality Assurance and Professional Development

The City of Cornwall Child Care Division works with and supports childcare operators as well as EarlyON operators maintain quality programs in their centres. Quality in early childhood programs has many definitions depending on the lens you are looking through. For children, quality can be defined as a program where they feel safe, accepted, engaged, and as a place where they can have fun and make friends. For parents, quality is often defined as a program that is educational, nurturing, safe, and as a place where they can have peace of mind when bringing their children. For early childhood staff, quality is often defined as a program that offers play-based learning opportunities where children are actively engaged in their environment, and where parents and staff work together to support the overall development of the children. Quality includes all these definitions as well as many other factors.

Through our quality assurance initiatives, we will continue to support our early years' partners, including our child and family support programs, by:

- Maintaining collaborative relationships
- Being a resource for support and making recommendations based on identified needs
- Providing up to date information on current best practices and the Ministry of Education's vision and directives
- Identifying needs in terms of capacity building, and bringing recommendations forward to our local Professional Development Committee
- Providing networking opportunities
- Providing mentorship; guiding, motivating and supporting staff

Our quality assurance staff provide on-going support to our early years' programs by conducting both scheduled and unscheduled site visits to the programs. Based on the observations made and the conversations they have with the staff, recommendations are made to enhance the quality of the program. They work with our local Professional Development Committee to ensure staff have the necessary training and supports to improve the quality of the programs they deliver. The role of our quality assurance staff also includes:

- Supporting the development of internal standards and supporting those set out by Ministry of Education and the Eastern Ontario Health Unit.
- Providing ongoing monitoring and coordinating the implementation of quality within local early years sector quality assurance initiatives.
- Recommending documentation tools and strategies to be used in communicating identified needs and strengths in early years programs.
- Supporting our early years' service providers in developing, implementing and maintaining operational procedures based on identified needs to support quality in their programs.
- Remaining current and knowledgeable as a pedagogical leader in the field of early child development and keeping up to date on local policies, procedures, guidelines, and regulations.
- Collaborating with other CMSMs to establish a vision for quality and best practices within the childcare and early years community.

Capacity building funding for staff in licensed child care programs provides professional learning and development opportunities that enhance the ability of staff to provide high-quality, inclusive programs and services. The City of Cornwall Child Care Division will support professional development for staff who require support in improving quality and/or program alignment with How Does Learning Happen? Ontario's Pedagogy for the Early Years, as well as to support learning opportunities where their existing capacity does not meet community demand. When possible, other early years professionals from our community, including from Akwesasne, are invited to participate in the professional development events as hosted by our department.

Our department conducts an annual survey of early childhood professionals entitled "Professional Learning Needs". This allows us to plan professional development events that include needs directly identified by our front-line workers. In addition to encouraging staff to attend professional development events hosted by The City of Cornwall, child care operators may also submit capacity building applications to fund additional professional development for their staff.

Early Childhood Professionals

Our system of early learning and child care is supported by a network of early years professionals. As of 2020, approximately 333 early years professionals work in child care centres and EarlyON child and Family centres throughout Cornwall and SD&G. Of these staff, approximately 179 are Registered Early Childhood Educators (RECEs). There is an identified need for more Registered Early Childhood Educators in our system as there are currently approximately additional 38 staff working in roles that are mandated for Registered Early Childhood Educators. When a child care or EarlyON operator is unable to fill a role that is mandated for a Registered Early Childhood Educator, they may apply for a non-RECE staff person to work in the role with a temporary exemption referred to as "Director's Approval". While a "Director's Approval" solves the temporary need for staff, it does not solve the root problem of the lack of Registered Early Childhood Educators who are available to work. Additionally, there are approximately another 88 non-RECE's working in our childcare and early years programs.

The training, knowledge, and competencies of early childhood educators are distinct and unique from other professions. RECE's are College or University graduates who have specialized knowledge in early childhood development. They are registered members of the College of Early Childhood Educators of Ontario and therefore adhere to the Code of Ethics and Standards of Practice (https://www.college-ece.ca/en/Documents/Code_and_Standards_2017.pdf) including mandatory participation in the Continuous Professional Learning (CPL) Program. The Child Care and Early Years Act, 2014 (CCEYA) dictates a minimum number of RECE's per group of children as well as maximum group sizes for each age category.

There are several factors to consider when analyzing the issue of recruitment and retention of Registered Early Childhood Educators including:

- Effective recruitment strategies
- Local ECE programs (Colleges and/or Universities)

Child Care and Early Years Service System Plan || 2021-2025

- Wages and Benefits
- Geography, rural versus urban and associated travel needs
- Language requirements (we have several French operators)

Salaries and benefits offered to RECE's and other child care and early years staff are a strong driver when it comes to recruitment and retention of qualified staff. RECE's who work for a municipality or a school board are paid significantly higher than those working in other child care settings. Within Cornwall and SD&G in 2020 RECE's working for either the municipality or a school board earned an average of \$28.16 to \$31.20 per hour while those working in other child care settings earned an average of only \$17.57 to \$20.62 per hour. Furthermore, non-RECE's working in child care settings earned considerably less, averaging between \$15.42 and \$17.05 per hour with some earning as little as \$14 per hour. In order to help bridge the gap between wages paid to school board employees and those paid in other child care settings, the Province provides a Wage Enhancement Grant of up to \$2 per hour. While this support is valued, it does not come close to closing the gap. There are far too many early childhood professionals who earn less than a living wage resulting in a shortage of qualified RECE's for our programs.

The Child Care Division is a member of the ECE Advisory Committee that is chaired by the Early Childhood Education department at St. Lawrence College here in Cornwall. Through this committee we are working on strategies to address the recruitment and retention of early childhood educators in our region. Despite RECE's who work for the school boards earning a higher wage, school board representatives have confirmed that they are also struggling with having a shortage of RECE's for their programs. This is a provincial issue that is also discussed regularly at the Provincial level and through advocacy groups such as the Association of Early Childhood Educators ([Association of Early Childhood Educators Ontario \(aeceo.ca\)](http://aeceo.ca)), the Ontario Coalition for Better Child Care ([The Ontario Coalition for Better Child Care \(childcareontario.org\)](http://childcareontario.org)) as well as at the Children's Services Network group through OMSSA (Ontario Municipal Social services Association). Annually, as a part of these meetings, St. Lawrence College shares enrolment statistics for the early childhood education program. The chart below shows the enrolment from 2017 until present:

School Year	Number of 1 st year students enrolled in the ECE program	Number of 2 nd year students enrolled in the ECE program (=maximum number of possible graduates for the year)
2017-2018	27	13
2018-2019	42	20
2019-2020	21	24
2020-2021	21	9

As is evident in the chart above, there are a limited number of early childhood education students graduating annually from our local community college. The Child Care Division is committed in working with the child care and early years community as well as with St. Lawrence College and our local school boards to develop a recruitment and retention strategy for our municipality. Quality child care and early years

programs are highly dependent on having qualified and dedicated early childhood professionals. While the living wage for Cornwall and area is still under calculation, it is critical that RECE's and other early years professionals, who are essential to our economy, are able to earn a living wage as a first step to addressing concerns regarding the recruitment and retention of local early childhood professionals.

Community Specific Factors

There are several community specific factors that were important to recognize in the development of this plan and will be an equally important consideration in the implementation of this plan.

The Early Years Planning Table of SD&G believes in prioritizing inclusive and diverse communities within all child care and early years programs and services that respect and are responsive to everyone's unique identity.

FRANCOPHONE POPULATION

Our municipality has a significant Francophone population. We are located within commuting distance to the Ottawa/Gatineau region and along the Quebec border. Our municipality is served by a variety of Francophone agencies including the Public and Catholic French School Boards, French Child Care and EarlyON agencies, and French health care services through Centre de Santé Communautaire de l'Estrie. In addition, many of the agencies offering services to families with young children are bilingual thus ensuring families the right to access services in the official language of their choice.

As mandated by the Ministry of Education, the City of Cornwall's Child Care Division complies with the French Language Services Act ([French Language Services Act, R.S.O. 1990, c. F.32 \(ontario.ca\)](#)) as per regulation 284/11 ([O. Reg. 284/11: PROVISION OF FRENCH LANGUAGE SERVICES ON BEHALF OF GOVERNMENT AGENCIES \(ontario.ca\)](#)) Families accessing services through our office are able to do so in the official language of their choice. Within our region the following are designated areas identified by the Province as having a significant Francophone population: County of Glengarry, County of Stormont and the Township of Winchester within the County of Dundas. A French Language Service plan is submitted to the Ministry of Education once every 3 years.

INDIGENOUS POPULATION

The City of Cornwall Child Care Division continues its work with local Indigenous partners to strengthen the relationships of early years staff within our community and the local Indigenous communities. We believe that with stronger relationships we can not only provide support to each other but also be far more effective in offering culturally relevant and appropriate programming within our community. With stronger relationships, we hope that RECEs will become more comfortable reaching out and supporting one another.

Currently, we are working with the Akwesasne staff on a long-term cultural exchange initiative which we hope encourages RECE staff to network and develop professional relationships that are supportive. Our goal is to lessen the divide between “them” and “us” and to strengthen the “we”, thus creating a more seamless network of professionals that emphasizes joint engagement and reflective practice. We believe that all early years professionals can learn from one another and that the more we engage in reflective practice with one another, the stronger the early years programs will be for all the children and families within our region.

We have also recently begun conversations with the Tungasuvvingat Inuit and the Métis Nation of Ontario. The conversations thus far have served as a great introduction and we hope these conversations will become the basis of a long-term professional relationship.

RURAL COMMUNITIES

Serving the rural communities within our municipality brings forth unique challenges. Families have reported having to travel greater distances to access services and many families face challenges with transportation, thus limiting their ability to access programs and services. As the CMSM, we intend to work with our service providers and community partners to ensure children and families living in our rural communities have access to the services they need.

SPECIAL NEEDS

Every child and every family is unique and requires access to supports relevant to their circumstances. Every child and family has the right to access services that are responsive to their unique needs and these services must provide opportunities for the children and families to learn, grow, and connect together.

The City of Cornwall Child Care Division strives to enhance the “every door is the right door” approach where all programs that serve children and families work together to ensure comprehensive services are seamlessly available to all families. Referrals and communication between all agencies and service providers is critical to meeting the needs of all children and families. The City of Cornwall Child Care Division continues to be active with the local Special Needs Strategy.

LOW INCOME

Within our municipality we have several regions in which families have lower incomes. These families face unique challenges in accessing programs and services within the community. The City of Cornwall Child Care Division strives to make childcare and early years programs both accessible and affordable to all families. Our local child care rates are on average 40% cheaper when compared to the rest of Ontario. This exceeds the income disparity between the two regions. Furthermore, we also provide fee subsidies to all families that qualify. Although the amount of the fee subsidy is determined by a Ministry calculation, we have worked hard to ensure that there is never a waitlist to access fee subsidies for qualifying families.

Community Consultation

As the service system manager, the Child Care Division has been, and will continue to be, in consultation with key community partners and families for the planning of our local childcare and early years system. Strong partnerships and active community engagement are key to the planning process. It is through collaboration, focused conversations, and data collection that we can ensure the local needs of the communities we serve can be met.

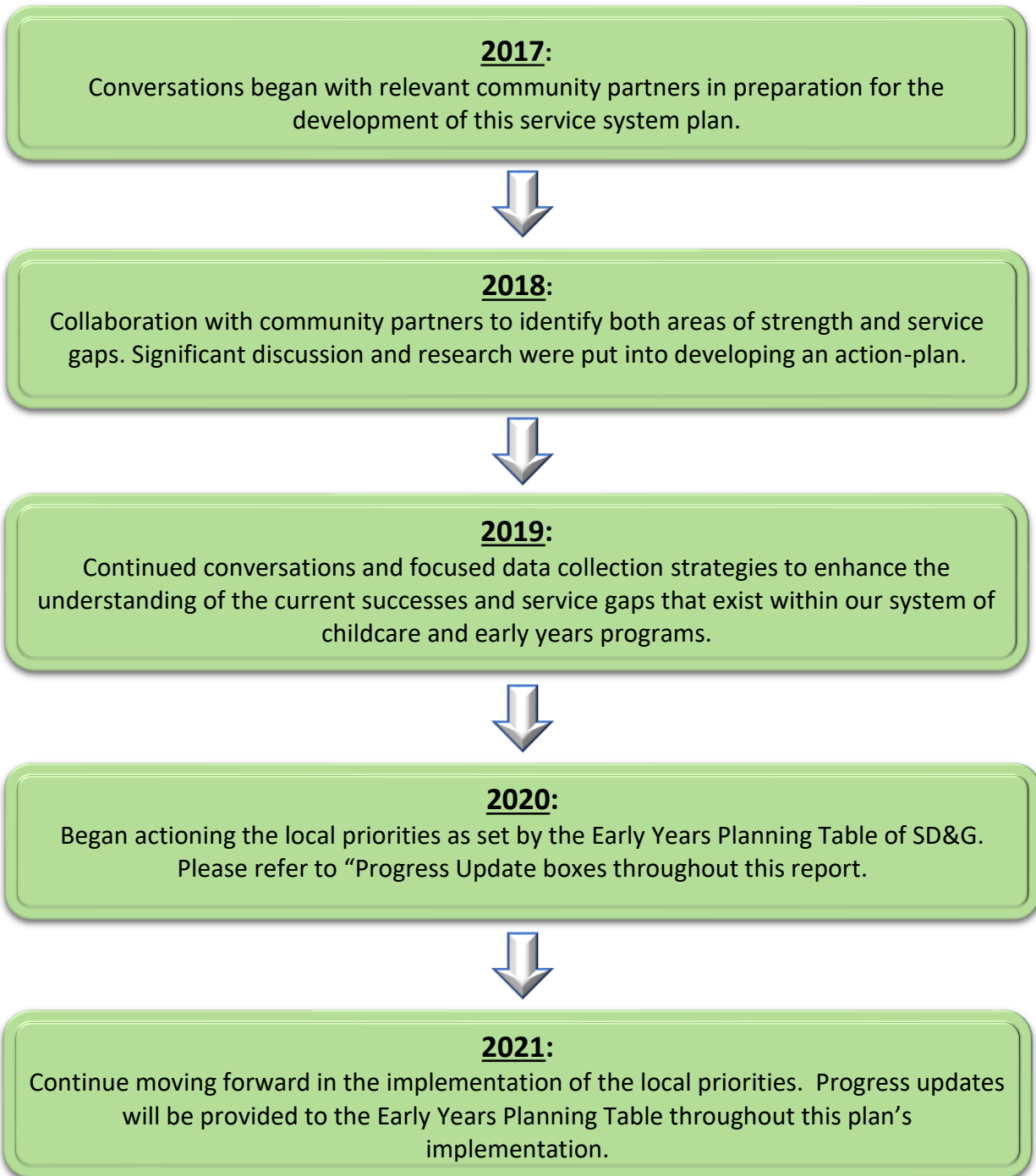
The Early Years Planning Table for Stormont, Dundas and Glengarry believes in the importance of taking all perspectives into account when assessing community needs and as such has developed the following vision statement:

We believe in creating diverse opportunities where all children and families, as well as all childcare and early years staff and providers, can provide authentic feedback with the confidence that their voice is being heard and that appropriate follow-up will occur.

Within the many meetings held by Early Years Planning committee, the following is a broad overview of the topics discussed:

- Review of our updated community profiles
- Deep discussions about inclusion, perspectives, diversity, school readiness
- Review of our Special Needs Resourcing Model
- Review of the Ontario Middle Years Strategy:
<http://www.children.gov.on.ca/htdocs/English/middleyears/index.aspx>
- Review of Dr. Cleveland's report titled '*Affordable for All: Making Licensed Child Care Affordable in Ontario*'. This report is available at the following link: http://www.childcarepolicy.net/wp-content/uploads/2018/03/AFFORDABLE-FOR-ALL_Full-Report_Final.pdf
- Tri-County Literacy presented their RTools programs to the group. The program's goal is to prepare parents for a child entering school and provide them with the skills to make a successful transition.
- Discussions about program access: both in terms of geographical access and connecting with "hard to reach" families; as well as ways to ensure that all early years' service providers are aware of each other's services.
- Health Unit presentation on programs and services for healthy eating and active living offered by the Eastern Ontario Health Unit (EOHU).
- Reviewed responses from our community engagement surveys: "Quality Starts Here" survey and "Special Needs Resourcing" Survey

The following is a brief timeline of the consultation process in the development of this plan:



Moving forward, the City of Cornwall Child Care Division will continue meeting and working with the Early Years Planning Table to track the progress of the priorities set out in this plan and develop further action plans. We will continue to update and adjust our plan as the needs of the community continue to change over time.

The Child Care Division is active within the community, and through membership on many committees and working groups maintains connections with relevant community partners. Participation in these groups also facilitates a greater understanding of the community as a whole and enables each group to be aware of and support the priorities set by each group.

The Child Care Division chairs several committees as follows:

- Child Care Supervisors Network
- Communities of Practice for Child Care Supervisors
- EarlyON Operators Network
- Child Care and Early Years Professional Development Committee
- Early Years Planning Table

In addition, the Child Care Division is an active member on the following community-based committees:

- Infant and Toddler Mental Health Strategy
- Child and Youth Mental Health Strategy
- Special Needs Strategy
- Advisory Committee for St. Lawrence College ECE Program
- Harvest House Maternity Home Committee
- TLC (Teach and Learn with your Child)
- Vibrant Communities: Health Services Sub-Group

Broader groups that the Child Care Division participates in:

- OCCMS Working Group
- South-East Region DAC Network
- OMMSA's Children's Services Network
- East Region Capacity Building Network
- Data Analysis Coordinator Network of Ontario
- Association francophone à l'éducation des services à l'enfance de l'Ontario (AFÉSEO)
- Réseau Régionale de Langue Française (RRLF)
- Home Child Care Association of Ontario

Survey Results

The following is an overview of 3 surveys that were conducted and reviewed through the development process for this plan.

“QUALITY STARTS HERE” SURVEY

High quality childcare is a central component to the Ontario Early Years Policy Framework. Research tells us that there are several factors required to ensure a quality childcare program. In 2019, the City of Cornwall Child Care Division along with the Early Years Planning Table conducted a survey consisting of 132 parents and caregivers, 119 childcare and EarlyON staff, and 17 Early Years Planning Table members. We asked the participants to rank a set of factors influencing quality in child care and early years’ settings, in order of importance, with 1 being the most important to 10 being the least important.

Below are the results of the survey:

	Average Ranking
Nurturing Relationships between Staff, Children/Families	2.9
The Centre/Program’s Commitment to Quality	3.8
Stimulating, Age Appropriate, Inclusive Environments	4.0
Staff Working Conditions/Organizational & Team Culture	4.5
Staff Education/Ongoing Pursuit of Training & Education	5.1
Staff Wages	5.5
Programming Rooted in Current Research	6.8
Prior Experience and Education of the Director/Administrator	7.3
Program Attaining Higher than Minimum License Standards	7.5
Program Policies, Procedures and Program Statement	7.6

Survey participants were also offered an opportunity to provide comments asking them to list any other factors that are critical in determining quality in programs as well as to comment on what they feel is the most critical issue currently in the Ontario child care system. Below is a summary of those results:

- **22%** of the comments spoke to the importance of staff working conditions and the needs for quality childcare staff and better wages.
 - **80%** of these comments came directly from staff.
- **16.5%** of the comments spoke to the need to include children with special needs into our childcare and early years system and the need to better support these children who attend our programs.
 - **74%** of the comments came from staff with a large emphasis on wanting better support on how to meet the needs of children with special needs within their programs.
- **14.5%** of the comments spoke to the high cost of childcare and the need for affordability.
 - **36.7%** of these comments came from parents and caregivers while 60% of these comments came from staff.
- 13% of the comments were focused on accessibility, wanting more Francophone and Infant spaces, as well as the need for more options for families with non-traditional working hours.
- Other comments focused on topics including nutrition, programming that focuses on a child centered approach, ratios, safety, cleanliness, and overall funding.

“SPECIAL NEEDS RESOURCING” SURVEY

As a follow up to conversations with childcare operators regarding special needs resourcing services and the feedback received from the “Quality Starts Here” survey, we conducted this survey focused on special needs resourcing. The purpose of the survey was to educate childcare staff on the services offered by Community Living as well as to get some feedback on the utilization rates of the services. In addition, the survey aimed to identify the strengths and gaps in the current model of service for special needs resourcing.

We had a total of 105 staff members from licensed childcare settings complete this survey: 27 supervisors, 71 staff members who work directly with the children in classrooms, and 7 other child care workers.

Participants were asked 7 questions and a summary of the results is presented below:

Question	Response
Identify your position with licensed childcare	<ul style="list-style-type: none"> Supervisor: 26% RECE: 46% Non-RECE: 22% Other: 6%
Do you feel that your center supports the inclusion of children with special needs?	<ul style="list-style-type: none"> 95% of respondents answered “YES”
Prior to this survey, were you aware that supports and resources are available to your center, through Community Living, to support the integration of children with special needs into licensed childcare settings?	<ul style="list-style-type: none"> YES: 84% YES, but was unaware of how to request services: 13% NO: 3%
Have you previously requested support to aid you with the integration of children with special needs to your center?	<ul style="list-style-type: none"> YES: 84% <ul style="list-style-type: none"> Support received included Consultation (65%), Enhanced Support (42%), Specialized Equipment or Supplies (42%), and Training (15%) 15% of respondents who answered “YES” were denied support with the main reason being Community Living rejecting based on their assessment that support was not needed. NO: 16% <ul style="list-style-type: none"> A small percentage of respondents who answered “NO” listed their reason as being frustrated by the process
What do you feel are the strengths of our current model to support the inclusion of children with special needs into licensed childcare settings?	<ul style="list-style-type: none"> 53% of respondents answered positively 38% of respondents had no comment 9% of respondents answered negatively Resources (toys and equipment) were seen as the biggest strength, followed by speed, knowledge, training, and overall support and guidance

What do you feel are the gaps in our current model to support the inclusion of children with special needs into licensed childcare settings?	<ul style="list-style-type: none"> Responses included: wait times and lengthy process, lack of funding, not enough time visiting programs (making decision based on 15-minute observations), not enough communication and training, lack of support for children without a diagnosis
Do you have any additional comments, questions, concerns, or feedback that you would like to share?	<ul style="list-style-type: none"> Responses included: approved support is not enough (child is in daycare program for 8 hours while support is only provided for 3 hours), more time needed for observing, too much admin work

The results of this “Special Needs Resourcing” survey were shared with Community Living’s Early Childhood Integration Services Manager and Executive Director as well as with the Early Years Planning Table and with the members of the Child Care Supervisors Network.

In addition to these survey results, feedback on the current service delivery model for special needs resourcing was obtained from the membership of the Early Years Planning Table, and the Supervisor’s Network as well as through individual conversations with child care operators. As a result of all the feedback received, the following priorities with respect to our local special needs resourcing services were developed:

- To increase supports available to families who have children with special needs.
- To increase supports available to licensed child care programs who support children of all abilities including children with identified special needs.
- To continue to promote the “Every Door is the Right Door” concept to ensure families receive all services they require to support their children.
- To conduct a full review of our Special Needs Resourcing model

“RECE AND CHILD CARE WORKER” SURVEY

Research has proven that high quality child care and early years programs is extremely dependent on the workers hired to provide the programs and services. In order to capture the voice of the RECE’s and other staff currently working in our programs, we created this survey that focused on them. The purpose of the survey was to gather general information about our current workforce as well as to understand their opinions on what they define as being ‘quality’ child care.

We had a total of 106 child care and early years staff complete this survey: 61 RECE’s, 12 Supervisors, 24 non-RECE’s and 9 other child care workers. Within Cornwall and S.D.G., there are approximately 270 early childhood workers in licensed childcare settings. Therefore, the participation rate for this survey was about 40%.

Participants were asked 7 questions and a summary of the results is presented below:

Question	Response
Identify your position with licensed childcare	<ul style="list-style-type: none"> Supervisor: 11% RECE: 58% Non-RECE: 23% Other: 8%
Why did you choose to work in the early childhood field?	<ul style="list-style-type: none"> 89% of respondents indicated reasons such as: “this is my passion” or “I enjoy working with children.” 1% of respondents stated, “it was a need in the community.” 10% of respondents stated a variety of other reasons including: immigration; to teach art; etc.
If you are an RECE, at which college or University did you receive your diploma or degree from? Do you feel your education prepared you adequately to work in the field of early childhood education?	<ul style="list-style-type: none"> St Lawrence College <ul style="list-style-type: none"> Cornwall campus: 52% Brockville or Kingston campus: 9% On-Line Distance Education: 7% La Cité Collégiale: 12% Algonquin College: 7% Other colleges in Ontario: 13% <p>52% of respondents indicated that their education prepared them adequately to work in the early childhood field, while only 8% indicated that they did not feel adequately prepared.</p>
How long have you been working in the early childhood field?	<ul style="list-style-type: none"> 20+ years: 19% 10 to 19 years: 24% 5-9 years: 27% Less than 5 years: 30%
Why do you choose to stay and work in the early childhood field?	<ul style="list-style-type: none"> The majority of respondents indicated: “I love my job”, or “I am passionate about my work”, or “I enjoy working with children”

How do you define quality for early childhood programs?	<ul style="list-style-type: none"> • 50% of respondents commented that quality is highly dependent on having qualified staff, with several comments about job satisfaction being very important. • 32% of respondents said that quality is seen in the programming and the environments that are made available to the children and families. • The remaining 18% of responses included comments about communication, fun, inclusiveness, and safety.
Do you have any additional comments, questions, concerns, or feedback that you would like to share?	<ul style="list-style-type: none"> • 50% of respondents commented that ECE staff are not paid a fair wage and/or that they do not feel supported or recognized in their work. • Other comments included, but are not limited to: more help is needed for children with special needs; affordable childcare is necessary for families, and that the early years are the most important years in a child's development

The “RECE and Child Care Worker” survey results above indicates that just over half of the RECE’s in our municipality have graduated from the Cornwall campus of St. Lawrence College. With the average number of 2nd year ECE students at St. Lawrence College being only 17 annually, and a large portion of the workforce being close to retirement age the effective recruitment and retention of RECE’s is critical. Also included in the survey results is that 50% of respondents feel that they are not paid a fair wage and/or they do not feel supported or recognized for their work. As noted earlier in this plan, the ability for RECE’s to earn a living wage is a first step to addressing concerns regarding the recruitment and retention of local early childhood professionals.

This survey along with feedback received from the membership of the Child Care Supervisor’s Network support the following priorities that will support the attraction and retention of early childhood professionals for our municipality:

- To continue collaborating with the ECE Department at St. Lawrence College to develop strategies to ensure we attract the ‘right’ students into the early childhood education program.
- To promote ECE as a valued profession and raise awareness of the career options for ECE graduates.
- To advocate for the early childhood profession.

Conclusion

The City of Cornwall Child Care Division recognizes the contributions of all our community partners in the development of this childcare and early years' service system plan. Through the many conversations, site visits, meetings, surveys, and consultations everyone has influenced the development of this plan. The partnerships that have formed and the collaborative efforts of all involved will continue to be invaluable as we forge forward in the implementation of the identified priorities.

The Ministry of Education continues to move forward in its efforts to modernize and improve the child care system to best meet the needs of families (<https://www.ontario.ca/page/strengthening-early-years-and-child-care-ontario-2020-report>). A 5-year review of the Child Care and Early Years Act was conducted in 2020 with several changes being implemented in 2021. Most of the changes are intended to reduce administrative burden and will allow more time for child care operators to focus on daily operations and quality initiatives. When children are exposed to quality, positive early years experiences there are proven life-long benefits including overall health and well-being and school success. In addition, investment in a child's early years has a long-term economic benefit. As the province continues to modernize the child care and early years sector, we will adapt and adjust priorities accordingly.

Our intent as the service system manager is to move forward with further community engagement and partnerships that will undoubtedly influence the implementation and continued development of this plan to best meet the needs of our municipality. This plan is a living, breathing document that is subject to change as the needs of our communities' change, as local initiatives evolve, as Ministry guidelines change, or as new strategies are developed.

We look forward to the future of child care and the early years in our municipality and to the continued collaboration with the service providers and key stakeholders within our community.

Progress Update as of January 2021:

The chart below gives a summary of the progress made to date for the local priorities that were identified at the beginning of this service plan.

Early Years Planning Table Local Priorities				
1. To increase supports available to families who have children with special needs, including a review of our Special Needs Resourcing model	Supports Provincial Priorities of: Access Quality Responsiveness			
	Progress Update <ul style="list-style-type: none"> A comprehensive review has been conducted on our local model of service. In July 2021 we are introducing a two-tiered service delivery model. 5.5 new staffing positions have been created in the Child Care Division to support the new two-tiered model of service and increase direct supports to child care centres. 			
2. To maximize financial support to families requiring child care services including reviewing our current fee subsidy system	Supports Provincial Priorities of: Access Affordability Responsiveness			
	Progress Update <ul style="list-style-type: none"> A comprehensive review has been conducted of our fee subsidy policies and procedures. Updates have been made to these to reflect both current practices and local needs. A "Child Care Fee Subsidy Information Pamphlet" has been created for families. 			
3. To promote licensed child care options, including supporting and expanding the licensed home child care sector	Supports Provincial Priorities of: Access Affordability Quality Responsiveness			
	Progress Update <ul style="list-style-type: none"> In 2021, the Child Care Division will be starting a project to promote the Licensed child care sector and to promote/expand licensed home child care. 			
4. To attract and retain quality Registered Early Childhood Educators	Supports Provincial Priorities of: Quality Responsiveness			
	Progress Update <ul style="list-style-type: none"> Collaborating with St. Lawrence College's Early Childhood Education program to attract suitable students into the program. The Child Care Program Coordinator presents annually to St. Lawrence College ECE students on various topics including career options for an RECE. Child Care Division will be presenting to the local Employability Network in April 2021 on the issues our field is facing with recruitment and retention of RECE's. 			
5. To develop quality outcomes and support early years staff in providing quality services to children in our municipality	Supports Provincial Priorities of: Access Quality Responsiveness			
	Progress Update <ul style="list-style-type: none"> Annual surveys are being created for child care and early years staff to identify successes and barriers in providing quality programs and services. The Early Years Planning Coordinator will be working with community partners in 2021-2022 to review and revise the "Red Flags Document" for use in child care and early years programs. 			
6. To increase access for families to all child care and early years programs and services	Supports Provincial Priorities of: Access Responsiveness			
	Progress Update <ul style="list-style-type: none"> The Child Care Division and many community partners participated in an on-line presentation on February 4, 2021 about 211 services. Continuing to collaborate with the members of the Early Years Planning Table and the local early years and child care service providers to identify and address any barriers to access. We continue to promote the "Every Door is the Right Door" concept to ensure families receive all services they require. 			



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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-55-Planning, Development and Recreation
Prepared By: Dana McLean, Development Coordinator
Meeting Date: April 12, 2021
Subject: CPPEG 24 Ninth Street East 205 Amelia 280 Sydney Street
208 Montreal Road and 711 Pitt

Purpose

To approve the six (6) hereafter mentioned items under the Heart of the City and Brownfield Community Improvement Plans recommended for approval at the March CPPEG meeting.

HOTC# 2021-05 24 Ninth St E, HOTC#2011-13 205 Amelia, HOTC#2020-02 780 Sydney St, HOTC#2009-09 208 Montreal Rd, HOTC#2010-43 711 Pitt St and BR#2011-01 711 Pitt St

CPPEG Recommendation

That Council approve the following items:

- a. 11838431 Canada Inc at 24 Ninth St E for:
 - Program 2 Building Restoration & Improvement in the amount of \$18,000 as an interest free loan
 - Program 5 Municipal Planning/Development Fees Grant 50% of actual costs
 - Program 6 Discretionary Municipal Tipping Fees Grant 25% of actual costs (new mini storage business, located outside the Priority Area)

- b. Cornwall Columbus Club at 205 Amelia for:
 - Program 2 Building Restoration & Improvement in the amount of \$20,917 being comprised of \$12,000 forgivable and \$8,917 interest free loan
 - Program 3 Project Design Grant in the amount of \$2,000
 - Program 4 Façade Improvement Grant in the amount of \$10,000
 - Program 5 Municipal Planning/Development Fees Grant based on actual costs
 - Program 6 Discretionary Municipal Tipping Fees Grant 50% of actual costs
- c. Wesleyan Church of Canada Inc at 780 Sydney St. for:
 - Program 7 Parking and Landscape Enhancement Program in the amount of \$25,000 as an interest free loan
- d. Run Guo Investments at 208 Montreal Rd for:
 - Program 3 Project Design Grant in the amount of \$1,500
 - Conditions to provide a concept plan for the front façade and a second estimate
- e. 1271450 Ontario Inc at 711 Pitt St for:
 - Program 5 Municipal Planning/Development Fees Grant based on actual costs
 - Program 6 Discretionary Municipal Tipping Fees Grant 50% of actual costs
 - Program 7 Parking and Landscape Enhancement Program in the amount of \$25,000 as an interest free loan
- f. 1271450 Ontario Inc at 711 Pitt St. for:
 - Program 2 Environmental Site Assessment Grant in the amount of \$4,521.54 under the Brownfield funding

Financial Implications

Funding for the Heart of the City and Brownfield applications is sourced from the Heart of the City Reserve and Brownfield Reserve respectively, and therefore does not have any immediate impact on the operating budget.

Background / Discussion

No Planning Advisory Committee meeting was held in March, and due to construction scheduling was forwarded direct to Council.

Strategic Priorities

The City's Community Improvement Plan (CIP) programs support local property owners looking to redevelop their properties. This has helped to attract new businesses to the area, as well as the conversion of some commercial space to residential.

24 Ninth St E is a net new business to the city, for a new mini storage and revitalization of the building.

The Cornwall Columbus Club at 205 Amelia continues to renovate the building which houses several tenants, Carefor, Lazard & Associates, 3 CUPE Locals, 3 Knights Clubs, Nativity Guards and St. Lawrence College will be using the facility for 2 months for a food prep course. It also provides a venue for fundraising events, and community organizations.

The Wesleyan Church severed off a portion of the property to create a new lot that was added to 711 Pitt St Miller Hughes Ford, for expansion of parking for new vehicles, this is a perfect infill development.

A new front façade for a new restaurant in Le Village at 208 Montreal Rd, by a couple relocating from Brantford, after visiting Cornwall while their daughter was attending St. Lawrence College.

Document Title:	CPPEG HOTC and Brownfield Applications- 2021-55-PDR.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Mark A. Boileau - Apr 7, 2021 - 11:04 PM

Tracey Bailey - Apr 8, 2021 - 7:38 AM

Maureen Adams - Apr 8, 2021 - 7:54 AM

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-25-Financial Services
Prepared By: Nicole Robertson, Supervisor
Meeting Date: April 12, 2021
Subject: RFP Terms of Reference for Asset Management Plan Update

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:

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

Recommendation

That Council receive Report 2021-25-Financial Services.

Strategic Priority Implications

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

Background / Discussion

Project Overview

RFP 21-P04 invites Proposals from qualified Engineering Consulting Firms for the completion of the 2021 Asset Management Plan Update for Core Infrastructure Assets. The scope of work to be completed by the Proponent includes the development of an Asset Management Plan that meets the legislative requirements outlined in O. Reg 588/17 for core municipal infrastructure assets. The Asset Management Plan Update shall include the following components: an asset inventory and state of local infrastructure report, current and proposed levels of service, an asset lifecycle management strategy, a risk management strategy and a financial strategy.

Background

In 2006, the first Asset Management Plan (AMP/Plan) was prepared by Dillon Consulting Ltd for the City of Cornwall; the Plan compiled information from the major linear and point asset categories (transportation network, sewer collection systems, water distribution network). In 2014, Dillon Consulting Ltd. prepared an update to the Asset Management Plan for the same asset categories; the plan indicated that the total replacement cost for core infrastructure assets was in the range of \$643 million, with an immediate backlog of repair costs totaling \$67 million. In 2016, FCAPX Ltd. undertook an additional update to the Asset Management Plan on behalf of the City; the Plan included an assessment of 95 City owned Facilities and 202 Fleet assets, in addition to core municipal infrastructure assets. The estimated total replacement value for all assets and the immediate backlog of repairs indicated in the 2016 Update was in alignment with the previous AMP; the Update also recommended that two percent (2%) of the replacement value for each asset category be set aside for replacement/lifecycle activities on an annual basis.

In January 2018, the Province of Ontario enacted O. Reg. 588/17 - Asset Management Planning for Municipal Infrastructure. The regulation consists of guidelines and minimum requirements for municipal asset management plans and policies in Ontario. The regulation includes a phasing in plan for municipalities to prepare a comprehensive Asset Management Plan for all assets by July 1, 2024. In accordance with the regulation, an Asset Management Policy was approved by City of Cornwall Council in July 2019. The document outlines



the City's corporate commitment to the adoption of the asset management principles defined in the Infrastructure for Jobs and Prosperity Act, 2015. The Policy also illustrates how that in addition to the regulatory requirements, asset management is critical to supporting the City's Mission, Vision and Values.

The phase-in schedule outlined in O. Reg 588/17 states that each municipality must have an approved Asset Management Plan in place for core municipal infrastructure assets that analyzes asset performance and risks and includes lifecycle and financial management strategies required to maintain current levels of service by July 1, 2021. As a result of the COVID-19 pandemic, the province of Ontario extended the upcoming milestone deadline by one year and the revised completion date is set for July 1, 2022.

The Proponent will be responsible for the preparation of an Asset Management Plan that is fully compliant with the requirements outlined in O. Reg 588/17 for core municipal infrastructure assets. In addition, the Plan must align with the City's Asset Management Policy (2019) and illustrate links between capital and operating investments, strategic priorities and services to residents and local businesses.

The approximate timetable for the RFP is as follows:

Item	Date
Issue of RFP	April 14, 2021
Deadline for Questions	April 28, 2021
Deadline for Submission	May 14, 2021
Award of RFP	June 14, 2021
Project Commencement	June 21, 2021
Project Completion	December 10, 2021

Appendix A – Terms of Reference for RFP 21-P04 is attached to this report.

Document Title:	RFP Terms of Reference Asset Management Plan - 2021-25-Financial Services.docx
Attachments:	- Terms of Reference RFP 21-P04 - Asset Management Plan Update.pdf
Final Approval Date:	Apr 8, 2021

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

Bill de Wit - Apr 7, 2021 - 12:48 PM

Tracey Bailey - Apr 8, 2021 - 7:34 AM

Maureen Adams - Apr 8, 2021 - 7:57 AM

THE CORPORATION OF THE CITY OF CORNWALL

Request for Proposal 21-P04 Asset Management Plan Update ***Appendix A – Terms of Reference***

The City of Cornwall invites Proposals from qualified Engineering Consulting Firms for the completion of the 2021 Asset Management Plan Update for core municipal infrastructure assets. The scope of work to be completed by the Proponent includes the development of an Asset Management Plan that meets the legislative requirements outlined in O. Reg 588/17 and shall contain the following sections, at minimum: an asset inventory and state of local infrastructure report, an assessment of current and proposed levels of service, a risk management strategy, a lifecycle management strategy and a financial strategy.

1. Background

1.1. Introduction

In 2006, the first Asset Management Plan (AMP/Plan) was prepared by Dillon Consulting Ltd for the City of Cornwall; the Plan compiled information from the major linear and point asset categories (transportation network, sewer collection systems, water distribution network). In 2014, Dillon Consulting Ltd. prepared an update to the Asset Management Plan for the same asset categories; the Plan indicated that the total replacement cost for core infrastructure assets was in the range of \$643 million, with an immediate backlog of repair costs totalling \$67 million. In 2016, FCAPX Ltd. undertook an additional update to the Asset Management Plan on behalf of the City; the Plan included an assessment of 95 City owned Facilities and 202 Fleet assets, in addition to core municipal infrastructure assets. The estimated total replacement value for all assets and the immediate backlog of repairs indicated in the 2016 Update was in alignment with the previous AMP.

In January 2018, the Province of Ontario enacted O. Reg. 588/17 - *Asset Management Planning for Municipal Infrastructure*. The regulation consists of guidelines and minimum requirements for municipal asset management plans and policies in Ontario. The regulation includes a phasing in plan for municipalities to prepare a comprehensive Asset Management Plan for all assets by July 1, 2024. In accordance with the regulation, an Asset Management Policy was approved by City of Cornwall Council in July 2019. The document outlines the City's corporate commitment to the adoption of the asset management principles defined in the *Infrastructure for Jobs and Prosperity Act, 2015*. The Policy also illustrates how that in addition to the regulatory requirements, asset management is critical to supporting the City's Mission, Vision and Values.

The phase-in schedule outlined in O. Reg 588/17 states that each municipality must have an approved Asset Management Plan in place for core municipal infrastructure assets that analyzes asset performance and risks and includes lifecycle and financial management strategies required to maintain current levels of service by July 1, 2021. As a result of the COVID-19 pandemic, the province of Ontario extended the upcoming milestone deadline by one year and the revised completion date is set for July 1, 2022.

1.2. Project Summary

The Proponent is responsible for the preparation of an Asset Management Plan that is fully compliant with the requirements outlined in O. Reg 588/17 for core municipal infrastructure assets. In addition, the Plan must align with the City's Asset Management Policy (2019) and illustrate links between capital and operating investments, strategic priorities and services to residents and local businesses.

The proposed 2021 Asset Management Plan Update is to include an asset inventory and state of local infrastructure report, an assessment of current and

proposed levels of service, as well as an asset lifecycle management strategy, risk management strategy and financial strategy. The goal of the Plan is not only to meet the requirements of O. Reg 588/17, but to assist the Corporation in the development of a living document that will guide in the establishment of both annual and long-term maintenance and capital plans through the prioritization of projects based on an assessment of risk, impacts to levels of service, lifecycle management options and available funding.

The first component of the Plan is the development of an Asset Inventory and State of Local Infrastructure Report. The Proponent is responsible for the preparation of a report that summarizes the age, physical condition and estimated replacement costs for all core municipal infrastructure assets. As part of the Asset Inventory component, the Proponent must complete a review of current condition assessment policies to ensure that asset evaluation methods/standards are consistent with industry and provincial standards.

The Proponent is also responsible for the development of a comprehensive database that compiles the data/findings from each component of the Asset Management Plan and links the information to each asset category. The database will be used to connect assets with performance measures, lifecycle management strategies, levels of service, as well as risk and financial implications. The overarching goal of the database component is to connect the information compiled and standards developed as part of the Asset Management Plan Update with individual asset information maintained in the City's GIS database. From there, the information will be used to develop comprehensive capital maintenance and rehabilitation plans.

The Levels of Service component of the Asset Management Plan Update includes an assessment of Current Levels of Service, the development of Proposed Levels of Service and the preparation of a Technical Levels of Service Summary for core infrastructure assets. Metrics for defining Technical Levels of

Service are included within O. Reg 588/17 for core municipal infrastructure assets; it will be the responsibility of the Proponent to expand upon these metrics and develop a summary that links Customer and Strategic Levels of Service with technical standards for each asset category included within the Asset Management Plan Update. The Technical Levels of Service Summary will also act as a link between the Lifecycle and Risk Management Strategies and Levels of Service.

One of the challenges faced by the Corporation in the development of capital maintenance and rehabilitation plans for point and linear assets is determining the most appropriate intervention strategies for assets that are part of interconnected systems – i.e. sewers located beneath the travelled portion of a roadway. Oftentimes, assets within these systems were constructed in different years and the rates of deterioration and/or remaining service life vary. In order to ensure that appropriate rehabilitation/replacements strategies are considered, assets must be viewed not only independently, but also as part of a larger system. In previous iterations of the Asset Management Plan, asset categories were evaluated independently; in the current update to the Plan, consideration must also be given to the impacts that replacement/rehabilitation strategies have on connected assets and available budgets. As part of the AMP Update, the Proponent is responsible for the development of a Lifecycle Management Strategy and a Risk Management Strategy; these strategies will assist in addressing concerns related to varying rates of deterioration within interconnected asset categories. In conjunction with the updated Levels of Service, these strategies will also be used to assist the Corporation in prioritizing capital investments, developing long-term capital plans and assessing the risk and implications of deferring projects, when required.

One of the most integral components of any Asset Management Plan is the development of a sound Financial Strategy. As part of the AMP Update, the

Proponent will be tasked with developing a financial strategy that includes a summary of recommended annual investment requirements, current funding positions and an assessment of the budget increases required to have full funding available for each asset category over a ten-year period. The strategy must also take into consideration the anticipated increase in construction costs resulting from inflation. As part of the Financial Strategy, the Proponent will also be responsible for developing an approach for addressing the backlog of repairs in each asset category. The Proponent shall also provide recommendations for the best use of available funds and identify project priorities should additional funding becomes available.

Through the development of each of the individual components included within the proposed Asset Management Plan Update, the Proponent is to provide the Corporation with a roadmap for developing sustainable methods to maximize the performance of assets, minimize risk and increase benefits to users.

1.3. Available Information and Documents

1.3.1. *Asset Summary*

The following core municipal infrastructure assets are to be included in the proposed Asset Management Plan Update:

- Road Assets
 - Roadway and road related infrastructure
 - Retaining Walls
 - Bicycle Lanes and Off-Road Recreational Paths
 - Traffic Signals, Lighting, Poles and Street Signage
- Bridge or Culvert Assets
 - Bridges and Large Diameter Culverts
 - Small Diameter Culverts
- Water Assets
 - Water Distribution Network

- Wastewater Assets
 - Sanitary Sewer Collection System
- Stormwater Management Assets
 - Storm Sewer Collection System

Refer to Table I below for the asset summary and available condition information for each of the applicable asset categories.

Table I – Summary of Core Infrastructure Assets				
Asset Class	Asset Category	Total	Inventory System	Condition Information Available
Road Assets	Roadway	273,246 m	GIS Deighton Pavement Management System	Pavement Condition Rating (PCR), Age
	Concrete Curbs	355,711 m	GIS	Age
	Sidewalks	201,046 m	GIS	Sidewalk Condition Rating, Age
	Street Signs	10,359	GIS	Age
	Traffic Signals	71	GIS	Age
	Street Lighting Poles	1300	GIS	Age
	Street Lighting Brackets and Luminaires	5	GIS	Age
	Off-Road Recreational Paths	41,662 m	GIS	Recreational Path Condition Rating, Age
	Bicycle Lanes	38,950 m	GIS	Age
	Retaining Walls	5	GIS	OSIM Reports, Age
	Pole Footings	3	GIS	OSIM Reports, Age

Bridges and Culverts	Bridges & Large Culverts (over 3m span)	26	GIS	OSIM Reports, Age
	Small Culverts (under 3m span)	144	GIS	Culvert Inspection Rating, Age
Water Assets	Watermains	273,259 m	GIS	Watermain Performance Indicator (WPI), Age
	Hydrants	1,313	GIS	Age
	Valves	2,039	GIS	Age
	Valve Chambers	54	GIS	Age
Wastewater Assets	Sanitary Sewers	204,837 m	GIS	Age, CCTV footage, Potential for Blockage (PB) and Condition Grade (CG)
	Combined Sewers	56,756 m	GIS	Age CCTV footage, Potential for Blockage (PB) and Condition Grade (CG)
	Sanitary Pumping Stations	6	GIS	Age
Stormwater Management Assets	Storm Sewers	146,281 m	GIS	Age, CCTV footage, Potential for Blockage (PB) and Condition Grade (CG)
	Oil and Grit Separators	12	GIS	Age
	Stormwater Retention Ponds	9	GIS	Age, Annual Inspection Data

Please note that additional information and components associated with each asset category is available for review as part of the document package available for download within Section 1.3.2 – Available Documents.

1.3.2. Available Documents

The following drawings and reports are available for review using the link for supporting documents: <https://bit.ly/3esolam>

- City of Cornwall Asset Management Policy (FI-2019-06-24-1)
- 2006 Asset Management Plan
- 2014 Asset Management Plan Update
- 2016 Asset Management Plan Update
- Bicycle and Pedestrian Master Plan (2010)
- City of Cornwall Long Term Financial Plan (2017)
- City of Cornwall Official Plan (2018)
- City of Cornwall Strategic Plan (2019)
- Culvert Inspection Manual
- Economic Development Strategic Plan (2016)
- Energy Conservation and Demand Management Plan (2019)
- Financial Condition Assessment (2019)
- Guiderail Inspection Manual (Draft)
- Lower Fly Creek and Brookdale Corridor Sewer Separation Feasibility Study (2005)
- Lower Fly Creek and Brookdale Corridor Sewer Separation Feasibility Study – Addendum 1 (2011)
- OSIM Inspection Report (2020)
- Pollution Control Plan (2020)
- Recreation Master Plan (2020)
- Pavement Condition Rating Evaluation Manual
- Vibrant Communities – Safety and Well-Being Plan SDGCA
- Water and Wastewater Financial Plan (2015)
- Waterfront Master Plan (2019)

2. Project Scope

The successful Proponent shall complete the following tasks related to the 2021 Asset Management Plan Update for City of Cornwall.

2.1. General Requirements

The following general requirements shall be included in the development of the Asset Management Plan:

2.1.1. *Review of Existing Information*

- Review all available existing plans, reports, etc. related to the project included in the link to supporting documents and summarized in Section 1.2 – *Available Information and Documents*.
- Review the 2006, 2014 and 2016 Asset Management Plans
- Collect, review, and analyze asset inventories, asset replacement costs and asset conditions.
- Review the 2021 Capital and Operating Budget and 2021 Water & Wastewater Budget.
- Identify investigations as required to assess existing conditions and to supplement the available information.

2.1.2. *Coordination Requirements*

- Develop a detailed project work plan for delivery of the Asset Management Plan.
- Coordinate with City of Cornwall staff and key stakeholders throughout the duration of the project.
- The Proponent shall assume bi-weekly coordination meetings with City staff throughout the duration of the project. All meetings will occur at the City of Cornwall's Infrastructure & Municipal Works boardroom and/or via

MS Teams. The Proponent shall assume each coordination meeting will be four hours long.

- Prepare and circulate all meeting materials a minimum of three days in advance of the meeting.
- Arrange to have all key team members at each coordination meeting.
- The Project Manager shall attend each coordination meeting and the Project Director shall be in attendance for every second coordination meeting.
- Prepare and distribute draft minutes for all project meetings no later than five (5) business days after the date of the meeting. The City of Cornwall will review the draft minutes and provide revisions to be addressed by the Proponent prior to finalizing and distributing to the project team.
- On a monthly basis, the Proponent must submit a progress report for each task and the overall project. The progress report must include the following components:
 - Summary of meetings attended with attendees list
 - Milestones achieved for each sub-task
 - Upcoming Milestones
 - Schedule Updates
 - Project Costing Updates
 - Project Staff Updates
 - Hours Worked
 - Risk Management Updates
 - QA/QC Log Updates
- A draft report of the Asset Management Plan shall be submitted to the City of Cornwall for review at the following stages:
 - 60% Draft (PDF, Word)
 - 90% Draft (PDF, Word)
 - 100% Draft (PDF, Word)

-
- The Proponent shall plan and present the Asset Management Plan Update to City Council and stakeholders at a City of Cornwall Council Meeting.
 - The Proponent shall prepare all necessary presentation materials for the City Council Meeting.

2.1.3. Quality Assurance and Quality Control (QA/QC)

- The Proponent shall conduct a QA/QC review of all “Draft” and “Final” submissions as described herein to ensure high quality services are provided. The Proponent shall be fully responsible for the QA/QC of all project deliverables including any Sub-Proponents.
- The QA/QC of all project deliverables shall be completed by an individual with a minimum of ten (10) years of experience on projects of a similar scope and who is not directly involved in the project.
- The Proponent shall include a detailed description of the QA/QC process to be conducted in accordance with the terms of the RFP.
- A QA/QC review shall be conducted for all “Draft” and “Final” submissions, memorandums, etc. At a minimum, QA/QC reviews shall be conducted at the following stages: 60%, 90%, 100%.
- The Corporation reserves the right to audit the Proponent's QA/QC practices. The Corporation may request clarification and/or request additional information from the Proponent to ensure adherence to the QA/QC requirements described herein.
- The Proponent shall maintain a detailed log where all QA/QC comments are documented. The Proponent shall provide a copy of the logs with each submission (30%, 60%, 90%, 100%) to the City.
- The Proponent shall be responsible for the coordination, review, etc. of any work completed by a Sub-Proponent. The Proponent shall be responsible

for the completion of QA/QC reviews of all work produced by any Sub-Proponent(s).

2.1.4. *General*

- Prepare an executive summary highlighting the key points of the AMP Update and describe any results, conclusions and recommendations. The summary must be clear and user-friendly for both members of the community and decision makers.
- Include appendices that identify all formulae and sample calculations used in the development of any/all components of the Asset Management Plan.
- Provide recommendations for possible Asset Management Software solutions; any recommendations must take into consideration the specific needs of intended users and software currently in use by the Corporation.

In addition, please note that the Proponent is responsible for ensuring that the Plan is structured in a way that allows it to be integrated with other Asset Management Plans completed by the City as part of the development of a central Corporate Asset Management Plan.

2.2. Asset Management Plan Components

The 2021 Asset Management Plan Update shall include, at minimum, the components listed below.

2.2.1. *Asset Inventory and State of Local Infrastructure*

- Prepare an Asset Inventory that includes, at minimum, the following components:
 - Summary of key statistics.
 - Summary of assets (age, asset type, physical description, expected useful life, etc.).

-
- Replacement costs for each asset category; the replacement costs for each category shall include a further breakdown for linear infrastructure where the cost of replacement varies significantly depending on size/material and individual components included within each asset category.
 - Condition and performance of all assets.
 - Graphical Representation of data.
 - Description of the approach the Corporation undertakes when completing condition assessments for assets; a record of all assumptions must be included.
 - Links to Current, Proposed and Technical Levels of Service, including performance measures for each asset category (Refer to Section 2.2.2 – *Current and Proposed Levels of Service* for additional information).
 - Asset Lifecycle Management Strategy Components (Refer to Section 2.2.3 – *Asset Lifecycle Management Strategy* for additional information).
 - Links to the Risk Management Strategy (Refer to Section 2.2.4 – *Risk Management Strategy* for additional information).
 - Links to the Financial Strategy (Refer to Section 2.2.5 – *Financial Strategy* for additional information).
 - The asset inventory database shall be prepared in Microsoft Excel/Access; the structure and format of the database is to be developed in conjunction with City of Cornwall staff.
 - Identify any data gaps and provide recommendations where further data collections are required to ensure the asset register is consistent with the O. Reg 588/17.
 - Prepare an Asset Infrastructure Report Card; the Report Card shall include a grade for each asset category, as well as an overall grade for the asset

portfolio as a whole. The Report Card shall include a section/grade for both asset health (condition) and financial capacity. A template shall also be provided in Excel format, so that the Report Card may be updated on an annual basis by the Corporation; a description section that indicates how grades/ratings are derived must also be included.

- Prepare a State of Local Infrastructure Assessment; the assessment shall include the following:
 - An Asset Overview that includes a review of the asset portfolio as a whole, as well as each individual asset category.
 - A summary of age, condition, service life remaining and replacement costs for each asset category, including condition assessment assumptions used and recommendations for condition improvements. The replacement cost component shall take into consideration expected inflation, changes in technology and other factors - i.e. updates to legislation, accessibility standards, etc.
 - Target vs. actual reinvestment rates.
 - A summary of historical investments in infrastructure.
- Prepare a Data Verification Policy and Condition Assessment Policy that defines timelines and procedures for the completion of condition assessments for each asset category; the Policy must be achievable and consistent with provincial requirements. As part of the Data Verification Policy, the Proponent is responsible for completing a review of current standards/schedules for asset verification and analysis (i.e. biennial pavement condition inspection rating) and provide recommendations for improvement, where required.

2.2.2. Current and Proposed Levels of Service

- Complete a comprehensive review of the current technical and customer Levels of Service (including all performance measures) for each asset

category; the review shall include a comparison of other comparable municipalities, benchmarks, and industry standards.

- Coordinate with City of Cornwall Staff to determine Proposed Levels of Service for each asset category and update all performance measures. The Proponent shall provide recommendations for updates to the performance measures and the rationale behind proposed recommendations.
- Prepare a Level of Service (LOS) Assessment that includes the following components:
 - A Summary of Current Levels of Service, including the annual budget required to maintain existing levels.
 - Current and expected performance of each asset category through available condition information.
 - A summary of current performance measures and assumptions for each asset category.
 - Population and employment forecasts; a description of assumptions regarding future changes in population and/or economic activity is to be included.
 - A Proposed Levels of Service Summary that includes:
 - Justification regarding the suitability of the Proposed Levels of Service based on the long-term sustainability of the City and risks associated with options, as well as achievability.
 - Current performance relative to the targets set out.
 - A summary of changes and updates to the performance measures and targets for each asset category.
 - A ten-year forecast identifying Proposed Levels of Service for each asset category, including anticipated performance for individual asset categories during each year of the forecast period.

-
- Cost to maintain Proposed Levels of Service for each asset category, including a summary that illustrates anticipated changes in funding requirements associated with moving from Current to Proposed Levels of Service.
 - Links to the Risk Management Strategy that allow for the calculation of incremental risk associated with assets falling below the Current and Proposed Levels of Service are also required.
- Prepare a Technical Levels of Service (TLOS) Summary that links Strategic and Customer LOS with technical metrics and lifecycle strategies. The summary must include standard LOS themes such as affordability, capacity, quality, sustainability, reliability, and performance measures for each asset category. The TLOS Summary must also include descriptions, targets and current performance for each asset category, as well as expanded metrics.

2.2.3. Asset Lifecycle Management Strategy

- Develop an Asset Lifecycle Management Strategy that includes a detailed summary for each asset category. The strategy must enable the prediction of lifecycle renewal requirements and take into consideration the condition of assets, cost, risk and ability to maintain Levels of Service. When determining asset lifecycle strategies, the Proponent shall consider whole lifecycle approaches for each asset category in order to determine the best set of interventions (maintenance, rehabilitation, replacement), which will result in the lowest lifecycle cost. Where individual asset categories are made up of a number of sub-categories, the Proponent shall take each of the sub-categories into consideration when determining costs and rehabilitation strategies. In addition, where asset categories are part of an interconnected system, the Proponent shall take into consideration

whether the proposed intervention strategy is appropriate and what impacts it has on other assets. The framework shall include the following components, at minimum:

- Predictive models for each asset category, considering the physical condition of assets (deterioration curves, performance measures, estimated service life) and links to required levels of service.
- Data/formulae used in developing deterioration curves and predictive models for each asset category (may be included as an appendix).
- Recommended lifecycle activities and strategies for each asset category (rehabilitation, replacement), including triggers for rehabilitation, condition reset points as a result of intervention, associated costs (in relation to asset replacement cost), risks and evidence as to why the recommended strategy is the most cost effective and prudent approach.
- Tools and procedures to guide the selection of preferred methods and materials to be used for asset renewal and maintenance programs.
- Indication of the maximum time frames in which the applicable rehabilitation strategies are appropriate for each asset category. This component shall also identify the lifecycle activities necessary to meet Proposed Levels of Service over the next ten years.
- Identification of the cost and timing of future investments required to support the Lifecycle Management Strategy (i.e. operating and capital investments over the lifespan of the assets) as well as associated funding strategies. This section shall be linked to Section 2.2.5 - *Financial Strategy*; refer to bullet no. 7 of the section for additional information and requirements.

-
- Where recommended strategies/activities have not previously been undertaken by the City, the Proponent shall provide documentation and relevant examples of the successful implementation of the strategy in municipalities of a comparable size within Ontario.
 - A summary of assumptions used to develop the Asset Lifecycle Management Strategy and framework, including assumptions that support the timing of lifecycle activities.
 - Develop an Asset Rating System for core municipal infrastructure assets. The system is to be developed in conjunction with a Capital Prioritization Model for networks of assets that deteriorate at varying rates. The system will allow the Corporation to consider interconnected asset systems as a whole, instead of independently. The Asset Rating System is to be used in combination with the other components of the Asset Management Plan to develop ten-year forecasts and capital construction plans. The following components are to be included in the system:
 - A rating or priority ranking based on risk, criticality, levels of service, financial implications and etc. for each asset category.
 - A summary section and database component; the database component shall be linked to the asset inventory. For additional information regarding the asset inventory, refer to Section 2.2.1 – *Asset Inventory and State of Local Infrastructure*. The summary section shall include all assumptions and data used in developing the Asset Rating System.
 - Develop a Capital Prioritization Model (CPM), complete with guidelines. The model shall take into consideration various corporate planning documents, including the *Bicycle and Pedestrian Master Plan*, *Pollution Control Plan*, as well as the *Lower Fly Creek Sewer Separation Plan*, among others. The CPM must be linked to the Asset Rating System, as

well as the Lifecycle and Risk Management Strategies and will be used to develop long-term priorities for capital investments.

2.2.4. Risk Management Strategy

- Develop a Risk Management Strategy for core infrastructure assets; the strategy shall be developed in conjunction with the Asset Lifecycle Management Strategy. The Risk Management Strategy is to be used to determine priorities for capital investments and lifecycle activities and must also be linked to Levels of Service.
- The Risk Management Strategy shall include the following components:
 - Identification of “critical” assets by asset category; where there is the potential for risk to vary significantly within each asset category (i.e. as a result of asset size, material, function, etc.) the Proponent shall provide a further breakdown. The Proponent shall also include the logic and criteria used to determine the criticality of each asset type.
 - Review and update the criteria for determining the probability of failure (POF) and consequence of failure (COF) for each asset category.
 - Prepare a Risk Management Framework; the framework shall provide options to manage (through Asset Lifecycle Activities) risk associated with each asset category. The Proponent is required to structure the framework in a way that allows City staff to evaluate risks associated with levels of service, POF, COF, lifecycle options, capital priorities and/or the deferral thereof. The framework shall further identify what additional risk the City would be taking on if choosing to defer proposed lifecycle activities within the recommended timeframes.
 - A summary section and database component; the database component shall be linked to the asset inventory and shall be used

to establish risk-based project funding prioritization. For additional information regarding the asset inventory, refer to Section 2.2.1 – *Asset Inventory and State of Local Infrastructure*. The summary section shall include all assumptions and data used in developing the Risk Management Strategy.

2.2.5. *Financial Strategy*

- Develop a Financial Strategy for core infrastructure assets; the Financial Strategy shall include links to Levels of Service, Asset Lifecycle Management Strategy and the Risk Management Strategy. At minimum, the Financial Strategy shall include the following components:
 - A financial overview and profile that includes average annual investment requirements, current funding positions, and any increases required in order to have full funding available for assets. This section shall also include a prior year comparative and recommendations for proposed financial strategies.
 - A proposed forecast of annual revenues associated with assets; the forecast shall also include a prior year comparative.
 - Identification of the current infrastructure deficit, complete with proposed financing strategies to address the deficit.
 - An approach for addressing the backlog of repairs for each of the respective asset categories.
 - A gap-analysis that includes the identification of any funding shortfalls. Recommendations for closing gaps shall be consistent with the criteria set out in O. Reg 588/17.
 - A summary of the capital expenditures and operating costs required over a ten-year period to maintain Current Levels of Service for each asset category; projected increases in demand caused by growth are to be included.

-
- A summary of the capital expenditures and operating costs required over a ten-year period to increase the level of service to Proposed Levels of Service for each asset category; projected increases in demand caused by growth are to be included.
 - Identification of the estimated costs and timing of future investments required to support the Lifecycle Management Strategy (i.e. operating and capital investments over the lifespan of the assets) for each asset category, as well as associated funding strategies for the best use of available budgets. This section must also include a comparative analysis of replacement costs (only) vs undertaking lifecycle management strategies for each asset category. The analysis will be used to evaluate the financial benefits/drawbacks of taking a proactive approach to lifecycle management, and the implications of implementing or deferring lifecycle activities at strategic intervals.
 - A summary of costs associated with maintenance requirements for each asset category over a ten-year period.
 - A review of the historical use of grant funding complete with recommendations for the best use of anticipated funds in the future.
 - Implications of development and new infrastructure, including impacts to future budgets.

3. Schedule and Project Risks

- The Corporation intends for the 2021 Asset Management Plan Update to be complete by July 2021, in order to meet the requirements of O. Reg 588/17. The Proponent shall prepare a detailed schedule that includes all components required as part of the project scope. If the Proponent does not believe that the completion date is achievable, the Proposed Schedule

should indicate the earliest possible completion date and alternative options that will allow the City to meet legislative requirements.

- The Proponent shall base their schedule on the following dates:

Item	Date
Issue of RFP	April 14, 2021
Deadline for Questions	April 28, 2021
Deadline for Submission	May 14, 2021
Award of RFP	June 14, 2021
Project Commencement	June 21, 2021
Project Completion	December 10, 2021

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 Proponent shall provide a detailed project schedule identifying all tasks required to complete the project on time and on budget.
- The Proponent shall detail the proposed project management and methodology so that the project remains on schedule.
- The Proponent shall identify all project risks and provide a detailed project methodology which will mitigate the project risks. The Proponent shall also include any actions required by the Corporation.
- The Proponent shall identify strategies to accelerate the project schedule.
- Continually update the project schedule and submit an updated version monthly to the City to be reviewed at monthly progress meetings. The schedule shall include City review time.

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-26-Financial Services
Prepared By: Diane Leduc, Senior Buyer
Meeting Date: April 12, 2021
Subject: Tender 21-T04 - 2021 Asphalt Paving and Concrete Works on Various City Streets

Purpose

To obtain costing for asphalt paving and concrete works on various city streets.

Recommendation

That Tender 21-T04 be awarded to Cornwall Gravel Company Limited, from Cornwall Ontario at the total bid price of \$2,464,385.93 (net cost to the Corporation - \$2,219,255.86) being the best bid meeting the tender specifications.

Financial Implications

The Corporation had budgeted \$2,283,000 in various 2020/2021 capital budgets for the project. The various components of the tender have been funded from the following capital budgets: Asphalt Resurfacing on Various City Streets, Active Transportation – Bicycle Infrastructure, Active Transportation – Sidewalks, Sewer Network Improvements, City Facilities - Benson Centre Downspout Repairs, Transit Services - Bus Shelters & Accessibility Bus Stops, City Facilities - Gundon Park Road Improvements, City Facilities - GSDL Building Requirements – Concrete Walkway Repairs, Waste Management - Landfill Site Repaving Project. Following the completion of construction, any excess funds remaining in the various accounts will be used to fund future capital projects. Refer to the following table for a detailed breakdown of costs and the associated accounts.

21-T04 – Asphalt Paving and Concrete Works on Various City Streets Account Summary		
Tender Part	Capital Account	Budget Amount Allocated to Tender
A	Asphalt Resurfacing on Various City Streets	\$1,405,000
B	Active Transportation – Sidewalk Infrastructure	\$ 200,000
C	Active Transportation – Bicycle Infrastructure	\$ 235,000
D	City Facilities - Benson Centre Concrete Works	\$ 75,000
E	Transit Services – Bus Shelters and Accessible Bus Stops	\$ 28,000
F	Sewer Network Improvements – Sewer Spot Repairs	\$ 120,000
G	No-Corrode Lateral Replacements	\$ 60,000
H	City Facilities - Guindon Park Asphalt Milling Placement	\$ 25,000
I	Glen Stor Dun Lodge Concrete Step Replacement	\$ 30,000
J	City Facilities - Benson Centre Clearing and Grubbing	\$ 35,000
K	Wellington Street Storm Sewer Replacement	\$ 70,000
L	Waste Management – Landfill Site Repaving Project	\$ 35,000
Total		\$2,283,000

Strategic Priority Implications

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

Background / Discussion

The tender for asphalt paving and concrete works on various city streets is composed of the following:

Part “A”- Asphalt Paving & Concrete Works - The supply and placement of approximately 7,345 tonnes of asphalt, the replacement of 1,100 metres of curb, and the replacement of 165 square metres of sidewalk on various streets within the City.

Part “B” Active Transportation Sidewalks – The construction of 600 square metres of new concrete sidewalk on Eleventh Street East from Sydney Street to Ontario Street.

Part “C” Active Transportation Bicycle Paths – The construction of two new off-road bicycle paths. The first location is between Brookdale Ave and Vincent Massey Dr connecting with the existing bicycle path on the Cedar Rapids Ltd. corridor. The second location is between Brookdale Ave and Cumberland St. along the Fifth Street extension. In total, approximately 740 meters of bicycle paths are to be constructed.

Part “D” Benson Centre Concrete Works – The work includes the supply and installation of concrete for rain leaders, pads for various single and double door exits and patio improvements at the Benson Centre.

Part “E” Transit Services Bus Stop Pads - The work includes the construction of concrete bus stop pads at various locations throughout the City.

Please note that, due to being over budget, Item No. E1 – Supply & Install Concrete Pad for Bus Stops Including Restoration at Location 4 (proposed bus pad on the south side of Montreal Road at the intersection of Danis Avenue) and Item No. E3 - Removal and Salvage of an Existing Shelter at Location 1 (proposed bus pad at the intersection of Ivan Crescent and Walton Street) have been removed from the scope of work included in the tender. The total value of work associated with the above noted items in the bid recommended for award is \$6,703.72 (incl. HST). The total bid price in the Recommendation section has been revised to reflect the removal of the items.

Part “F” Sewer Spot Repairs on Various City Streets – The work includes the replacement of various storm and sanitary sewers in need of repair prior to the completion of asphalt resurfacing work.

Part “G” No-Corrode Lateral Replacements – The work includes the replacement of no-corrode laterals on various City streets at locations which will be resurfaced.

Part “H” Guidon Park Asphalt Milling Placement – The work includes improvements to the roadway at Guidon Park using asphalt millings reclaimed from milling operations on other streets.

Part “I” Glen Stor Dun Lodge Concrete Stair Replacement – The work includes the replacement of existing concrete steps and galvanized steel handrails at the Lodge.

Part “J” Benson Centre Clearing & Grubbing – The work includes the removal of overgrown vegetation, re-ditching and excavating for a future staking area.

Part “K” Wellington Storm Sewer Replacement – The work includes the extension and replacement of an existing undersized storm sewer segment on Wellington St. E, located within the extents of the area that is to be resurfaced as part of the current tender.

The following tenders were received and opened by Purchasing Services on April 1, 2021:

Cornwall Gravel Company limited Cornwall, Ontario

Bid Price:	\$2,186,805.00
HST:	\$284,284.65
Total Bid Price:	\$2,471,089.65

Malyon Excavation Limited, Cornwall, Ontario

Bid Price:	\$2,366,466.00
HST:	\$307,640.58
Total Bid Price:	\$2,674,106.58

Coco Paving Incorporated, Morrisburg, Ontario

Bid Price:	\$2,879,537.50
HST:	\$374,339.88
Total Bid Price:	\$ 3,253,877.38

Document Title:	Tender 21-T04 Asphalt Paving and Concrete Works - 2021-26-Financial Services.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Nicole Robertson - Apr 7, 2021 - 12:11 PM

Bill de Wit - Apr 7, 2021 - 12:21 PM

Tracey Bailey - Apr 8, 2021 - 7:25 AM

Maureen Adams - Apr 8, 2021 - 7:50 AM

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

Department: Corporate Services
Division: Clerk's Division
Resolution Number: 2021-05
Report Number: 2021-40-Corporate Services
Meeting Date: April 12, 2021
Subject: Mission Statement

Resolution 2021-05 – Mission Statement

Whereas, currently, our Strategic Plan mission statement is “To provide services that enable a financially and environmentally sustainable community which will care and provide for the needs and values of its residents”; and

Whereas the goal of all we do is a sustainable community; and

Whereas, universally, sustainability has been acknowledged as resting on the three pillars of the environment, economy and society. Sometimes called the “triple bottom line” a balance among the policies affecting the environment, the people and the economy is recognized as the formula for sustainability.

Now therefore be it resolved that, given that sustainability is our goal, let us add the word “socially” to “financially” and “environmentally” in the expression of the Mission Statement in our Strategic Plan. The Mission Statement would then read “To provide services that enable a financially, socially and environmentally sustainable community which will care and provide for the needs and values of its residents”.

The addition of this word does not imply a change in direction or emphasis, or tasks as outlined in the Strategic Plan but it makes a clear acknowledgement of the importance of people in all we do.

Report Approval Details

Document Title:	Resolution 2021-05 - Mission Statement - 2021-40-Corporate Services.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

Manon L. Levesque - Apr 6, 2021 - 3:03 PM

Geoffrey Clarke - Apr 6, 2021 - 4:42 PM

Maureen Adams - Apr 7, 2021 - 8:34 AM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-378-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: April 12, 2021
Subject: Proxy Voting – Procedural By-law – Local State of Emergency

Purpose

To allow Council to decide whether to provide for proxy appointments.

Recommendation

That Council provide direction as to whether it wishes to provide for proxy appointments during a local state of emergency.

Background / Discussion

Bill 197, is an Act to amend various statutes in response to COVID-19 and received Royal Assent on June 21, 2020, amends the Municipal Act, 2001.

The Procedural By-law passed under section 189 may provide that, in accordance with a process to be established by the clerk, a member of City Council may appoint another member of City Council as a proxy to act in their place when they are absent, subject to certain limitations.

This initiative is optional, and it is up to Council to decide whether to provide for proxy appointments. The author of this report has canvassed other municipalities and AMCTO and could not find one that allowed for proxy appointments. They have allowed members to participate electronically when not able to attend meetings in person rather than appointing a proxy.

On November 23, 2020, Council, at its Regular Meeting directed Administration to outline what proxy voting would look like.

Should Council wish to provide for proxy appointments, Article 20.13 will be added to the Procedural By-law and the Clerk will create a Proxy Form and process established.

Procedural By-law Potential Addition

20.13 Proxy votes

A Member may appoint another Member of city council as a proxy to act in their place at a council meeting that is open to the public when they are absent during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the Emergency Management and Civil Protection Act or while on medical or parental leave.

20.13.1 Rules

The following rules apply with respect to the appointment of another Member of city council to act as a proxy under this subsection:

- (a) A Member shall not act as a proxy for more than one Member of city council at any one time.
- (b) A Member appointing the proxy shall include the agenda item(s) or meeting date(s) for which the appointment is made.
- (c) A Member shall not act as a proxy if they are attending virtually.
- (d) The Member appointing the proxy shall notify the clerk of the appointment in accordance with the process established by the clerk.
- (e) For the purpose of determining whether or not a quorum of Members is present at any point in time, a proxyholder shall be counted as one Member and shall not be counted as both the appointing Member and the proxyholder.
- (f) A proxy shall be revoked if the appointing Member or the proxyholder requests that the proxy be revoked, and the request complies with the proxy revocation process established by the clerk.

- (g) All votes shall be recorded votes when a proxy has been appointed.
The clerk shall record the name of each proxyholder, the name of the Member of city council for whom the proxyholder is voting and the vote cast on behalf of that Member.
- (h) A Member who appoints a proxy for a meeting shall be considered absent from the meeting for the purposes of determining whether the office of the Member is vacant under clause 259 (1) (c).
- (i) A Member who is on an approved leave of absence may not appoint a proxyholder.
- (j) Although a proxyholder may vote to the Member of city council for whom the proxyholder is voting, they may not speak or read a prepared statement on their behalf.
- (k) A proxyholder may not make a motion on behalf of the Member of city council for whom the proxyholder is voting.
- (l) There shall be a maximum of two proxies are one meeting.

20.13.2 Pecuniary interest

A Member who has a pecuniary interest described in subsection 5 (1) of the Municipal Conflict of Interest Act in a matter to be considered at a meeting shall not, if the interest is known to the Member, appoint a proxy in respect of the matter.

20.13.3 Same, pre-meeting discovery

If, after appointing a proxy, a Member discovers that they have a pecuniary interest described in subsection 5(1) of the Municipal Conflict of Interest Act in a matter to be considered at a meeting that is to be attended by the proxyholder, the Member shall, as soon as possible:

- a) notify the proxyholder of the interest in the matter and indicate that the proxy will be revoked in respect of the matter; and
- b) request that the clerk revoke the proxy with respect to the matter in accordance with the proxy revocation process established by the clerk.

20.13.4 Same, post-meeting discovery

For greater certainty, if, after appointing a proxy, a Member discovers that they have a pecuniary interest described in subsection 5(1) of the Municipal Conflict of Interest Act in a matter that was considered at a meeting attended by the proxyholder, the appointing Member shall comply with subsection 5 (3) of the Municipal Conflict of Interest Act with respect to the interest at the next meeting attended by the appointing Member after they discover the interest.

20.13.5 Conflict etc., proxyholder

For greater certainty, no member of council who is disabled from participating in a meeting under the Municipal Conflict of Interest Act may participate in the meeting as a proxyholder for another Member.

Document Title:	Proxy Votes - Procedural By-law - Local State of Emergency - 2020-378-Corporate Services.docx
Attachments:	- Information sheet - Proxy Voting for Municipal Council Members.pdf
Final Approval Date:	Apr 7, 2021

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

Geoffrey Clarke - Apr 6, 2021 - 10:43 AM

Maureen Adams - Apr 7, 2021 - 9:10 AM

Proxy Voting for Municipal Council Members

July 2020

This document is intended to give a summary of complex matters. It does not include all details and does not take into account local facts and circumstances. This document refers to or reflects laws and practices that are subject to change. Municipalities are responsible for making local decisions that are in compliance with the law such as applicable statutes and regulations. This document applies only to those municipalities whose meeting rules are governed by the Municipal Act, 2001.

This document, as well as any links or information from other sources referred to in it, should not be relied upon, including as a substitute for specialized legal or other professional advice in connection with any particular matter. The user is solely responsible for any use or application of this document.

Overview

The province is providing municipalities with the flexibility to choose to allow proxy votes for municipal council members who are absent. This power helps ensure continuing representation of constituents' interests on municipal councils when a member is unable to attend in person due to, for example, illness, a leave of absence, or the need to practice physical distancing.

Municipalities that wish to allow proxy voting must amend their procedure bylaws to allow a member of council to appoint another member of the same council to act in their place when they are absent.

Optional and Flexible

Allowing proxy voting is optional and it is up to each municipality to determine whether to allow proxies for council and under what circumstances. If a municipal council chooses to allow proxy voting, it is up to each member to decide whether they wish to appoint a member of that council as a proxy or not if they are to be absent.

Municipalities have the flexibility to determine the scope and extent of proxy appointments including, for example, any local rules or limitations, the process for appointing or revoking a proxy, and how proxyholders may participate in meetings. Municipalities may wish to consider:

- how proxies may be established and revoked;
- circumstances where proxies may or may not be used; and
- how a proxyholder may participate in a meeting including voting, speaking, or asking questions on behalf of the appointing member.

If a municipality chooses to allow proxy voting, it would be the role of the municipal clerk to establish a process for appointing and revoking proxies. Municipalities may also wish to consider addressing proxy voting in their code of conduct or other local policies to help ensure that votes are appropriately cast and that the local process is followed.

Once a proxy has been appointed, the appointing member could revoke the proxy using the process established by the municipal clerk.

Limitations

Limits to the proxy appointment process are set out in legislation. These include:

- A proxyholder cannot be appointed unless they are a member of the same council as the appointing member:
 - For upper-tiers, this means that a proxyholder has to be a member of the same upper-tier council as the appointee, regardless of lower-tier membership;

- A member cannot act as a proxyholder for more than one other member of council at a time;
- An appointed proxy is not counted when determining if a quorum is present;
- A member appointing a proxy shall notify the municipal clerk of the appointment in accordance with a local process established by the clerk; and
- When a recorded vote is taken, the clerk shall record the name and vote of every proxyholder and the name of the member of council for whom the proxyholder is acting.

Council member absence rules still apply. This means that a member's seat would become vacant if they are absent from the meetings of council for three successive months without being authorized to do so by a resolution of council.

Accountability and Transparency

Members appointing proxies or acting as proxyholders are required to follow existing accountability and transparency requirements. For example, a member may not appoint a proxy or serve as a proxyholder on a matter in which they have a pecuniary interest under the *Municipal Conflict of Interest Act*. Municipalities may also want to consider transparency measures such as:

- communicating to the public who has appointed a proxy and who is serving as a proxy;
- publishing meeting agendas in advance so that proxies can be appointed, if needed, and potential conflicts of interest can be identified; and
- allowing members to participate electronically when not able to attend meetings in person rather than appointing a proxy.

For more information about existing accountability and transparency requirements, including the Municipal Conflict of Interest Act, codes of conduct and the role of the local integrity commissioner, please see the [Municipal Councillor's Guide](#).

Contact

If you have questions regarding how these new provisions may impact your municipality, contact your local Municipal Services Office with the Ministry of Municipal Affairs and Housing.

- **Central Municipal Services Office**
Telephone: 416-585-6226 or 1-800-668-0230
- **Eastern Municipal Services Office**
Telephone: 613-545-2100 or 1-800-267-9438
- **Northern Municipal Services Office (Sudbury)**
Telephone: 705-564-0120 or 1-800-461-1193
- **Northern Municipal Services Office (Thunder Bay)**
Telephone: 807-475-1651 or 1-800-465-5027
- **Western Municipal Services Office**
Telephone: 519-873-4020 or 1-800-265-4736

Additional Resources

- Municipal Act, 2001: <https://www.ontario.ca/laws/statute/01m25>
- The Ontario Municipal Councillor's Guide: <https://www.ontario.ca/document/ontario-municipal-councillors-guide-2018>

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

Department: CAO
Report Number: 2021-06-CAO
Prepared By: Maureen Adams, Chief Administrative Officer
Meeting Date: April 6, 2021
Subject: Departmental Operational Review

Purpose

To provide a report to Council in response to the New Business Motion that was passed on March 22, 2021 requesting Special Council meetings to have departments provide an operating overview that will include (1) budgets; (2) levels of service; and (3) organizational charts.

Recommendation

That Council proceed with scheduling two (2) Special Council meetings in May to receive an operating overview from City departments as outlined in the background of this report.

Financial Implications

There are no financial implications to this report.

Strategic Priority Implications

This report is consistent with the Mission Statement within Council's 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

At the regular Council meeting held on March 22, 2021, a New Business Motion was passed as follows:

Whereas budgeting is an ongoing responsibility of Council.

Whereas operating budgets represent a significant portion of the municipal tax levy.

And whereas Council may wish to review levels of service and allow appropriate time to plan for possible changes prior to the 2022 Budget deliberations.

Now therefore be it resolved that Council request a report from Administration on the following items:

1. Scheduling two Special Council Meetings during the month of May
2. Having Departments provide an operational review which would include:
 - a. Budgets
 - b. Levels of Service
 - c. Organizational Charts

This New Business Motion was proposed by Councillor Dean Hollingsworth and Seconded by Mayor Bernadette Clement.

City department Managers could be available to present an operating overview of their departments that could be scheduled during two (2) Special Council meetings.

An overall review can be provided to Council, highlighting funding from the tax base that supports department operating budgets. Managers can provide more detail consistent with the information provided in the 2021 Budget document. Levels of Service and staffing complement can also be included in these discussions.

Organizational Charts can be provided for each City department which can be accompanied with the Staffing Complement for the years 2018 to 2021 inclusive.

Council could consider two (2) meetings in May that could be scheduled as follows:

Monday, May 17	3:00 pm to 6:30 pm (Note: PAC Meeting at 7:00 pm)
Tuesday, May 18	3:00 pm to 8:00 pm (or later if required)

Reviewing levels of service at this time would allow time to plan for any adjustments and/or changes in anticipation of the 2022 Budget process. City departments will begin planning for 2022 Budgets in late August or early September.

Reviews completed in May would allow for enough time if Council required additional information prior to consideration of any changes that would have a financial impact or service level change for 2022.

Document Title:	Departmental Operational Review - 2021-06-CAO.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Tracey Bailey - Apr 8, 2021 - 8:58 AM

Maureen Adams - Apr 8, 2021 - 9:06 AM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-37-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: April 12, 2021
Subject: Unfinished Business Listing for April 12, 2021

Recommendation

That Council receive the Unfinished Business Listing for April 12, 2021.

Title	Department	Date
Proxy Voting November 23, 2020	Corporate Services – Clerk's Division	April 12, 2021
Special Meetings of Council for Operational Review March 22, 2021	CAO	April 12, 2021
Outdoor Gardening – COVID-19 - May 11, 2020 - June 22, 2020	Planning, Development and Recreation Interim Report – Zoning By- law	April 26, 2021
Electoral System Review – Comparison to Other Municipalities - November 25, 2019 - January 13, 2020 - September 28, 2020	Corporate Services	April 26, 2021

Residential Rental Licensing Public Consultation and Survey Results <ul style="list-style-type: none"> - November 13, 2018 - June 8, 2020 - October 13, 2020 	Fire Services, Social Services and Planning, Development and Recreation	April 26, 2021
Urban Campground in Guindon Park <ul style="list-style-type: none"> - November 9, 2020 	Planning, Development and Recreation	May 25, 2021
Petition for Crosswalk on Second Street West (Riverdale Terrace) <ul style="list-style-type: none"> - February 24, 2020 - January 22, 2021 	Infrastructure and Municipal Work	Spring 2021
Electoral System Review – Public Consultation <ul style="list-style-type: none"> - November 25, 2019 - January 13, 2020 - September 28, 2020 	Town Hall	TBD
Creation of Remote Worker Attraction Strategy January 10, 2020	Working Group	TBD
Newspaper Digitization Project <ul style="list-style-type: none"> - November 9, 2020 	CAO	TBD
Parking During Pandemic and Parking Program Working Group Recommendations <ul style="list-style-type: none"> - May 11, 2020 - June 8, 2020 - September 13, 2020 - January 11, 2020 - January 25, 2021 	Parking Program Working Group	TBD
Actionable Items from Environment and Climate Change Committee <ul style="list-style-type: none"> - October 26, 2020 	Infrastructure and Municipal Works	TBD

Domtar Properties - February 22, 2021	CAO	TBD
CIL Property - February 22, 2021	CAO	TBD
Corner of Second and Pitt Streets Property - February 22, 2021	CAO	TBD
Social Media Policy - March 22, 2021	Council Working Group	TBD

Document Title:	Unfinished Business Listing for April 12, 2021 - 2021-37-Corporate Services.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

Geoffrey Clarke - Apr 6, 2021 - 10:38 AM

Maureen Adams - Apr 7, 2021 - 9:19 AM

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

Department: Planning, Development and Recreation
Division: Economic Development
Report Number: 2021-61-Planning, Development and Recreation
Prepared By: Bob Peters, Division Manager, Economic Development
Meeting Date: April 12, 2021
Subject: Economic Development – Activity Update

Purpose

To provide Council with an update on the activities of the Economic Development Department for the first quarter of 2021.

Recommendation

That Council receive Report 2021-61-Planning, Development and Recreation.

Strategic Priority Implications

Economic development activities support the City of Cornwall Strategic Priorities and help to establish Cornwall as the progressive sustainable choice along the St. Lawrence River in Eastern Ontario.

The activities outlined in this report follow recommendations in the Cornwall Economic Development Strategic Plan, which was adopted in 2016.

Background / Discussion

Cornwall's economy continues to feel the effects of the public health measures to counteract the effects of COVID-19. In January, Ontario implemented a province-wide shutdown which lasted for four weeks. Cornwall has since moved from the



Orange-Restrict level, to Red-Control, to an Emergency Brake Lockdown situation. As of Thursday April 8, the Province enacted a second Stay-at-Home Order.

The result of these restrictions has been the disruption of typical business operations, felt most notably in restaurant, retail, and hospitality sectors.

Disruptions have been offset to some extent by a variety of support programs offered to local small businesses. These include the Ontario Small Business Support Grant, where recipients will automatically receive a second payment equal to the amount of their first payment, for minimum total support of \$20,000 up to a maximum of \$40,000.

The Cornwall and Area Chamber of Commerce is administering a grant program to help local tourism-based businesses that have been negatively affected by COVID-19. It has also launched a new platform to support events and a complementary ride program to help people get to vaccine appointments.

The Cornwall & The Counties Community Futures Development Corporation (CFDC) continues to play an important role in helping local business owners navigate this new landscape.

As it did throughout 2020, Economic Development staff have made supporting local businesses a priority. Staff continue to collaborate with other City staff, regional EDOs, provincial and federal officials as well as local community organizations to respond to the unprecedented challenges of the pandemic.

The ChooseCornwall.ca website has become an important hub with well over 300 articles and other resources providing pandemic related information.

The Business Reopening Toolkit offers downloadable posters and graphic design files, fact sheets and sector specific workplace safety protocols - including a maximum occupancy calculator.

Regular email newsletters deliver timely business news to a growing list of over 7500 community and business leaders.

Major Development and Employers

For the most part, Cornwall's largest employers have continued operations with minimal disruptions.

Walmart Logistics is looking to hire an additional 150 people to manage its supply chain activities and bring much needed consumer and grocery goods to Canadians.



Olymel has welcomed 24 people from Mauritius and the Philippines to work in Cornwall and is currently recruiting to fill another 75 positions.

SigmaPoint has received a \$1 million investment from FedDev Ontario to help it boost manufacturing capacity, support made-in-Canada production and add new jobs at its Cornwall headquarters.

ZipGrow has moved into new, larger premises and signed a partnership agreement with Sodexo.

Leclerc, Lallemand, Ridgewood, Morbern and other employers are also maintaining high production levels and are very active in recruiting.

Work continues on the major expansion of the Loblaw / Shoppers Drug Mart Distribution Centre on Optimum Drive. Installation of equipment was delayed due to the pandemic, and the operators of the facility have begun to recruit.



Laframboise Group is currently expanding its new manufacturing complex on Vincent Massey Drive.

Saniton Plastic Corporation has established a plastic bottle manufacturing operation in the Cornwall Business Park.

OPG continues to invest in rehabilitation and revitalization projects at the R.H. Saunders Generating Station, although the Visitor Centre is expected to remain closed for the foreseeable future.

St. Lawrence College continues to offer alternative delivery methods to ensure its students are able to complete their studies. It is hoping to return to in-class instruction in September 2021.

Commercial, Retail and Office

Despite ongoing economic disruptions, there is some positive activity in the commercial and retail sectors.



Fine's Home Hardware have tripled their footprint with a new store on Vincent Massey. TD Bank has opened a new branch at Pitt and Ninth and the LCBO has opened a new store at the SmartCentres plaza.

Businesses servicing the growing interest in outdoor recreational activities have seen an increase in business. This includes cycle shops such as Bicycle World and Total Cyclery as well as other sporting goods stores. Summerheights Golf Links and Archie's Golf Centre were popular in 2020 and are expecting another busy season.

New restaurants include Rudy's Pizzeria, Big Bites and Flavour Kingdom in Le Village and Mexi's on Pitt Street in the Downtown. Joey's Only has relocated to Second Street West and Tim Horton's has opened a new location on McConnell North.



SmartCentres is set to welcome SleepCountry and Mr. Puff's in the coming weeks, and the Iberville development in the East End is expected to welcome two new restaurants, Osmow's and Popeye's.

Shiny Bud has opened two new locations and has been joined by Pot of Gold in servicing the local demand for retail cannabis products.

MSi has established a call centre operation in Cornwall with plans to expand in the future.

In an effort to provide additional assistance to local small businesses, the City will once again be supporting local restaurants in expanding outdoor patios. The popular Pop-Up Shop program will be expanded, and entrepreneurs and artisans will be invited to book their spot later this month.

A new temporary farmer's market will open in June in the Civic Complex parking lot as a response to fill a gap created by COVID-19.

Prior to the pandemic, there was a significant amount of vacant commercial and office space in Cornwall. This situation has not improved.

The retail mix in many communities, including Cornwall, will be challenged as national retailers shrink their physical store network. A growing number of businesses and government offices are also reconsidering their physical footprint and are offering their employees the chance to work remotely. Consumers have also increased their use of online shopping platforms which are dominated by large international retailers such as Amazon.

All of these factors could have a negative impact on the sustainability of small local main street restaurants and retailers.

Sector Specific Marketing Efforts

The Department markets to decision makers in key sectors that align with the community's strengths. These efforts include sector-specific efforts in logistics, food processing, and advanced manufacturing along with commercial real estate.

Industrial vacancy rates in Cornwall continue to be very low, with available built space being very hard to find. In contrast, as noted above, there is a large amount of surplus office and retail space.

The Department has updated its various brochures as well as introduce new maps for the Cornwall Business Park. These resources include the 2020 Year in Review report which can be downloaded from ChooseCornwall.ca.

Over 2500 people have signed up for push notifications for new articles from ChooseCornwall.ca, an increase of 25% in this quarter.

Most trade shows and other in-person marketing events have been cancelled for 2021. The Department did participate in an online version of the Restaurant Show as part of the Ontario East and Ontario pavilions, however as expected, the trade show experience does not translate well in the online world.

The Department continues to work in partnership with regional, provincial, and federal officials to facilitate trade and attract foreign investment.

One key focus includes various marketing initiatives with the Ontario East Economic Development Commission. Cornwall is part of the Regional Marketing Committee and is chair of the Logistics effort which has led to a number of qualified investment leads. Ontario East will soon launch a new website with an interactive industrial real estate feature.

The Department has renewed a partnership with the Ottawa Business Journal to promote local investment opportunities to business leaders in Ottawa and Eastern Ontario.

The partnership has led to a number of articles on Cornwall, with local companies being profiled to their sizeable readership. The Eastern Ontario Power Book is the latest effort and is expected to reach readers in mid-April.



In part due to the above marketing efforts, interest in Cornwall, in particular the Cornwall Business Park has been extremely strong with qualified interest from several companies. There are currently approximately 140 serviced acres available for sale, with an additional 260 acres available upon completion of the extension of Nick Kaneb Drive.

Resident Attraction

Work continues to attract new residents to Cornwall. Efforts are targeted at young families and individuals that will augment the local workforce and meet the needs of local employers. The Economic Development Department works closely with groups involved with assisting newcomers to settle in Canada.

The Regional Immigration Pilot of the Ontario Immigrant Nominee Program has been renewed for another year. In January, a webinar was held to provide updates to major employers and community stakeholders. Interest from potential candidates remains high.

A section of the ChooseCornwall.ca website has been set aside to speak directly to individuals who have the flexibility to work remotely and may consider a move to Cornwall. This information includes a downloadable brochure.

Cornwall is highly profiled in the second edition of STUFF magazine which continues to reach guidance counsellors, employment agents and job seekers via print and online platforms.



The Department has temporarily put on hold efforts to reach graduating students at Canadian universities and colleges as many career fairs have been postponed. The status of the National Job Fair in Montreal, normally scheduled in October, is unclear. Videos from last November's Virtual Cornwall Job Fair continue to receive views on the Choose Cornwall YouTube channel.

New editions of local magazines such as "Cornwall Living" and "Perch" are expected to be published in the coming weeks. These magazines, along with other brochures and guides, form part of the Choose Cornwall welcome kit for new residents.

Over 200 welcome kits were distributed in the first quarter of 2021.

As major employers continue to report problems in recruiting new people, residential attraction efforts will continue. The availability of housing is expected to remain relatively scarce over the short term and is a mitigating factor.

The Department assists local companies in their recruitment efforts by posting job opportunities on the ChooseCornwall.ca job board. This section of the site remains extremely popular, and more and more companies are finding it very helpful in attracting quality candidates.

Tourism staff have continued to work on destination marketing plans and activities with a focus on local and regional travel given the ongoing travel restrictions and safety measures in place due to the pandemic. These efforts will gradually be expanded to national and international audiences as measures are lifted and leisure travel resumes. In addition to tourism efforts, staff have also provided general economic development support to the local business community during the pandemic.

Marketing

In mid-February, Cornwall Tourism distributed a new *Explore Cornwall Winter Guide* that highlighted winter offerings in the Cornwall area. Over 10,000 copies were distributed locally and the guide was also made available on the Cornwall Tourism website. Work is now underway on the Spring/Summer edition of the visitor guide.

Advertising campaigns for 2021 are focused on a number of key areas including cycling, outdoor adventure and leisure travel. This includes profiles in select specialty publications (2021 Cycling in Ontario Guide, Prescott-Russell Visitor Guide, Summer Fun Guide) as well as digital efforts (OntariobyBike.ca, GoAdventureGuide.com).

Trade shows have been cancelled in their traditional formats however the tourism office is participating in some virtually (Outdoor Adventure Show, 2021 Sport Events Congress). Trade shows have traditionally been an effective venue to help raise Cornwall's profile in external markets.



Staff have carried out ongoing marketing activities promoting Cornwall's trails and outdoor spaces including Guindon Park. A series of Google Ads have run to promote Cornwall trails and parks. In addition, 7 mailboxes have been installed in key locations in local parks to hold maps and guides. At Guindon Park alone, over 100 maps were being taken each week during the winter months.

In March, a new “I Love Cornwall” hot air balloon photo booth was introduced in Lamoureux Park to help spread some Cornwall pride and usher in the warmer weather. The photo booth will be placed in the park on select days when the weather and pandemic regulations permit it.



Funding

Cornwall Tourism secured \$10,500 from the RTO 9 Partnership Fund to support winter marketing efforts in Cornwall and SDG Counties this past season. An additional grant of \$41,000 was secured through the Ontario Reconnect Festival & Event program to support winter experiences including Holiday Sparkle, winter activities in Lamoureux Park and the new fat bike and snowshoe trails in Guindon Park.

Tourism staff helped to promote the new Tourism Business Support Program offered through the Cornwall and Area Chamber of Commerce (with federal funding). The program provides Covid-19 recovery support to tourism businesses with non-repayable funding of 80% of eligible costs normally to a maximum of \$4,500. The program is fully subscribed with over 50 applications from Cornwall, SDG and Akwesasne. New applications are being placed on a wait list.

Events

Cornwall Tourism partnered with SDG Tourism and Taste Buds to host Get Dished during the month of February. Over 30 restaurants participated in the event and offered a featured item for delivery or take-out throughout the month. The event helped to generate direct sales for local restaurants while also showcasing local food and drink and the importance of supporting local.

Conferences and sport tourism

Tourism staff continue to lend support to two major events that are planning to proceed this year – the United Empire Loyalists' Association of Canada 2021 conference (May 2021, virtual format) and the 2021 World Junior A Challenge (December). Staff are also supporting a number of professional fishing tournaments that are confirmed including the Renegade Bass Tour (August), the Franny Cup (October) and the Big Bass Challenge (October).

Tourism product development

Staff have been working closely with entrepreneurs to support and assist with new tourism experiences and activities in the city. Some new ones that will launch this year include Cornwall Food Tours, Waterfront Tours (trishaw tours), multi-day bike tours to Cornwall with Ottawa's Escape Bicycle Tours and Silver Star Sailing School (sailing tours), among others.

Many local events make use of the Tourism Development Fund, which is supported by revenues from the Municipal Accommodation Tax and is overseen by a separate, stand-alone entity, the Tourism Development Corporation of Cornwall (TDCC).

The TDCC met in March to review five applications for the Tourism Development Fund. To date in 2021 the TDCC has awarded just over \$78,000, \$25,000 of which is for the Cornwall Arts Centre, the second installment of a previously awarded application for \$25,000 a year for four years.

As noted above the COVID-19 pandemic has had a significant impact on the local tourism sector. This directly impacts event organizers, accommodation providers and local merchants and restaurants. The NAV CENTRE has been closed to the general public since mid-March 2020.

Despite the above, industry experts remain optimistic that demand for accommodations will be strong in the future. As a result, there has been some interest from developers and work continues on the development of a new 80 room hotel on Vincent Massey.

Cornwall Tourism continues to profile positive tourism information on its social media accounts and on its website at CornwallTourism.com.

Cornwall Planning Programs Evaluation Group

Efforts to engage local property owners in improving their properties continue with the administration of community improvement plans, overseen by the Cornwall Planning Programs Evaluation Group (CPPEG).

CPPEG continues to review applications within the CIP's Policy Areas under three community improvement plans in place: Heart of the City CIP, Brownfields CIP and Renaissance Housing Rehabilitation Program.



Notable projects include:

- 113 A Pitt – new mini storage facility.
- 12-16 Second St W – renovation of the building to accommodate the relocation of EOTB, Newcome Employment Welcome Services and the Chamber of Commerce.
- 150 Pitt/26 Second West – interior and exterior renovations to the unit at 150 Pitt to increase the number of commercial units.
- 213-217 Pitt - new façade for Oasis Spa.
- 780 Sydney – Wesleyan Church constructing a new parking area.
- 711 Pitt - Miller Hughes Ford is moving forward with the construction of the new parking area from land purchased from the Wesleyan Church. Site Plan Control has been completed and engineering plans are prepared.
- 100-106 Pitt - New residential units on the second floor.
- 145 Pitt – Soon to be home to a new downtown business: Mike's Printing and Apparel.
- 33 First East – Renovations have commenced on this vacant building.
- 150 Edward – Construction of the Bell Tower in the Cotton Mill District continues.
- 910 Montreal - The owner of the property has engaged an architect and engineer for plans for a new apartment building.



The Renaissance Housing Rehabilitation Program has initiated the start of the process for financial assistance to six (6) residential redevelopment projects within the Renaissance Policy Area.

Cornwall Business Enterprise Centre

The Cornwall Business Enterprise Centre (CBEC) remains busy connecting with area entrepreneurs to discuss business planning, marketing, and financial forecasting.

Webinars

CBEC ran 9 different webinars from mid January to the end of March with over 100 businesses participating. Topics included business planning, marketing, use of social media, financial planning, work-life balance, etc. The Spring series will be announced shortly.

Summer Company

Summer Company will once again operate this summer. Seven (7) students are currently working to develop their business plans and financial forecasts. All seven students have proposed businesses that will be able to operate with COVID-19 distancing regulations.

Starter Company PLUS

The winter cohort of Starter Company PLUS had 14 applicants who worked through the program and produced business plans and financial forecasts. Of the 14 there were 6 applicants approved for a total of \$27,000 in grants. Businesses covered a broad spectrum - a sailing school, trucking, sweet & savoury pies, mobile physiotherapy, water heater installation and repair and personal training. CBEC staff continue to work with these entrepreneurs as they continue to build their businesses.

Following a March intake, CBEC staff are currently conducting initial interviews with 40 new applicants to determine the mix of webinars that will be required over the next 2 to 3 months. The next grant pitches are scheduled for June 2021.

Exploring Main Street Video Series

Local “main street” businesses have been featured with short promotional videos that can also be used by each business to augment their website and other marketing efforts. 23 videos have been produced as part of the Exploring Main Street video series. The videos have proven to be very popular, garnering over 10,000 views so far – and counting. The videos were produced by two local

videographers and fully funded via the Digital Main Street program. The videos are hosted on both the Choose Cornwall and Cornwall Business Enterprise Centre You-tube channels and have been profiled on social media.



Digital Main Street Program

Over 24 businesses in Cornwall and SDG area are improving their online presence with the help of the Digital Mainstreet program.

Digital Consult Program

The Digital Consult Program provides one-on-one consultations with local experts in a variety of topic areas, including finance, marketing, legal matters, etc. The program is available to any business that needs advice as they operate through and recover from the COVID-19 pandemic. Participants are able to access a maximum of three consultations. A grant of \$32,000 was obtained to run this program which began in December and will conclude by September 30th, 2021.

A total of 20 businesses have taken advantage of Digital Consult Program to date.

Information on upcoming webinars and local support programs is regularly updated on BusinessEnterpriseCentre.ca.

Medical Recruitment/Scholarship

The Medical Scholarship program continues to be promoted via ChooseCornwall.ca, the City website, social media, and sector specific efforts. There a number of students actively considering applying for the medical scholarship in 2021.

The Adopt a Medical Resident program is expected to wrap up at the end of the second quarter.

Efforts to facilitate the recruitment of medical professionals to Cornwall continues as well. A physician has been successfully recruited so far this year, and more are expected this year pending Medical Recruitment Agreements.

Document Title:	Economic Development Quarterly Report - 2021-61- Planning, Development and Recreation.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Bob Peters - Apr 8, 2021 - 2:52 PM

Mark A. Boileau - Apr 8, 2021 - 2:55 PM

Maureen Adams - Apr 8, 2021 - 3:47 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
New Business

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-12-Council Members
Meeting Date: April 12, 2021
Subject: Remediation of Gas Stations Upon Closing

Proposed by: Councillor Syd Gardiner

Seconded by: Councillor Elaine MacDonald

Whereas the City of Brandon, Manitoba has introduced a By-law to impose owners of gas stations to remediate their sites should they close down.

Whereas the By-law comes as a partial relief to some business owners, who say abandoned service stations have become a blight on the city but also makes those impossible or used for redevelopment to sell given they are left contaminated and toxic.

Now therefore be it resolved that Council request that Administration investigate the By-law from the City of Brandon and other municipalities and report back to Council on the feasibility impose such a By-law and lobbying the government to impose legislation to this effect.

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-038

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-038
Report Number: 2021-26-Corporate Services
Meeting Date: April 12, 2021
Subject: By-law to amend By-law 2019-017 and to appoint lay members of the community to various Boards, Commissions and Committee (Cornwall Public Library Board)

Whereas Section 10 (1) of the Municipal Act, 2001, authorizes the municipality to pass a By-law respecting the governance structure of the municipality and its local boards; and

Whereas Section 5 (3) of the Municipal Act, 2001, further requires that all municipal powers, including natural person powers, are exercised by By-law; and

Whereas the Council of The Corporation of the City of Cornwall deems it advisable to make appointments to various Boards and Committees; and

Whereas most of these appointments are made every four years to coincide with the term of Council after each Municipal Election and during the term when replacements and new appointments are necessary; and

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

1. That By-law 2019-017 be amended to remove the following lay member, Kathleen Bergeron from the Cornwall Public Library Board.
2. That Liane Stuckless be appointed to the Cornwall Public Library Board.

Read, signed, and sealed in open Council this 12th day of April, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	By-law 2021-038 Lay Appointments - Cornwall Public Library Board - 2021-26-Corporate Services.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

Manon L. Levesque - Apr 6, 2021 - 3:49 PM

Geoffrey Clarke - Apr 6, 2021 - 3:53 PM

Maureen Adams - Apr 7, 2021 - 8:33 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-039

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-039
Report Number: 2021-56-Planning, Development and Recreation
Meeting Date: April 12, 2021
Subject: By-law 24 Ninth Street East and 205 Amelia Street Program 2

Whereas the Council of The Corporation of the City of Cornwall has approved the Heart of the City (HOTC) Community Improvement Plan (CIP) under Section 28 of the Planning Act, in November 2005, and associated funding programs to provide for loans/grants for the improvement of primarily commercial and mixed-use properties known as the Heart of the City (HOTC) Funding Programs; and

Whereas the Council has provided, in its Capital Budget, a sufficient level of annual funding to provide for the implementation of such HOTC Funding Programs; and

Whereas these loans are subsequently registered on title as applicable and the said Agreements as Mortgages and to further provide and administer municipal funds to the identified property owners under the HOTC Initiative (HOTC#2021-05 24 Ninth St E and HOTC#2011-13 205-211 Amelia); and

Whereas the Mayor and Clerk execute any and all documentation relative to the completion of this matter.

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

1. That the following specific HOTC Program 2 (Type I or Type II, respectively) to the following person(s) or their authorized Signing Officer(s) for the following properties:
 - a. HOTC#2021-05 11838431 Canada Inc 24 Ninth St E being Part Lot 14 S/S Ninth St PL Cornwall as in S322353, Except Pt 1 52R6450; Cornwall PIN#60181-0028 (LT) in the amount of \$18,000, pursuant to a Program 2 (Type II) HOTC Funding (Loan) Agreement;
 - b. HOTC#2011-13 Cornwall Columbus Club 211 Amelia being Lt 9 N/S Second St PL Cornwall; Pt Lt 9 S/S Third St PL Cornwall PT 1 52R5964; Cornwall PIN #60173-0064 (LT) in the amount of \$20,917, pursuant to a Program 2 (Type II) HOTC Funding (loan) Agreement;
2. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter; and
3. That this By-law take effect on the day of passing by City Council.

Read, signed, and sealed in open Council this 12th day of April, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	By-law 2021-039 24 Ninth St E and 205 Amelia Program 2 - 2021-56-PDR.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

Mark A. Boileau - Mar 24, 2021 - 8:56 AM

Tracey Bailey - Apr 4, 2021 - 2:12 PM

Maureen Adams - Apr 7, 2021 - 8:24 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-57-Planning, Development and Recreation
Prepared By: Dana McLean, Development Coordinator
Meeting Date: April 12, 2021
Subject: Note - 24 Ninth Street East and 205 Amelia Street Program 2

Purpose

Explanation of Purpose and Effect for HOTC Application Program 2 – Building Restoration & Improvement Agreement to Bylaw for application HOTC#2021-05 24 Ninth St E and HOTC#2011-13 205-211 Amelia.

Background / Discussion

This By-law is necessary to allow the City to enter into said Funding Agreements and to subsequently register, on title, as applicable, said Agreements as Mortgages for each stated approved application and to further provide and administer municipal funds to the identified property owners under the HOTC initiative.

The City of Cornwall, under the Planning and Municipal Acts, respectively, administers the HOTC Funding Incentive Programs which, in part, offer Forgivable and or Zero Interest (0%) Free Loans, Grants and Tax-based funding primarily on a matching dollar basis to commercial/mixed use property owners within the designated HOTC Community Improvement Area. The Loans are secured by a mortgage registered against the property for a period of between 5 to 10 years, for example.

Report Approval Details

Document Title:	Note - 24 Ninth St E and 205 Amelia Program 2 - 2021-57-PDR.docx
Attachments:	
Final Approval Date:	Apr 7, 2021

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

Mark A. Boileau - Mar 24, 2021 - 8:57 AM

Tracey Bailey - Apr 4, 2021 - 2:15 PM

Maureen Adams - Apr 7, 2021 - 8:25 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-040

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-040
Report Number: 2021-62-Planning, Development and Recreation
Meeting Date: April 12, 2021
Subject: HOTC 780 Sydney Street and 711 Pitt Street Program 7

Whereas the Council of The Corporation of the City of Cornwall has approved, the HOTC Community Improvement Plan (CIP) under Section 28 of the Planning Act, in November, 2005, and associated funding programs to provide for loans/grants for the improvement of primarily commercial and mixed use properties known as the Heart of the City (HOTC) Funding Programs; and

Whereas the Council has provided in its Capital Budget, a sufficient level of annual funding to provide for the implementation of such HOTC Funding Programs; and

Whereas These loans are subsequently registered, on title as applicable and the said Agreements as Mortgages and to further provide and administer municipal funds to the identified property owners under the HOTC Initiative (HOTC#2020-02 780 Sydney and HOTC#2010-43 711 Pitt St); and

Whereas Pursuant to the said programs(s), certain eligible applicants have applied for a loan/grant to improve their properties under the rules of the applicable HOTC program(s);

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

1. That the following specific HOTC Program 7 funding Loan Agreement to the following person(s) or their authorized Signing Officer(s) for the following properties:
 - a) HOTC#2020-02 – Wesleyan Church of Canada 780 Sydney St being Pt Lt 13 & 14 N/S Seventh St S/S Eight St Plan Cornwall; Cornwall, as described in PIN#60181-0138 (LT) in the amount of \$25,000 pursuant to a Program 7 HOTC Funding (Loan) Agreement.
 - b) HOTC#2010-43 – 1271450 Ontario Inc 711 Pitt St being Pt Lt 15 N/S Seventh St Plan Cornwall PT 1 52R1217 and as In S282562; City of Cornwall, as described in PIN#60181-0168 (LT) in the amount of \$25,000 to a Program 7 HOTC Funding (Loan) Agreement.
2. That the Mayor and Clerk be and is hereby authorized to execute all documents to complete this matter.
3. That this Bylaw take effect on the day of passing by City Council.

Read, signed, and sealed in open Council this 12th day of April, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	By-law 2021-040 780 Sydney and 711 Pitt St Program 7 - 2021-62-PDR.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Mark A. Boileau - Apr 7, 2021 - 11:11 PM

Tracey Bailey - Apr 8, 2021 - 7:41 AM

Maureen Adams - Apr 8, 2021 - 7:52 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law Explanatory Note

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-63-Planning, Development and Recreation
Prepared By: Dana McLean, Development Coordinator
Meeting Date: April 12, 2021
Subject: Note HOTC 780 Sydney Street and 711 Pitt Street Program 7

Purpose

Explanation of Purpose and Effect for HOTC Application Program 7 – Parking & Landscape Enhancement Agreement to Bylaw for applications HOTC#2020-02 780 Sydney and HOTC#2010-43 711 Pitt St

Background / Discussion

This By-law is necessary to allow the City to enter into said Funding Agreements and to subsequently register, on title, as applicable, said Agreements as Mortgages for each stated approved application and to further provide and administer municipal funds to the identified property owners under the HOTC initiative.

The City of Cornwall, under the Planning and Municipal Acts, respectively, administers the HOTC Funding Incentive Program which, in part, offer Forgivable and or Zero Interest (0%) Free Loans, Grants and Tax based funding primarily on a matching dollar basis to commercial/mixed use property owners within the designated HOTC Community Improvement Area. The Loans are secured by a mortgage registered against the property for a period of between 5 to 10 years, for example.

Report Approval Details

Document Title:	Note - HOTC 780 Sydney and 711 Pitt Program 7 - 2021-63-PDR.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Mark A. Boileau - Apr 7, 2021 - 11:08 PM

Tracey Bailey - Apr 8, 2021 - 7:39 AM

Maureen Adams - Apr 8, 2021 - 7:51 AM

The Corporation of the City of Cornwall
Regular Meeting of Council
Notice of Motion

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-13-Council Members
Meeting Date: April 12, 2021
Subject: Roundabout at Vincent Massey Drive and Tollgate Road

Proposed by: Councillor Dean Hollingsworth

Seconded by: Councillor Todd Bennett

Whereas the City of Cornwall should always strive for the safety of all citizens at all times; and

Whereas traffic flow throughout the city often poses a potential risk to both drivers and pedestrians; and

Whereas poorly designed intersections present an even greater challenge to traffic flow; and

Whereas the intersection at Vincent Massey and Tollgate is an awkward design.

Now therefore be it resolve that a roundabout at the corner of Vincent Massey Drive and Tollgate Road be added to the 2022 budget deliberations as part of the Capital budget; and

Now therefore be it further resolved that a complete costing of the project be included in the budget submission.

The Corporation of the City of Cornwall
Regular Meeting of Council
Confirming By-law 2021-041

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-041
Report Number 2021-39-Corporate Services
Meeting Date: April 12, 2021
Subject: Confirming By-law for the Meeting of April 12, 2021

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, April 12, 2021.

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 #2021-10 of Monday, March 22, 2021

(b) That the actions of the Council at its meetings held on Monday, April 12, 2021, 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;

(c) 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 12th day of April, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	Confirming By-law for the Meeting of April 12, 2021 - 2021-39-Corporate Services.docx
Attachments:	
Final Approval Date:	Apr 8, 2021

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

Manon L. Levesque - Apr 8, 2021 - 8:45 AM

Geoffrey Clarke - Apr 8, 2021 - 9:53 AM

Maureen Adams - Apr 8, 2021 - 9:57 AM