

Agenda
Cornwall City Council

Meeting #: 2021-14
Date: Monday, May 10, 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, May 10, 2021**

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 2021-75-Planning, Development and Recreation, Land Acquisition

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

Item #2 2021-09-CAO, Pending Development

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

Item #3 2021-35-Financial Services, Litigation

e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board
f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose

Moment of Personal Reflection

Réflexion personnelle

National Anthem

Hymne national

The Acting Mayor for this month is Councillor Justin Towndale.

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

Ratification des procès-verbaux

The following Minutes are being presented for adoption:

Monday, April 26, 2021

Presentations

Présentations

- | | |
|--|-----------|
| 1. Co-Digestion Feasibility Study Final Report and Next Steps, 2021-28-Infrastructure and Municipal Works | 12 |
|--|-----------|

Action Recommended

That Council receive Report 2021-28-IMW and accompanying presentation.

Delegations

Délégations

Consent Reports

Rapports sur le consentement

- | | |
|--|-----------|
| 1. Proclamation – Day of Action Against Anti-Asian Racism, 2021-58-Corporate Services | 68 |
|--|-----------|

Action Recommended

That Council proclaim Monday, May 10, 2021, as a “Day of Action Against Anti-Asian Racism” in the City of Cornwall.

- | | |
|---|-----------|
| 2. Proclamation – Do Something Good for Your Neighbour Day, 2021-59-Corporate Services | 73 |
|---|-----------|

Action Recommended

That Council proclaim Sunday, May 16, 2021, as “Do Something Good for Your Neighbour Day” in the City of Cornwall.

- | | |
|--|-----------|
| 3. Proclamation – Personal Support Worker (PSW) Day, 2021-60-Corporate Services | 77 |
|--|-----------|

Action Recommended

That Council proclaim Wednesday, May 19, 2021, as “Personal Support Worker (PSW) Day” in the City of Cornwall.

- | | |
|---|-----------|
| 4. Silver Bicycle Friendly Community Award, 2021-78-Planning, Development and Recreation | 80 |
|---|-----------|

Action Recommended

That Council receive Report 2021-78-Planning, Development, and Recreation.

- | | |
|---|-----------|
| 5. Northwoods Forest Subdivision - Phases 3-10, PAC Report No. 1, 2021-72-Planning, Development and Recreation | 93 |
|---|-----------|

Action Recommended

That Council approve the PAC recommendations as presented:

(a) That Draft Plan of Subdivision approval be given to the Draft Plan prepared by Kirk L. Stidwill O.L.S., dated February 17th, 2021 on Part of Lot 8, and Part of the east half of Lot 9, Concession 3, comprising of 14.41 hectares (35.6 acres) of land. The proposed Draft Plan will afford a total of 8 Phases of Development which will accommodate 127 single detached lots, 39 small lot singles, and 24 semi detached lots; and

(b) That the Holding category be removed on the Residential 20 (RES 20) zoning; and,

(c) That the lands located on Part of Lot 8 and Part of the east half of Lot 9, Concession 3, also referred to as the Northwoods Forest Subdivision Phases 3 – 10 (total of 14.4 ha (35.6 acres)) be rezoned from Residential 20 with a Hold (RES 20 (H) to Residential 10 (RES10) and Residential 15 (RES15) with Exceptions. The following site-specific exceptions will apply:

i) Phase 5, Lot 36 rear yard setback of 8 metres

ii) Phase 8, Lots 1, 2, 3, 4, 5, 18, 19 and 20 rear yard setback of 9 metres

iii) Phase 6 will have an increase in percentage of SLS from 25% to 27%, which include: Lots 9, 12, 17, 20, 25, 27, 28 and 19.

6. Baldwin Avenue Subdivision - PAC Report No. 2 , 2021-73-Planning, Development and Recreation

101

Action Recommended

That Council give Draft Plan of Subdivision approval to the request received from J.F. Markell Homes Ltd. for the approval of a Draft Plan of Subdivision subject to the following:

a) That Draft Plan of Subdivision approval be given to the Draft Plan prepared by Kirk L. Stidwill, O.L.S. dated March 12th, 2021 on Part of Lot 7, Concession 1, comprising of 0.452 hectares (1.1 acres) of land. This Draft Plan will provide for 6 single detached lots to accommodate 6 single detached dwelling units, as well as a municipal road dedication.

b) That the Draft Plan Conditions contained in Appendix "A" of the Planning Advisory & Hearing Committee's Technical Report have been fulfilled to the satisfaction of City Staff.

7. First Quarter Non-Competitive Procurement Report 2021, 2021-37-

107

Financial Services

Action Recommended

That Council receive the First Quarter Non-Competitive Procurement Report for the period ending March 31, 2021.

- 8. RFP Terms of Reference for Electronic Document and Records Management System Implementation, 2021-39-Financial Services** 110

Action Recommended

That Council receive Report 2021-39-Financial Services.

- 9. Tender 21-T01 Nick Kaneb Drive Extension, 2021-38-Financial Services** 130

Action Recommended

That Tender 21-T01 be awarded to Cornwall Gravel Company Limited, from Cornwall, Ontario at the total bid price of \$1,986,919.68 (net cost to the Corporation - \$1,789,282.71) being the best bid meeting the tender specifications.

- 10. Tender 21-T14 Various Culverts and Sewer Replacements , 2021-40-Financial Services** 134

Action Recommended

That Tender 21-T14 be awarded to Clarence MacDonald Excavation Ltd., from St. Andrews West, Ontario, at the total bid price of \$1,219,852.23 (net cost to the Corporation - \$1,098,514.72) being the best bid meeting the tender specifications.

Resolutions

Résolutions

- 1. Resolution 2021-08 Northwoods Forest Subdivision – Phases 3 -10, 2021-70-Planning, Development and Recreation** 138

Whereas a request was submitted for a Draft Plan of Subdivision for the Northwoods Forest Subdivision (KEM Developments Inc.) Phases 3 -10, to develop 127 single detached lots, 39 small lot singles, and 24 semi-detached lots as well as dedicated municipal roads; and

Whereas the property is situated north east of Pitt Street and south of South Branch Road, legally described as being Part of Lot 8 and Part of the east half of Lot 9, Concession 3, City of Cornwall.

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

That the Draft Plan prepared by Kirk L. Stidwill, O.L.S., dated February 17th, 2021, submitted on behalf of KEM Development Inc., to subdivide Part of Lot 8 and Part of the east half of Lot 9, Concession 3, be given Draft Plan approval subject to the conditions dated April 19th, 2021 as contained in Appendix “A” to the Planning Advisory and Hearing Committee’s Technical Report.

Now therefore be it further resolved that, the Mayor and Clerk are hereby authorized to the final version of the Registered Plan upon satisfactory completion of the Subdividers Agreement and Draft Plan of Conditions.

2. Resolution 2021-09 Baldwin Avenue Subdivision , 2021-74-Planning, Development and Recreation

140

Whereas a request was submitted for a Draft Plan of Subdivision for the Baldwin Avenue Subdivision (J.F. Markell) to develop six (6) single detached lots; and

Whereas the property is situated east of Baldwin Avenue and legally described as Part of Lot 7, Concession 1, City of Cornwall.

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

That the Draft Plan of Subdivision by Kirk L. Stidwill, O.L.S., dated March 12th, 2021, submitted on behalf of J.F. Markell Homes Ltd., to subdivide Part of Lot 7 Concession 1, be given Draft Plan Approval subject to the conditions dated April 19th, 2021 as contained in Appendix “A” to the Planning Advisory and Hearing Committee’s Technical Report.

Now therefore be it further resolved that the Mayor and Clerk are hereby authorized to sign the final version of the Registered Plan upon satisfactory completion of the Subdivider’s Agreement and the Draft Plan conditions.

Reports from Unfinished Business and Unfinished Business Listing

Rapports des affaires incompletes

The Unfinished Business Listing for Monday, May 10, 2021, is being presented to Council to receive.

1. Electoral System Review, 2021-43-Corporate Services

142

Action Recommended
That Council receive Report 2021-43-Corporate Services.

2. Unfinished Business Listing for May 10, 2021, 2021-56-Corporate Services 174

Action Recommended
That Council receive the Unfinished Business Listing for May 10, 2021.

Communication Reports

Communications et rapports

1. Cornwall and Area Housing Corporation Amalgamation, 2021-21-Social and Housing Services 177

Action Recommended
That Council approve proceeding with full amalgamation of Cornwall and Area Housing Corporation with the City of Cornwall (as Service Manager) as outlined in the report.

2. 2020 Fourth Quarter Financial Overview – Preliminary Report, 2021-41-Financial Services 194

Action Recommended
That Council authorize the transfer of funds as follows:

- (a) That \$ 48,427 be transferred to the Working Reserve.
- (b) That \$ 265,000 be transferred to the Municipal Buildings Reserve.
- (c) That \$ 313,396 be transferred to the Water Works Reserve.
- (d) That \$ 228,633 be transferred to the Wastewater Works Reserve.

3. Municipal Works Yard Redevelopment Quarterly Report, 2021-33-Infrastructure and Municipal Works 207

Action Recommended
That Council receive Report 2021-33-Infrastructure and Municipal Works.

New Business Motions

Nouvelles affaires

1. Rainbow Crosswalk in Celebration of Pride Week, 2021-17-Council Members

219

Proposed by: Councillor Carilyne Hébert

Seconded by: Councillor Todd Bennett

Whereas Diversity Cornwall promotes equality and wellness for 2SLGBTQ+ individuals in the Stormont, Dundas, and Glengarry area through community events, education, and advocacy. Their goal is to foster diversity, unity, and visibility; and

Whereas Pride celebrations take place every year with intentions to reduce isolation and increase awareness of issues faced by the 2SLGBTQ+ community. It allows Diversity Cornwall to educate and advocate through programs and services promoting inclusion, visibility and improvement of mental health. The 2SLGBTQ+ community faces disproportionately high rates of anxiety, depression, suicidal ideation and suicide. A contributing factor to these mental health concerns is the lack of inclusion, understanding and acceptance from the broader community. Diversity Cornwall is a non-profit organization who has made leaps and bounds in the past few years in supporting the 2SLGBTQ+ community. They have impacted many lives in Cornwall, Akwesasne and SD&G and aim for more success stories. These pride celebrations are the foundations to all of this. In parts, it shows the 2SLGBTQ+ individuals that the community supports them, reducing segregation and increasing acceptance. It raises funds for the year-round programs and services as their largest source of funds. It encourages tourists and new residents to come to Cornwall as it promotes diversity, inclusion and improves the perception of our community as a progressive and accepting city; and

Whereas the current pandemic has halted many opportunities of celebration including Pride Marches and parades as we have traditionally seen during Pride Month. Although gatherings of people are prohibited it does allow our community to celebrate in other creative ways; and

Whereas many cities worldwide have shown their Pride and support for creating fully inclusive communities by painting crosswalks as the pride rainbow which is also an excellent example of placemaking; and

Whereas placemaking can foster a community's sense of pride in, and ownership of, their public spaces. It can inspire people to collectively reimagine and reinvent public spaces, and strengthens the connection between people and the places; and

Whereas Diversity Cornwall have a volunteer base ready and

willing to paint the crosswalk to reduce the cost if collective agreements allow it; and

Whereas urban planning practitioners and advocates say that claims that crosswalk art makes intersections less safe are not rooted in evidence and some communities have found that they can improve safety.

Now therefore be it resolved that Administration prepare a report by Monday June 14, 2021 that outlines the feasibility, cost, potential crosswalks or alternative locations and any other key details required to support Diversity Cornwall in celebrating Pride week by painting a rainbow crosswalk in a prominent location in our city.

2. Beach Volleyball Courts in Lamoureux Park, 2021-18-Council Members

221

Proposed by: Councillor Dean Hollingsworth
Seconded by: Councillor Eric Bergeron

Whereas Lamoureux Park is a key part of the City of Cornwall's recreation program; and

Whereas the more recreational amenities located in Lamoureux Park will only increase the amount of users in the park; and

Whereas volleyball is an excellent outdoor summer sport played by people of all ages.

Now therefore be it resolved that Administration prepare a report on the feasibility of building beach volleyball courts in Lamoureux Park.

3. Use of Surveillance Cameras on Private Property, 2021-19-Council Members

222

Proposed by: Councillor Todd Bennett
Seconded by: Councillor Dean Hollingsworth

Whereas with the advancement of surveillance technology in recent years, there is now the possibility of a gross violation of privacy of neighboring properties when the use of this equipment is used for other purposes than protecting one's own property; and

Whereas there are instances of cameras on private property being pointed into neighboring properties for harassment purposes and taking away the enjoyment of one's own personal space and being made to feel uncomfortable using their own private property; and

Whereas the criminal code as it stands today, does not cover the use of surveillance equipment by private citizens in regard to the

protection of neighboring properties. It is left to a property owner to go through small claims court process to stop a neighbor from using surveillance equipment against their own property.

Now therefore be it resolved that Administration draft a report for the purpose of creating a By-law for Council's review by the last meeting in June, to protect the rights of our residents from the improper use of surveillance equipment and infringing on a neighbour's right to privacy in their own homes and on their own property.

By-laws

Règlements municipaux

By-laws 2021-046 to 2021-048 inclusive, listed on the Agenda, are being presented to Council for adoption.

- | | | |
|----|---|-----|
| 1. | By-law 2021-046 Northwoods Forest Draft Plan of Subdivision – Phases 3 -10, 2021-69-Planning, Development and Recreation, 2021-71-Planning, Development and Recreation | 224 |
| 2. | By-law 2021-047 Dedicate Block 49, M-39 and Block 19, M-47 as Public Highway, 2021-34-Infrastructure and Municipal Works | 231 |
| 3. | By-law 2021-048 Transfer Payment Agreement with the Minister of Long-Term Care and Glen Stor Dun Lodge, 2021-03-Glen Stor Dun Lodge | 235 |

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

Rapports des comités permanents, consultatifs, spéciaux et ad hoc

Notices of Motion

Avis de motion

Confirming By-law

Règlement municipal de ratification

By-law 2021-049, 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, May 10, 2021, is being presented to Council for adoption.

- | | | |
|----|--|-----|
| 1. | Confirming By-law for the Meeting of May 10, 2021, 2021-57-Corporate Services | 238 |
|----|--|-----|

Adjournment and Next Regular Meeting of Council

Ajournement et prochaine séance ordinaire du Conseil

The next Special Public Meetings of Council will be held on Monday, May 17, 2021, and Tuesday, May 18, 2021.

The next Regular Public Meeting of Council will be held on Monday, May 25, 2021.



Minutes
Cornwall City Council

Meeting #: 2021-13
Date: Monday, April 26, 2021, 7:00 PM
Location: Zoom
Chair: Bernadette Clement, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

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

Attendance Administration: Maureen Adams, CAO, Manon L. Levesque, City Clerk, Debbie Caskenette, Deputy Clerk, Geoffrey Clarke, General Manager, Corporate Services, Mark A. Boileau, General Manager, Planning, Development and Recreation, Tracey Bailey, General Manager, Financial Services, Bill de Wit, Acting General Manager, Infrastructure and Municipal Works, Bill Lister, EMS Chief, Mellissa Morgan, Manager, Social and Housing Services, Jeff Weber, Fire Chief, James Fawthrop, Manager, Recreation and Facilities, Michael Fawthrop, Division Manager, Infrastructure, Charles Bray, Acting Chief Building Official, Katherine Rendik, Project Coordinator, Katherine Wells, Strategic Planning Coordinator, Emma Meldrum, Public Information Coordinator

Guests: Steve Langois, Monteith Brown Planning Consultants, Norm Quenneville, Senior Friendly Community Committee, Ian McKinnon, Senior Friendly Community Committee, Bernard Lamarche, Senior Friendly Community Committee

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

There was no In-Camera Session for Monday, April 26, 2021.

2. Moment of Personal Reflection

3. National Anthem

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

4. Opening

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

Mayor Bernadette Clement provided an update to the Special Meeting of April 8, 2021, with respect to COVID-19. The City of Cornwall and the Council of the United Counties of Stormont Dundas & Glengarry. will continue to voice their concerns on the roll-out of vaccines and the low number of designated pharmacy vaccine clinics within the region to the Province in conjunction with the Eastern Ontario Health Unit.

5. Roll Call

6. Additions, Deletions or Amendments

1. Consent Item #13.6, Proclamation - Paramedic Services Week, was moved to Communication Reports as Item #16.1 for discussion.

2. Consent Item #13.8, 2021 Census of Population, was moved to Communication Reports as Item #16.2 for discussion.

3. Consent Item #13.9, Locomotive #17 - Notice of Intention to Repeal By-law #134-2006, was moved to Communication Reports as Item #16.3 for discussion.

4. Consent Item #13.10, Building and By-Law Quarterly Report, was moved to Communication Reports as Item #16.4 for discussion.

5. Addition of New Business Item #17.1, Grading By-law, 2021-15-Council Members.

6. Addition of New Business Item #17.2, Halting Yard Sales During Pandemic, 2021-16-Council Members.

7. Adoption of Agenda

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

Motion to adopt the Agenda as amended.

Motion Carried

8. Disclosures of Interest

There were no Disclosures of Interest.

9. Committee of the Whole

Moved By: Glen Grant, Councillor
Seconded By: Justin Towndale, Councillor

Motion to go into the Committee of the Whole.

Motion Carried

10. Adoption of Minutes

Moved By: Maurice Dupelle, Councillor
Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Minutes of April 8, 2021, and April 12, 2021, as presented.

Motion Carried

11. Presentations

1. Recreation Master Plan Update, 2021-64-Planning, Development and Recreation

Steve Langlois, Monteith Brown Planning Consultants, provided an overview of the Recreation Master Plan Update outlining the ten year guide for enhancing recreation programs, facilities and parks. The updated Plan aligns with Council's strategic priorities, and with the City's Official Plan and Waterfront Plan.

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

Motion to approve, in principle, the Recreation Master Plan Update.

Motion Carried

2. Senior Friendly Community Committee Annual Update by Norm Quenneville and Ian McKinnon, 2021-54-Corporate Services

Norm Quenneville and Ian McKinnon, from the Senior Friendly Community Committee, presented the annual report and outlined the Trishaw Project initiative for 2021.

Moved By: Maurice Dupelle, Councillor
Seconded By: Elaine MacDonald, Councillor

Motion to receive the report.

Motion Carried

12. Delegations

There were no Delegations.

13. Consent Reports

Moved By: Glen Grant, Councillor
Seconded By: Syd Gardiner, Councillor

Motion to adopt the Consent Items as listed.

Motion Carried

1. Proclamation - Doctors' Day, 2021-44-Corporate Services

Motion to proclaim May 1, 2021, as 'Doctors' Day' in the City of Cornwall.

2. Proclamation – Falun Dafa Day, 2021-45-Corporate Services

Motion to proclaim May 13, 2021, as "Falun Dafa Day" in the City of Cornwall.

3. Proclamation – Melanoma and Skin Cancer Awareness Month, 2021-46-Corporate Services

Motion to proclaim the month of May 2021 as “Melanoma and Skin Cancer Awareness Month” in the City of Cornwall.

4. Proclamation – Mental Health Week, 2021-47-Corporate Services

Motion to proclaim the week of May 3 to 9, 2021, as “Mental Health Week” in the City of Cornwall and that its flag be flown at 340 Pitt Street.

5. Proclamation – Optimist Month, 2021-48-Corporate Services

Motion to proclaim the month of May, 2021, “Optimist Month” in the City of Cornwall and to approve the Optimist flag to be flown at 340 Pitt Street for the duration of the month.

6. Proclamation – Paramedic Services Week, 2021-49-Corporate Services

This item was moved to Communication Reports as Item #16.1 for discussion.

7. Proclamation – Pay It Forward Day, 2021-50-Corporate Services

Motion to proclaim Wednesday, April 28, 2021, as “Pay It Forward Day” in the City of Cornwall.

8. 2021 Census of Population, 2021-55-Corporate Services

This item was moved to Communication Reports as Item #16.2 for discussion.

9. Locomotive #17 – Notice of Intention to Repeal By-law #134-2006, 2021-27-Infrastructure and Municipal Works

This item was moved to Communication Reports as Item #16.3 for discussion.

10. Building and By-Law Quarterly Report, 2021-67-Planning, Development and Recreation

This item was moved to Communication Reports as Item #16.4 for discussion.

11. Elected Officials Expense Statements for the Period of January 1 to March 31, 2021, 2021-29-Financial Services

Motion to receive the Statement of Expenses for Elected Officials for the period of January 1 to March 31, 2021.

12. Tender 21-T10 - Justice Building Emergency Generator Replacement, 2021-28-Financial Services

Motion to award Tender 21-T10 to Genrep Limited, from Mississauga, Ontario, at the total bid price of \$200,527.29 (net cost to the Corporation - \$181,575.73) being the best bid meeting the tender specifications.

13. RFP 20-P07 Supply and Maintenance of Multi-Function Devices, 2021-34-Financial Services

Motion to award RFP 20-P07 to 4 Office Automation, from Mississauga, Ontario for a five (5) year period at the total bid price of \$609,996.60 (net cost to the Corporation - \$549,320.83) being the best Proposal meeting the specifications.

14. Resolutions

1. 2021-06 - Roundabout at Vincent Massey Drive and Tollgate Road, 2021-51-Corporate Services

Moved By: Dean Hollingsworth, Councillor
Seconded By: Todd Bennett, Councillor

Motion to add a roundabout at the corner of Vincent Massey Drive and Tollgate Road to the 2022 budget deliberations as part of the Capital Budget with a complete costing of the project.

Motion Defeated

2. 2021-07 - Engine 17 Moratorium, 2021-52-Corporate Services

This item was withdrawn.

15. Reports from Unfinished Business and Unfinished Business Listing

1. Community Gardening and Urban Agriculture Update, 2021-68-Planning, Development and Recreation

Moved By: Eric Bergeron, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to receive Report 2021-68-Planning, Development and Recreation.

Motion Carried

2. Residential Rental Licensing Public Consultation Results, 2021-08-CAO

Moved By: Elaine MacDonald, Councillor

Seconded By: Todd Bennett, Councillor

Motion to receive Report 2021-08-CAO.

Motion Carried

3. Unfinished Business Listing for April 26, 2021, 2021-42-Corporate Services

Moved By: Maurice Dupelle, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to receive the Unfinished Business Listing for April 26, 2021.

Motion Carried

16. Communication Reports

1. Proclamation - Paramedic Services Week, 2021-49-Corporate Services

This item was moved from Consent Item #13.6 for discussion.

Moved By: Syd Gardiner, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to proclaim the week of May 23 to 29, 2021, as “Paramedic Services Week” in the City of Cornwall.

Motion Carried

2. 2021 Census of Population, 2021-55-Corporate Services

This item was moved from Consent Item #13.8 for discussion.

Moved By: Carilyne Hébert, Councillor

Seconded By: Todd Bennett, Councillor

Motion to receive Report 2021-55-Corporate Services and encourage all residents to complete their census questionnaire online at www.census.gc.ca.

Motion Carried

3. Locomotive #17 - Notice of Intention to Repeal By-law #134-2006, 2021-27-Infrastructure and Municipal Works

This item was moved from Consent Item #13.9 for discussion.

Moved By: Claude E. McIntosh, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to direct Administration to issue a Notice of Intention to Repeal By-law #134-2006 as outlined in this report.

Motion Carried

4. Building and By-Law Quarterly Report, 2021-67-Planning, Development and Recreation

This item was moved from Consent Item #13.11 for discussion.

Moved By: Glen Grant, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to receive Report 2021-67-Planning, Development and Recreation.

Motion Carried

17. New Business Motions

1. Request for Grading By-law, 2021-15-Council Members

Moved By: Glen Grant, Councillor

Seconded By: Todd Bennett, Councillor

Motion to direct Administration to prepare a Grading By-law for the City of Cornwall.

Motion Carried

2. Halting Yard Sales During Pandemic, 2021-16-Council Members

Moved By: Maurice Dupelle, Councillor

Seconded By: Glen Grant, Councillor

Motion to direct Administration to prepare a report on how yard sales can be prohibited during the pandemic for the next meeting of Council of May 10, 2021.

Motion Defeated

18. By-laws

Moved By: Todd Bennett, Councillor

Seconded By: Maurice Dupelle, Councillor

Motion to adopt By-laws 2021-042 to 2021-044 as listed in the Agenda.

Motion Carried

1. By-law 2021-042 - 2021 Annual Domiciliary Contracts, 2021-19-Social and Housing Services, 2021-20-Social and Housing Services
2. By-law 2021-043 - Transfer Payment Agreement with the Minister of Community Safety and Correctional Services, 2021-30-Financial Services, 2021-31-Financial Services
3. By-law 2021-044 - Lease Agreement with Waterfront Tours, 2021-32-Financial Services, 2021-33-Financial Services

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

1. Councillor Eric Bergeron provided an update on the Parking Working Group.

2. Councillor Bergeron also indicated that the Remote Worker Working Group has been restructured similar to the Parking Working Group.
3. Councillor Carilyne Hébert presented an update on the Strategic Plan currently being undertaken by the Cornwall Public Library Board of Directors.

Moved By: Elaine MacDonald, Councillor
Seconded By: Todd Bennett, Councillor

Motion to continue the Regular Meeting of April 26, 2021, past the hour of 11:00 p.m.

A 2/3's majority was required.

Motion Carried

20. Notices of Motion

There were no Notices of Motion.

21. Confirming By-law

1. Confirming By-law for the Meeting of April 26, 2021, 2021-53-Corporate Services

Moved By: Dean Hollingsworth, Councillor
Seconded By: Elaine MacDonald, Councillor

Motion to adopt the Confirming By-law for the Meeting of April 26, 2021.

Motion Carried

22. Adjournment and Next Regular Meeting of Council

The next Regular Public Meeting of Council will be held on Monday, May 10, 2021.

Moved By: Glen Grant, Councillor

Seconded By: Dean Hollingsworth, Councillor

Motion to adjourn the Regular Meeting of April 26, 2021, at 11:15 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: Infrastructure and Municipal Works
Division: Environment
Report Number: 2021-28-Infrastructure and Municipal Works
Prepared By: Carl Goodwin, Division Manager
Meeting Date: May 10, 2021
Subject: Co-Digestion Feasibility Study Final Report and Next Steps

Purpose

To provide Council with the final report of the Co-Digestion Study and obtain direction from Council regarding next steps.

Recommendation

That Council receive Report 2021-28-IMW and accompanying presentation.

Financial Implications

Following this presentation, Administration will approach OCWA to finalize pricing for provision of their services indicated within Recommendation #2, to continue developing a business case for defining next steps in project delivery model with potential partners and 30% design and engineering for co-digestion project. The preliminary estimate for this service is in the order of \$50,000, however it is anticipated that this cost would be subsidized by 50% (\$25,000) through funding from the Federation of Canadian Municipalities (FCM). Subject to subsidization approval by FCM, the City 's portion of funding would be allocated from the Waste Water Reserve.

Strategic Priority Implications

Leaders in sustainability and climate change impact.

The leadership group in the Circular Economy transformation are converting their Wastewater Treatment Plants into Wastewater Resource Recovery Facilities.

Background / Discussion

Over the past 18 months the Environmental Services Division, as per Council direction, have completed two feasibility studies. Broadly described these two studies are comprised of the Waste Management's section's Source Separated Organics (SSO) analysis and, the Wastewater Treatment Plant's (WWTP) Co-Digestion report.

The SSO study analyzed the feasibility to implement a collection and processing program for source separated organics from Cornwall's residential waste stream. Such a program could divert in excess of 40% of residential waste from the Landfill.

The Co-Digestion study analyzed the feasibility to transform the WWTP into a Net Zero Resource Recovery Facility. Such a transformation is achieved by a combination of energy conservation, energy generation and resource recovery. A successful Co-Digestion program would see the existing anaerobic digesters at the WWTP intake SSO and achieve Net Zero energy by promoting organics diversion, production of carbon negative clean fuel such as Renewable Natural Gas (RNG) and Hydrogen. Implementation of the co-digestion approach uses digestion of municipal sewage sludge and SSO by using the existing WWTP digesters to produce digestate (which are the biosolids remaining after the anaerobic digestion of a biodegradable feedstock) and biogas. The biogas can be upgraded to compressed natural gas (CNG) to fuel vehicle fleets, for the production of electricity through a combined heat and power (CHP) process, or carbon negative RNG that can be injected into a natural gas pipeline. The digestate can be processed into nutrient rich fertilizer product upon further processing.

These two studies have a common regulatory driver. Ontario's Circular Economy Regulation states that municipalities will have to transition to divert organic waste from landfills. For Cornwall, this means separating the organics from the residential waste picked up at curbside and, finding a new disposal method for the biosolids which are generated by anaerobic digesters at the WWTP currently disposed in the City Landfill.

There are other drivers for this study which may have more pragmatic and useful importance. Cornwall's landfill is nearing the end of its capacity, Cornwall has not created a significant reserve for the annual operating budget for the post closure years and the Province has indicated that approval of a new landfill will be difficult. On a more positive note, another exciting driver is the transformation of the WWTP from a cost recovery facility to a partial revenue generating facility as well as from an energy consumer to an energy producer.

The two feasibility studies were coordinated to unfold together in an effort to augment each other to provide added value. The project manager for both studies was Ontario Clean Water Agency (OCWA). OCWA has experience with the management of similar projects and most importantly OCWA has experience with operating organics processing and anaerobic digester facilities in Southern Ontario.

The presentation by Mr. Indra Mahajan, Project Manager for OCWA will discuss recommendations from the executive summary report which will provide clarity and outline the strategy around achieving Net Zero energy facilities, organics management, waste to energy, clean fuel, and how this initiative facilitates the move towards Cornwall's zero carbon roadmap climate action plan. A copy of the presentation and the executive report are attached for review.

Next Steps

- Administration will include a By-law to authorize The Corporation of the City of Cornwall to enter into Memorandum of Understanding (MOU) with Ontario Clean Water Agency (OCWA) to continue developing business case for defining next step in project delivery model with potential partners and 30% design and engineering for co-digestion project.
- Administration will apply and secure funding from federal, provincial funding programs for next stages of project development including design, engineering and construction.

- Administration will explore partnerships with potential project financiers and developers for long term financing and project development through Expression of Interest process.
- Administration will explore partnerships with potential design build and technology partners.
- Administration will explore partnerships with potential organics suppliers, gas utilities and off takers.
- Administration will engage and consult with regulatory stakeholder for necessary environmental approvals.
- Administration will implement other Waste Water Treatment Plant projects already identified and planned that will compliment proposed co-digestion project through the capital budget process.

Document Title:	Co Digestion Study Final Report and Next Steps Presentation - 2021-28-IMW.docx
Attachments :	- Cornwall_NetZero_Project_ExecutiveSummary_April23-2021.pdf - CityofCornwall_Codigestion_NetZero_Final_Report_presentation-May04-2021.pdf
Final Approval Date:	May 5, 2021

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

Bill de Wit - May 4, 2021 - 5:49 PM

Maureen Adams - May 5, 2021 - 1:34 PM

Cornwall WWTP Co-digestion, Energy Generation and Biosolids Feasibility Study

**Prepared for the
City of Cornwall**

SUBMITTED BY

Ontario Clean Water Agency
500–2085 Hurontario Street
Mississauga, ON L5A 4G1

Prepared by: Jane Ho, P.Eng.

Reviewed by: Indra Maharjan, CEM, P.Eng. CMVP

Submitted on: April 23, 2021

STATEMENT OF CONFIDENTIALITY

This document has been developed by the Ontario Clean Water Agency for the City of Cornwall based on technical report prepared and submitted by GHD (a sub-consultant to OCWA on this project). Information has been provided for the express review of the City of Cornwall and is not to be copied or submitted in any way or form to any person(s) or organization(s) without the written authorization of the President and CEO of the Ontario Clean Water Agency. All copyright and intellectual rights to the material provided remain in the ownership of the Ontario Clean Water Agency.

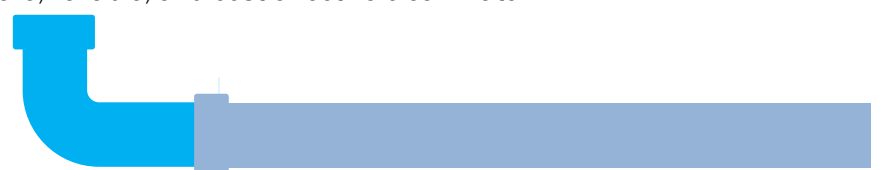


Our Vision

A trusted world leader in water.

Our Mission

To demonstrate service excellence through the delivery of safe, reliable, and cost-effective clean water.



Our Values

OCWA's values are focused on building trust with clients and other stakeholders.

Transparent

Open and honest communication of our business activities.

Respectful

Build sound relationships with our staff, clients and other stakeholders by embracing diversity, acting responsibly and doing what is right.

Understanding

Confidence in the knowledge and ability of our people to meet the challenges of the water and wastewater industry. Continuously learn current trends and innovative technologies and/or processes in our industry.

Safe

Deliver clean water services to protect our employees, the communities we service, and the environment

Teamwork

Work together, share our collective expertise and be innovative in delivering exceptional results and achieving our mission

Table of Contents

Executive Summary	1
1 Background.....	1
1.1 City of Cornwall Strategic Plan.....	2
2 Organics Availability and Processing.....	3
2.1 SSO Quantity and Collection Recommendation	4
3 Cornwall WWTP Anaerobic Digesters upgrades	7
4 Sustainable Use of Biosolids and Biogas	8
4.1 Renewable Natural Gas	9
4.2 Hydrogen Pilot Project	10
4.3 Biosolids Management.....	10
5 Potential Co-digestion Scenarios.....	11
6 Project Delivery Model	13
6.1 Funding Opportunities	14
7 Stakeholders Outreach and Engagement	15
8 Project Risks	17
9 Next Steps	18
10 References.....	19

Executive Summary

1 Background

The Province of Ontario is shifting towards a circular economy as described in its *Strategy for a Waste-Free Ontario: Building the Circular Economy* (2017) which includes a Food and Organic Waste (FOW) Framework targeting Food and Organics (FO) diversion from landfill. The FOW policy statement contains direction on supporting resource recovery infrastructure, with the goal for the Province to develop the infrastructure required to handle increased food and organic waste processing capacity needs. The Province further stated its strategy in the *Made-in-Ontario Environment Plan* and *Reducing Litter and Waste in Our Communities: Discussion Paper*, which is supportive of the localized management of waste. The City of Cornwall (the City) seeks to align with the provincial framework and envisions building towards a Net-Zero future through potential synergies between its asset management policies, wastewater operations and organics management and waste diversion strategies.

The City undertook two feasibility studies from 2020 to 2021 to explore, assess and establish the basis for its future organic waste diversion and resource recovery strategy, namely: the *Municipal Organic Collection and Processing Feasibility Study* (Tetrattech, 2021) and *Co-Digestion, Energy Generation and Biosolids Feasibility Study* (GHD, 2021). Both studies assessed organics waste management options, starting from the collection and co-digestion perspectives, respectively. Evaluation included leveraging the existing City-owned landfill and wastewater treatment plant (WWTP) and considers the organics availability from a City-only to a regional basis. This executive summary collates the findings of these two studies with stakeholder outreach, engagement, relevant organics and clean fuel markets and project operations knowledge from Ontario Clean Water Agency (OCWA).

Recommendations are provided for the City's consideration into strategic and long term planning for holistic and sustainable FO diversion and resource recovery.

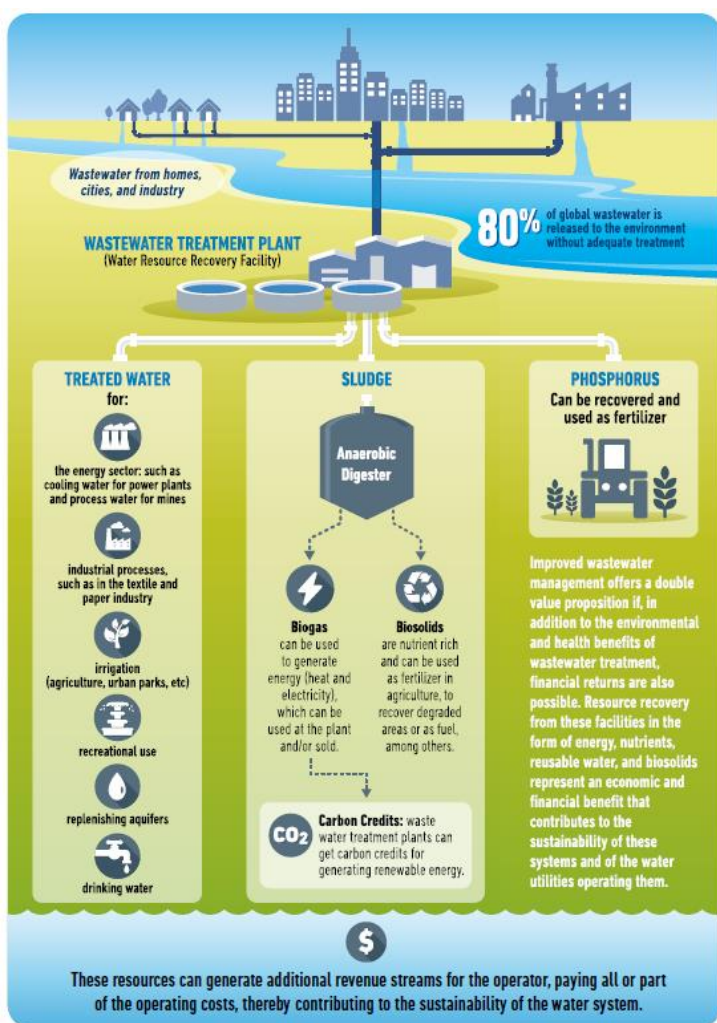


Figure 1: Resource Recovery in WWTPs (Source: World Bank, 2019)

This summary highlights the role of FO and WWTP as a resource in a circular economy and the City’s goal to reduce significant Greenhouse Gas (GHG) emissions by 2030, leveraging a transformation of the City’s WWTP into a Net Zero Resource Recovery Facility (RRF). This transformation is achieved by a combination of energy conservation, energy generation and resource recovery, and currently being adopted by many facilities across North America and Europe.

There are multiple Ontario municipalities exploring similar approaches to leverage existing WWTP Anaerobic Digester (AD) asset for co-digestion opportunities and achieve Net Zero energy by promoting FO diversion, production of carbon negative clean fuel such as Renewable Natural Gas (RNG) and Hydrogen. AD using co-digestion approach uses digestion of municipal sludge and FO using the same digester and produce digestate and biogas. The biogas can be upgraded to compressed natural gas (CNG) to fuel vehicle fleets, for the production of electricity through a combined heat and power (CHP) process, or carbon negative RNG that can be injected into natural gas pipeline. The digestate can be processed into nutrient rich fertilizer project upon further processing.

The co-digestion approach enables existing WW facilities to transform into Net Zero RRF and create value from available resources in WW treatment, offset energy requirements and create opportunities for public/private investment thus reducing the burden on ratepayers.

Through organic waste diversion and resource recovery, the City will extend the remaining lifetime for its landfill due to reduced loading of organic waste and biosolids. It will also reduce GHG emission for the City, as 23% of the City’s emissions were from biogas unused and flared from the WWTP and landfill alone in 2018, exclusive of any WWTP building or treatment energy usage emissions (*Energy Conservation Demand Management Plan*, City of Cornwall, 2019). Diversion planning will also support Cornwall in responding to a potential ban on organic materials going to landfill currently scheduled to be phased-in beginning 2022.

ENERGY

Revenue:

- Sale of biogas or electricity
- Sale of carbon credits
- Tipping fees for the collection of organic matter (in co-digestion)

Savings:

- Using own-generated electricity in the plant
- Improving energy efficiency



BIOSOLIDS and NUTRIENTS

Revenue:

- Sale of phosphorus as fertilizer
- Sale of biosolids as compost

Savings:

- If the biosolids are given away for free (for agriculture, to restore degraded land, etc.) the utility saves transport costs and landfill fees

WATER

Revenue:

- Sale of treated wastewater, especially in water-scarce areas

Savings:

- Discharge fee/tax

Source: World Bank.

Figure 2: Potential revenue sources in WWTPs (Source: World Bank, 2019)

1.1 City of Cornwall Strategic Plan

As one of the five pillars of its *Strategic Priorities 2019-2022*, the City seeks to be “leaders in sustainability and climate change impact”. The City’s Environmental and Climate Change Committee is working on reducing climate change contributions and GHG emissions. Promotion of compost is also an objective of the Strategic Plan. A co-digestion solution to municipal organic waste is identified within the Strategic Plan as an undertaking which would be reduce energy usage and GHG emissions, contributing to the City’s sustainability goals. The biosolids resulting from co-digestion could be similarly applied as compost following additional processing, as detailed in Section 4.3.

2 Organics Availability and Processing

Ontario produces 12 million tonnes of waste annually, with food and other organic waste making up one-third (approximately 3.7 million tonnes in 2015) – about 68% of this was sent to landfills. It is estimated that without at least ten new landfills, Southern Ontario’s existing landfills will be full by 2030 (Ontario Waste Management Association, 2019).

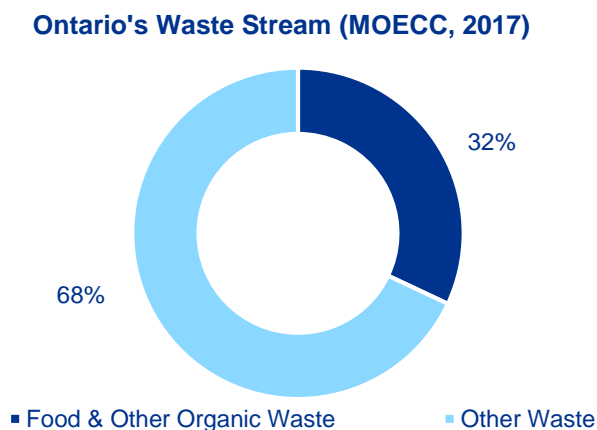


Figure 3: Ontario's Waste Stream- Ministry of Environment, Conservation and Parks, 2017

In the City of Cornwall, organic waste is generated by the residential sector, the industrial, commercial and institutional (IC&I) sector, and as part of wastewater in the form of septage and treatment-residual biosolids (Figure 4). It is estimated that Industrial, Commercial and Institutional (IC&I) sectors in the City generates a quantity of 600 tonnes/year organic waste and an additional 270 tonnes/year in the form of fats, oil and grease. However, the City does not have an organics collection program for IC&I sector at present. The WWTP produces 2500t/year of biosolids (treatment remnant sludge) which is currently sent to landfill.

Cornwall collects around 311kg of waste per capita each year or around 13,000 tonnes collectively per year from its residents. Approximately 700 tonnes of food waste is estimated to be already diverted by backyard composting in Cornwall (WSP, 2020). There is currently no City or regional run source-separated organics (SSO) program. Consequently, organic waste is deposited along with curbside residential waste.

The residents have expressed a great interest for the City to run a SSO collection program in the survey conducted during Organics Feasibility Study in 2020.

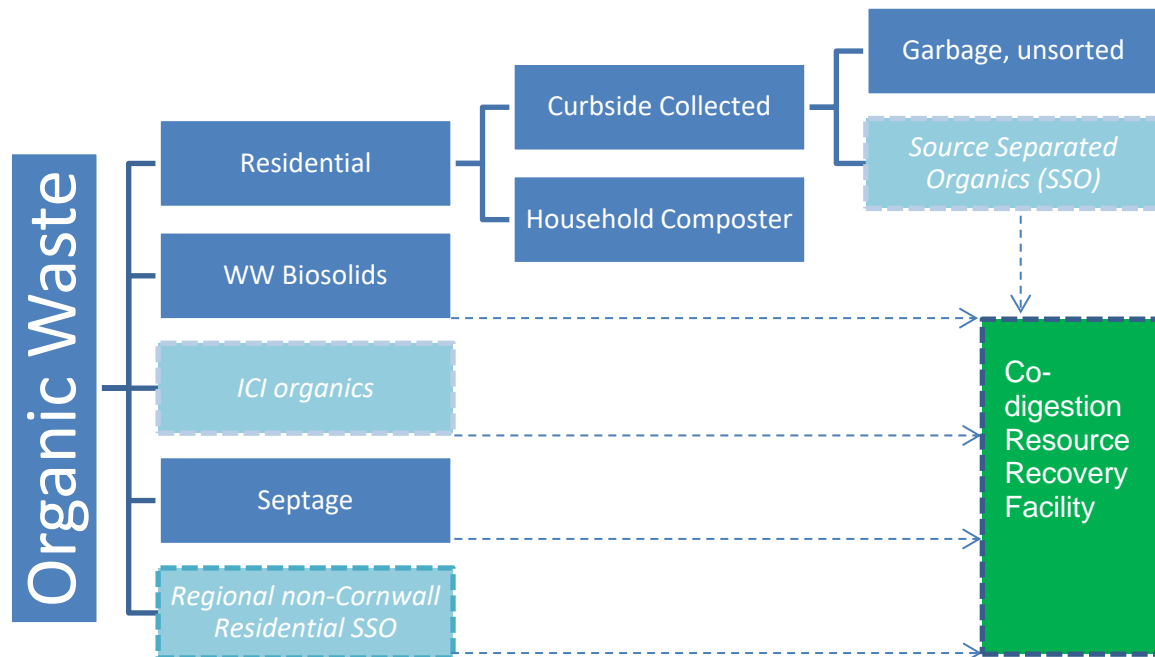


Figure 4: Organics Waste and Co-digestion
 (pale blue indicates sources not currently collected as separate streams)

2.1 SSO Quantity and Collection Recommendation

Out of the residential waste collected at curbside that is currently being landfilled, more than 30% are organic materials useable for organic resource recovery processes (Tetrattech, 2021). Based on 2009-2019 landfill and 2014 single-family household audit data, that equates to 5,200-5,700 tonnes per year of organic waste from residential curbside collection. However, the quantity actually collected from any new source-separated organics (SSO) program would be reduced by participation rates. Public education and engagement are considered key aspects to achieve high levels of participation rate in any collection program.

A fifty percent participation rate is a conservative estimate, potentially increasing to 75% with future program maturity and best practices implementation (Tetrattech, 2021). The recovery rate is a combination of household participation rate and sorting behavior. For comparison, the 2014 recycling program participation rate in Cornwall was 59% (AET Group Inc., 2015) and the early years of SSO curbside collection in the Greater Toronto Area municipalities of York, Durham, Toronto, and Halton saw 71%-90% participation rates (York Region Environmental Promotion and Protection, Environmental Services, 2010).

A SSO amount of 3,000 tonnes per year (tpy) was thus established as an acceptable basis for the co-digestion feasibility study, with consideration of a participation rate close to that of Cornwall's recyclables program, or alternatively extending SSO sourcing to a regional context, e.g. a 50-km radius from the City whereby the population and hence residential organic wastes is increased.

In terms of a Cornwall SSO collection program, the Organics Feasibility Study (Tetrattech, 2021) recommends weekly curbside cart-based collection program for household organic waste complemented by every-other-week garbage collection to promote diversion behavior (typically

decreasing garbage 30-40% and increasing SSO 40-80%) and offset collection cost. The public consultation also found that weekly curbside cart-based SSO collection would be an acceptable program configuration for residents.

Financially, with the forthcoming provincial Extended Producer Responsibility program, the cost of the City's recycling program (approximately 2% of 2020 tax levy; compared to a net cost of waste disposal costing 5% of the levy) should decrease substantially. Together with an appropriately set organics tipping fee in the range of \$70-100/t (depending on the processing technology; for reference the landfill life cycle cost is \$151/t [DFA Infrastructure International Inc., 2019]), it is expected that no substantial increase in the tax levy would be required to run an SSO program. Additionally, there would be societal benefits from the program such as GHG reduction (e.g., the social cost of carbon is estimated to be \$100/t by 2030 [Green Tech Media, 2020])

Organic waste processing options were reviewed at a high level in the 2021 Organics Feasibility Study and the shortlisted options were: 1) membrane aerobic composting and 2) co-digestion using wastewater anaerobic digesters, both of which would be able to leverage existing City infrastructure at the Cornwall Landfill and Cornwall Wastewater Treatment Plant.

With wastewater treatment being one of the largest energy-consuming municipal operations and a potential energy generator, the second organics processing option of co-digestion was further investigated through the concurrent Co-Digestion, Energy Generation and Biosolids Feasibility Study (GHD, 2021).

Reviewing the Cornwall WWTP's current operations, the Co-Digestion, Energy Generation and Biosolids Feasibility Study (GHD, 2021) found there is enough treatment capacity for co-digestion of SSO alongside municipal wastewater at the existing WWTP. There is minimal need of significant investment on construction of additional AD infrastructure to achieve co-digestion, hence promoting use of existing asset and capacity. Biosolids can be diverted from landfill and carbon negative fuel can be produced with addition of new process equipment to treat and upgrade biosolids and biogas. New offsite pre-processing equipment and additional capacity at the WWTP digester and centrate treatment stages would be required in order to minimize interference with the primary wastewater treatment function of the WWTP.

This study developed and evaluated three scenarios of co-digestion with different quantities and sources of FO as input as shown in the figure below.

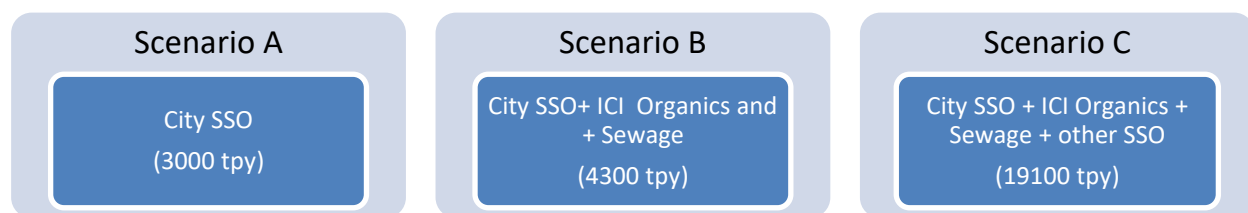


Figure 5: Potential Co-digestion Scenario- FO processing capacity

For comparison, the Stratford Wastewater Pollution Control Plant co-digestion project which is currently in construction stage, will be treating 17,000 tonnes of solid organic waste and 5,000 tonnes of liquid organic waste annually.

Co-digestion is a process whereby energy-rich organic waste materials (e.g. fats, oils, and grease (FOG) and/or food scraps) are added to dairy or wastewater digesters with excess capacity. In addition to

diverting food waste and FOG from landfills and the public sewer lines, these high-energy materials have at least three times the methane production potential (e.g. biogas) of biosolids and manure (EPA).

A primary benefit of co-digestion is that it uses existing infrastructure and expertise to divert food waste and FOG for the purpose of biogas production. Other benefits include greenhouse gas emission reductions, economic benefits and diversion opportunities.

The availability of feedstock (both quantity and quality) is a key for success of any co-digestion project. The organics market in Ontario is rapidly evolving with many municipalities introducing curbside SSO programs and private stakeholders investing on organics processing infrastructure. The IC&I organic market is fairly competitive, and the City would need to work with private stakeholders and businesses to promote collection and separation at the source. There are good examples of similar programs in Ontario. Residential SSO would be a good secure source of food and organics waste. With the City exploring potential SSO collection program, the co-digestion option provides a downstream management option which would divert the majority of SSO (excluding un-digestible contaminants like grit and shells) from the landfill. Neighboring municipalities have also shown a keen interest in potential curbside collection programs and in leveraging the anticipated Cornwall co-digestion project for its organics management in the coming years.

The picture below provides a simple illustration of all components in typical co-digestion project. In this case of Cornwall, the existing anaerobic digesters at the WWTP would be used for the co-digestion of organic wastes and wastewater biosolids.

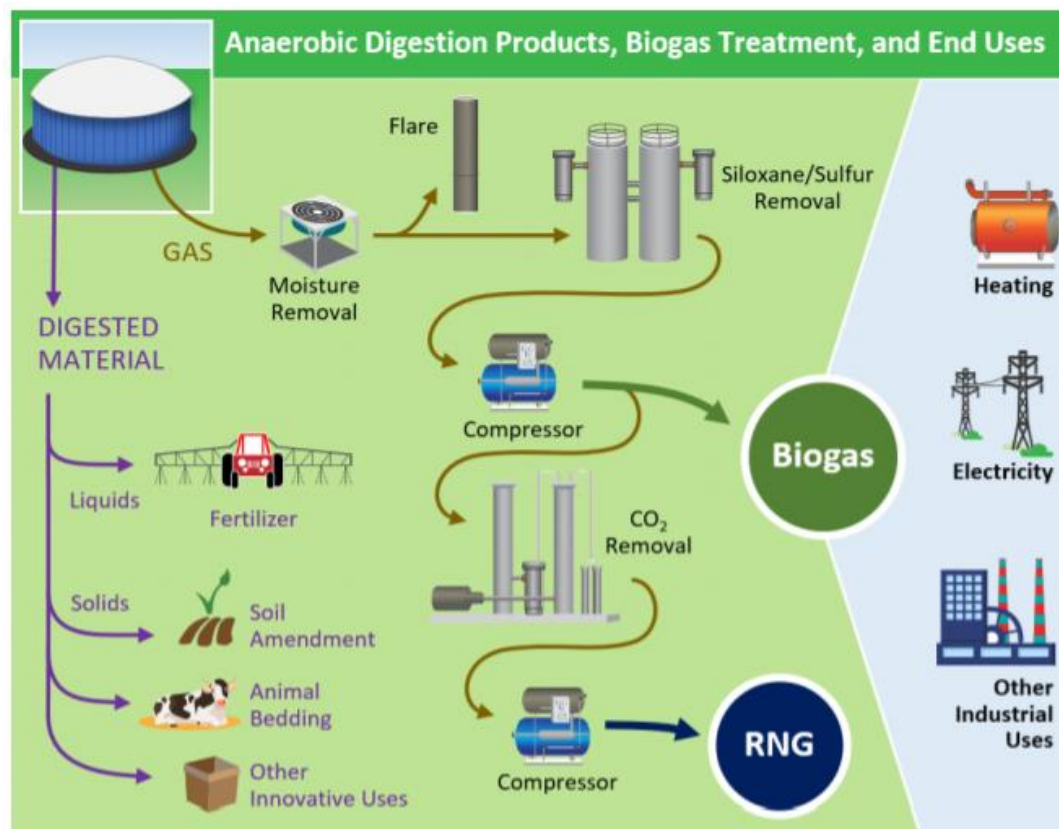


Figure 6: Co-digestion End Products (EPA, 2020)

3 Cornwall WWTP Anaerobic Digesters upgrades

Cornwall's WWTP was originally built in 1968, and has undergone several expansions over the years, with its current Environmental Compliance Approval allowing for a rated capacity of 55,000 cubic metres per day (m³/d) and a peak flow rate of 149,000 m³/d. There are two (2) mesophilic anaerobic digesters within the process, which are run at mesophilic temperatures (30 to 38°C).

These digesters have been confirmed to have extra capacity to treat some imported waste for co-digestion. In all scenarios assessed, the plant treatment capacity was checked to meet:

- a minimum hydraulic retention time of 20 days (meeting both 2008 MECP [Design Guidelines for Sewage Works](#) & 2002 [O. Reg. 284/13](#) of the Nutrient Management Act) is maintained using existing digester capacity
- Organic waste loading maximum of 2.9kg volatile solids/m³/day (i.e. the digestible portion of the waste) as technically recommended and typical in Ontario for food waste ADs

The existing digesters are in need of upgrades to continue its current function in addition to other upgrades planned by the City for the WWTP.

A co-digestion arrangement with organic waste feedstocks would primarily affect the secondary treatment stage at the WWTP (from the anaerobic digestion process onwards, with the exception of centrate returned to the headworks), with the key components depicted below.

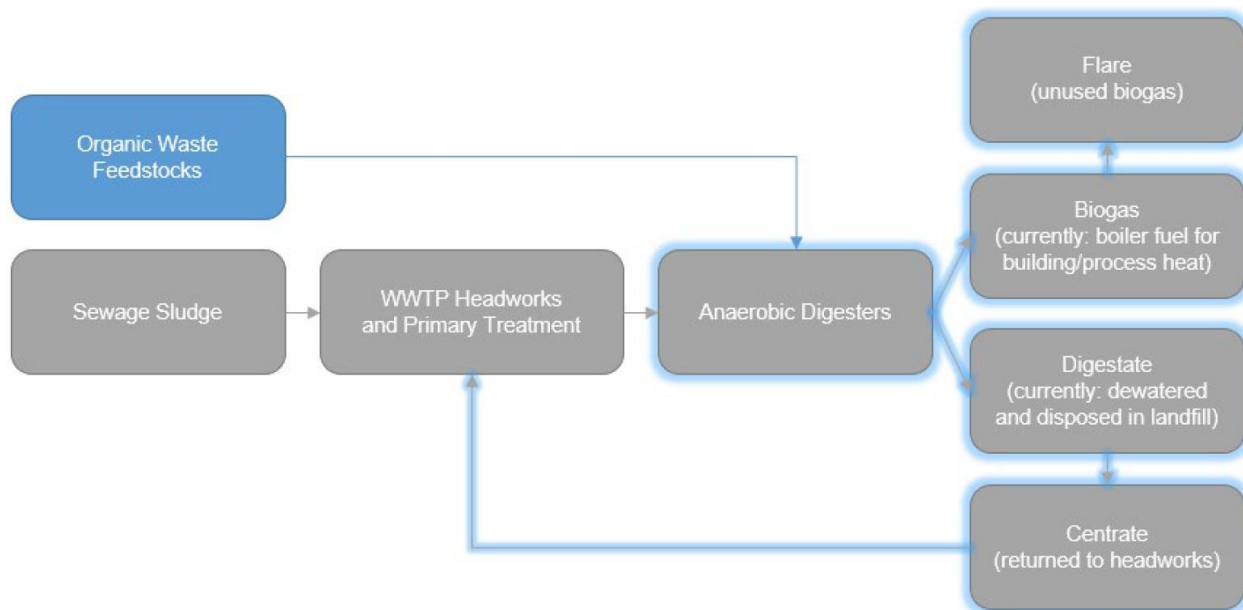


Figure 7: Proposed process flow for co-digestion of SSO with municipal wastewater

The co-digestion project will require minimal new additional infrastructure as per each scenarios, as shown below. A key infrastructure requirement is that of an off-site pre-processing facility. Such a facility would be equipped to render organic waste into a digestion-ready feed material which is more consistent in quality, reduced in contaminant materials (e.g. plastics and grit), and easily-handled. Storage structures (e.g. buffer tanks) would also be required to better distribute input feed, as well as output centrate and digestate materials. The existing landfill was considered a potential location for these structures.

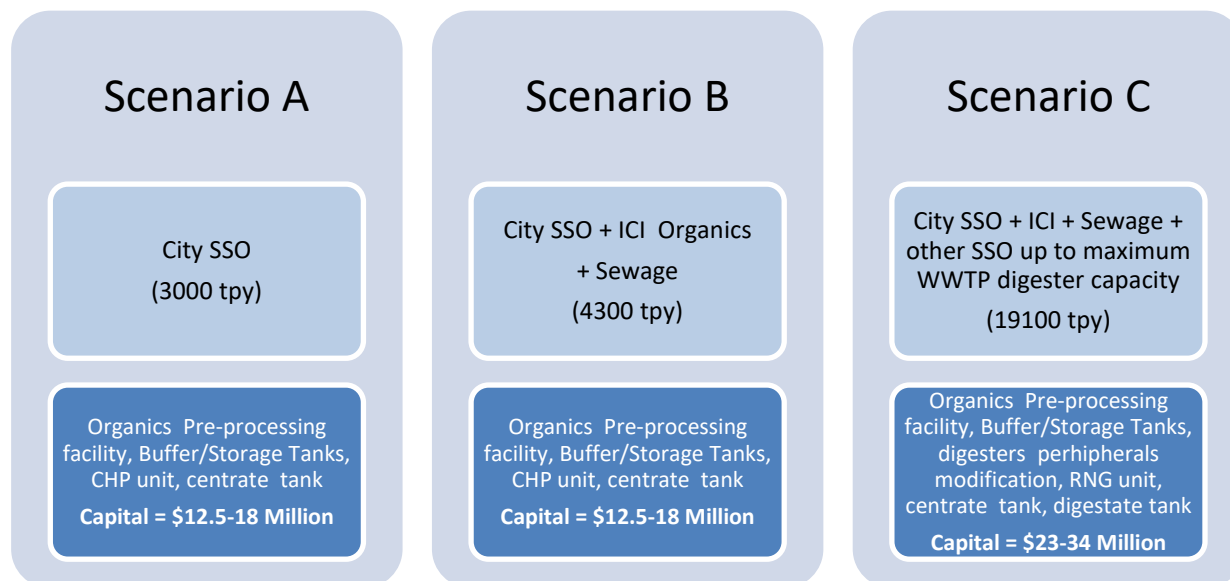


Figure 8: Potential Co-digestion Scenario- Capital Cost

4 Sustainable Use of Biosolids and Biogas

Currently, the WWTP produces 105m³ per hour of biogas, some of which is being used as fuel for heating and mixing needs in the plant. However, about 50% to 80% of the biogas is flared off and released into the environment. This methane contributes to significant GHG emission and is a loss of energy recovery opportunity. Adoption of co-digestion will substantially increase quality and quantity of biogas production as compared from digestion of sewage sludge only. The consistent rate, volume and carbon intensity of biogas will enable the City to take benefit of RNG market and enter into offtake agreement for sale of RNG and carbon credits associated.

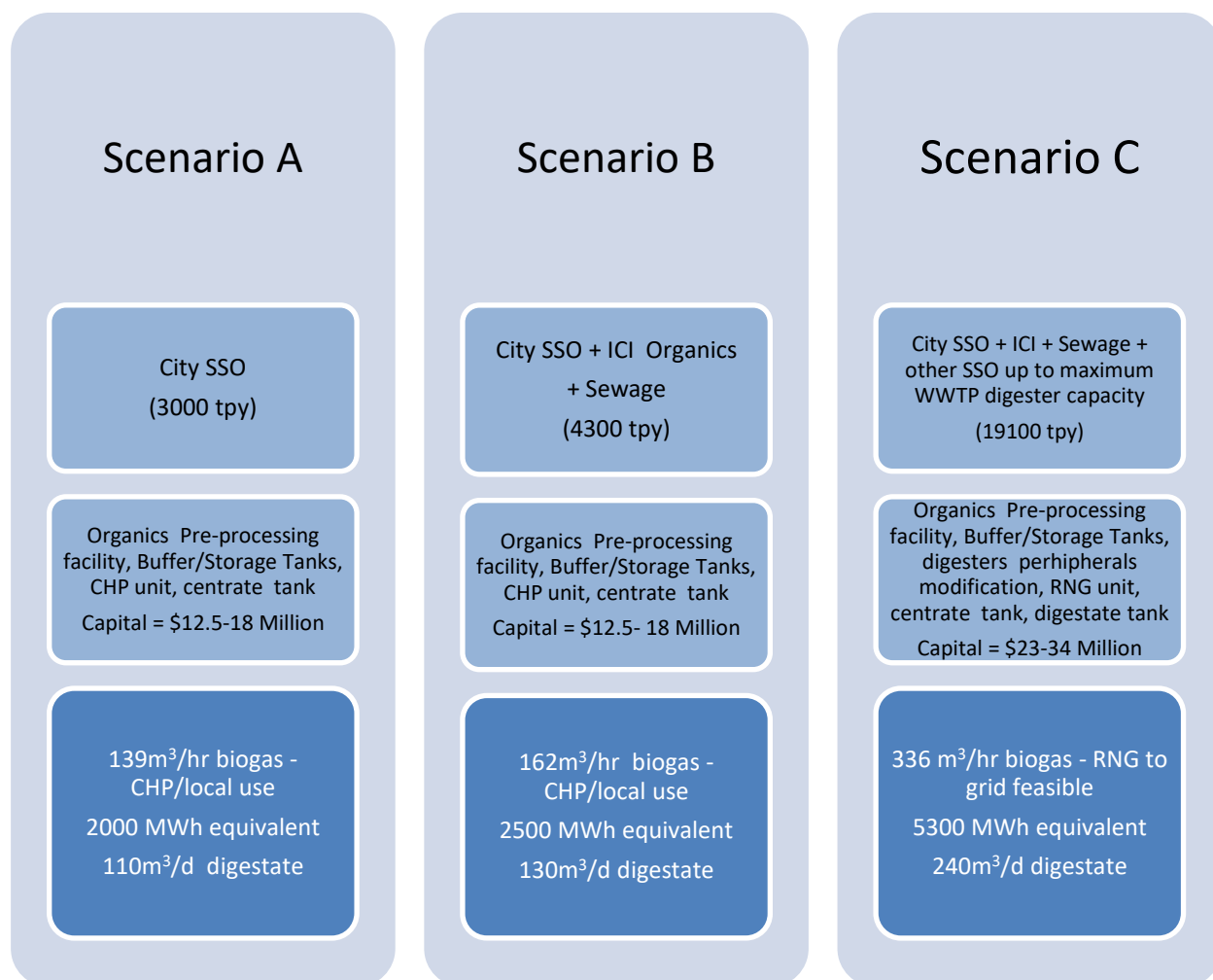


Figure 9: Potential Co-digestion Scenario- Energy Production

The WWTP currently uses approximately 4000 MWh of electricity and 70,000 cubic metres of natural gas per year (2017-2019), and these demands would increase with co-digestion; as such, the WWTP would well be able to take advantage of any biogas-generated energy on-site.

Combined Heat and Power (CHP) units to offset electricity and natural gas utility costs and to increase utility supply resiliency of the WWTP were considered for Scenarios A and B. RNG upgrading for natural gas pipeline injection was considered for Scenario C. RNG generation and injection requires a minimum threshold as defined by gas utility, which is further discussed below.

4.1 Renewable Natural Gas

Natural Resources Canada (NRCan) recently released a report on RNG potential in Canada, which estimated 70 PJ per year as feasible RNG volume in Canada. It also stated that this RNG could reduce Canada's GHG emissions by 3.3 Mtco2e per year. Recently released Clean Fuel Standard (CFS) has listed provision for carbon credits as a result of production of RNG from organic wastes. This standard is expected to drive current RNG market to more mature and establish the demand and revenue stream. RNG injected to pipeline distribution system will provide credits as a gaseous fuel replacement. RNG used as fuel for vehicle in Canada will provide credits as liquid fuel replacement. The carbon credit

market is evolving and while pricing aspects are not yet available, the market is likely to increase over time based on British Columbia and California's low carbon fuel standards. Canadian Gas Association's natural gas utility members have set an aspirational target of 10% RNG blend into the natural gas stream by 2030 with potential to reduce GHGs by 14 Mtco_{2e} per year.

Enbridge, which has been a key stakeholder in this feasibility study, has announced its voluntary RNG market for Ontario. RNG project involving injection of RNG into Enbridge's natural gas distribution system is economically feasible with a minimum of 300 m³/hour of biogas generated on a continuous basis. Enbridge performed a capacity assessment of the natural gas pipeline near the WWTP and confirmed the availability of capacity and infrastructure to receive the proposed gas from the Cornwall co-digestion project as a part of this study.

The price of RNG varied from \$14 per GJ to \$25 per GJ based on current RNG projects, while price of natural gas is expected to be around \$3 per GJ. It is expected that the price of RNG will see a steady increase as more projects come online and gas utilities increase the proportion of RNG in their supply mix.

In Scenario C, 235 m³ per hour RNG can be produced for injected into the pipeline distribution system for 8 out of 12 months. A lower demand of 120m³ per hour remains for the other months (June-September) and alternative uses can be developed for this period.

4.2 Hydrogen Pilot Project

The federal government and Province of Ontario recently released their hydrogen policy and are expected to allocate funding for potential hydrogen projects. The City is currently working on a pilot project to convert WWTP-generated biogas into hydrogen, alongside the technology provider Recarbon and OCWA, with support from the MECP. . This demonstration project is the first of its kind in Ontario. The project team is optimistic of the potential for green funding should hydrogen production prove compatible with the co-digestion project. The pilot project will validate the performance of technology and explore potential hydrogen usage as fuel in the local area. Further addition of a hydrogen scenario to the co-digestion study will be completed once the pilot is complete.

4.3 Biosolids Management

Biosolids (treated WWTP sludge) from the WWTP are currently landfilled, since traditionally it is considered a waste to be disposed of. This biosolids, which will increase with co-digestion, has a nutrient value which lends it to beneficial uses. With added processing, biosolids can be used to recover degraded land, as compost or fertilizer in agriculture, and as compost in gardens and golf courses. Materials such as phosphorous, struvite, cellulose and other minerals can also be extracted and sold. Other nascent applications include utilization as building material and fuel. Co-digestion generated biosolids should be considered for use as a Canadian Food Inspection Agency (CFIA) registered fertilizer, or as a soil amendment in the form of Non-Agricultural Source Material (NASM).

Biosolids-to-fertilizer conversion would require an appropriate pasteurization and screening system, which may be added as a packaged unit at the WWTP. The City has been exploring an innovative solution with a capital cost of three to four million, and estimated to generate a revenue of \$5.50 per m³ of processed biosolids. NASM would typically be contracted to a hauler for land application and require site storage for months of the year when application is not permitted. This proposed project will

complement the co-digestion project as a biosolids management solution. It will reduce GHGs associated with hauling and landfilling, as well as generate credits for reuse as nutrients. Ontario has recently seen increase in solution providers offering product management markets around fertilizers with business models that City can participate. Further discussion will be carried out with the City to further explore this topic.

5 Potential Co-digestion Scenarios

The three co-digestion scenarios discussed in Section 3 were developed based on organics availability. Anaerobic digester capacity and biogas utilization were further assessed using the evaluation matrix shown below. This evaluation matrix was developed collaboratively by City, GHD and OCWA. Lessons learnt from other co-digestion projects, regional needs and City's key strategic priorities were considered as input in defining these parameters.

The cost estimates derived as a part of this study are high-level and need further confirmation prior to construction of the project. The cost estimates prepared by GHD is considered as Class 4 feasibility level estimates and is to be -30%/+50% per AACE. Further discussion with organics suppliers and gas off-takers will take place in next step to establish firm commitment to the project. This report will be used to discuss the project business case with potential private and public funding agencies to secure project funding to explore next steps in this project.

Financial modelling will be completed as a part of investment decision by all project partners. The financial model will evaluate cost of investment, type of investment, rate of return, potential revenue streams and operating cost for proposed co-digestion facility

The table below lists the evaluation criteria that was developed and used to assess the three co-digestion scenarios and rank them accordingly.

Categories	Evaluation Criteria	Evaluation Type	
		Qualitative	Quantitative
Financial	Net present value (CAPEX, OPEX, revenue)		X
	Financial risk (securing organic feedstocks, increased biosolids, price of product)	X	
	Land cycle renewal for landfill		
	Potential for external funding	X	
Technical	Proven technology	X	
	Anticipated changes to operations	X	
	Scalability		
	Operations & Maintenance		
	Integration		
	Footprint available onsite		X
Environmental	GHG reduction (City's net zero carbon goals)		X
	Renewable energy generation		X
	Feasibility and complexity of permits & approvals	X	
Social	Public acceptability	X	
	Potential impact to nearby land owners	X	
	Increased diversion from landfills		X

Figure 10: Evaluation Criteria

The results of the evaluation are presented below. Overall, Scenario C received the highest score due to its outstanding environmental benefits and positive externalities. Scenario A scored second due to its relative scores around technical and social criteria, with receipt of minimal amount of organic waste for all three scenarios and requires fewer changes in current WWTP infrastructure and treatment process.

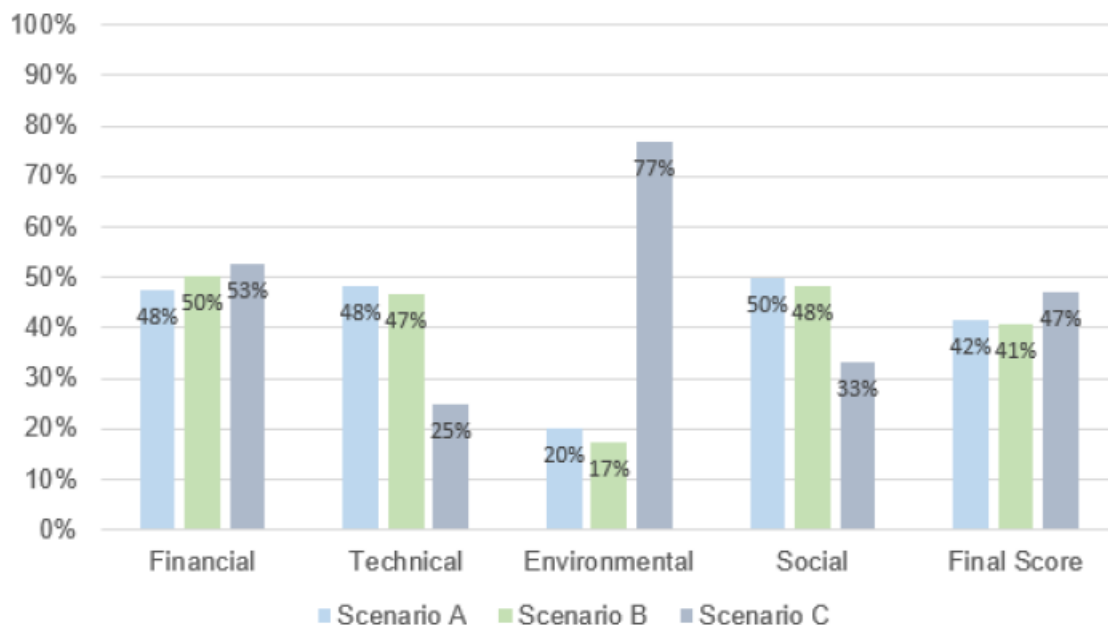


Figure 11: Evaluation Scores for co-digestion scenarios

Co-digestion scenario C is the most ambitious with a high volume of incoming organics and received the highest overall score. This scenario is practically feasible if the project can secure additional 16,100 tonnes per year of organic waste feedstock in addition to 3000 tonnes per year generated within the City. The evolving organics market in recent years combined with increased waste diversion, economies of scale, innovative technology and funding partners will support the business case for this scenario.

Scenario C also has highest GHG emission reduction potential by 17,497 tonnes CO₂e/year with the production of carbon negative RNG usage and landfill diversion of organics and biosolids. Availability of federal public grant and loan funding to complete this project will also support the case as the co-digestion project will qualify as low carbon, clean fuel and GHG emission reduction wastewater project.

Over a twenty-year period, the net present value of this co-digestion project is estimated to be - \$8,861,993, based on a revenue of \$125/tonne for organic waste generated outside of Cornwall and by IC&I sector (15,900 tonnes/year estimated), a RNG revenue of \$20/GJ and a levelized cost of energy of - \$24.14/MWh. Capital costs and regulatory demands would be conserved by utilizing existing City properties and experienced operating staff at the landfill and WWTP for pre-processing and co-digestion respectively.

This is also an opportunity for the City to receive revenue from non-residential organics waste, which would contribute towards the financial sustainability of the expanded operations. OCWA has engaged in stakeholder outreach through 2020-2021 on the City's behalf to canvas potential organic waste sources. Over fifty potential stakeholders were contacted, including neighboring municipalities, IC&I producing organic wastes, waste haulers, and potential product (energy and digestate) consumers. A haulage distance of 50-100km is generally considered viable for sourcing organic waste feedstock.

Co-digestion projects have sound financial case since the capital expenditure (CAPEX) costs of infrastructure are relatively small compared to construction of a new facility in addition to carbon credits attached to production of carbon negative RNG.

Considering all three scenarios, the study team recommends the City to explore the next steps with detailed a design and business case development for Scenarios B and C with options to expand to Scenario C in the next ten years.

6 Project Delivery Model

Resource recovery can help overcome some of the challenges to financing wastewater infrastructure and help achieve the needed paradigm shift in the sector. Innovative financing and new business models can be adopted, which allow the private sector to finance infrastructure and reduce the dependence on traditional public financing model. These projects can leverage new revenue streams that are not dependent only on rates and realize cost savings that will reduce the financial risk of infrastructure projects and improve the rate of return. These factors would make such environmental projects attractive for private sector long-term investments.

The City as the sole financier can use following models to deliver the project:

- Design-Bid-Build (DBB)
- Design-Build (DB)
- Design-Build-Operate (DBO)
- Design-Build-Operate-Maintain (DBOM)
- Build, Operate, Transfer (BOT)

Partnerships with the City can leverage the following models to deliver the project.

- Build-Finance (BF)
- Design-Build-Finance (DBF)
- Design-Build-Finance-Maintain (DBFM)
- Design-Build-Finance-Operate-Maintain (DBFOM)

Each of these models has its advantages and disadvantages and should be further assessed for risks to the City and its partners. Co-digestion projects are defined as green infrastructure projects and are usually delivered as a mix of Public-Private Partnerships (P3s) using alternative delivery models. Risk transfer is a key element in assessing value for money in public-private projects. Financing innovative infrastructure and recovering associated costs are identified as a key challenge for any capital-intensive projects. Many water and wastewater systems do not collect and generate adequate revenues to cover operations and management cost, not to mention the need of future capital expansion. The availability of government grant programs, supporting innovative financial and business models which allows the leveraging of new revenue streams, have helped made these projects a reality in the past few years. The Canadian Infrastructure Bank and Infrastructure Ontario are key organizations poised to deliver and support P3 projects.

P3s models integrate multiple project elements into one performance-based contract. The Design-Build-Finance-Operate-Maintain (DBFOM) model integrates the work of five or more companies into one contract. These companies form a special purpose vehicle called a Project Company or a consortium to complete the project. The DBFOM model is the most comprehensive P3 model, transferring the most risk from the public sector to the private sector.

In resource recovery projects developed in Europe and United States of America, a water utility or system owner typically enters into a P3 agreement with an operating authority for a specific duration. The project may be linked to the construction of a new facility or to upgrade/ retrofit existing facility under Build-Operate-Transfer (BOT) model. This is mostly adopted by medium-sized owners with limited resources, who require knowledge and resources from private sector to develop these projects.

Several stakeholders have provided proposals or expressed interest to be partners in a potential Cornwall co-digestion project, including Air Liquide, the City of Toronto, and Enbridge. The two ongoing wastewater co-digestion projects in Ontario, namely Stratford and Petawawa Net Zero projects, have been developed as a blended financing model, incorporating a mix of subsidies or grant from governments and partners, plus private equity and debt finance, to be recovered through sale of RNG, tipping fees and other biosolids by-products. The co-digestion project business model combines energy and biosolids stream to make it attractive for performance based investment project for private investors.

Example: OCWA has partnered with City of Stratford to form a Municipal Services Corporation (MSC) model to bring in the technology provider and public investment to design, build and operate the proposed Stratford Net Zero co-digestion project. Legal contracts and financial model are being finalized at present with aim to complete the project by Q3 2022.

6.1 Funding Opportunities

Public funding is critical to kick-start these projects, given the relative novelty of the co-digestion concept and market in Ontario. The need of these subsidies should reduce as the clean fuel and biosolids market develop and provide certainty around new revenue streams.

Under the “Build Back Better” slogan, the federal government aims to achieve a robust and resilient recovery from the current national recession to a greener, more innovative, more inclusive, and more competitive economy. A number of programs are available through various federal departments to help municipalities, research institutions, and private firms. These programs, several of which are detailed below, support research and development, project design and implementation in the areas of energy efficiency, clean and renewable energy, zero-emission transportation, agriculture, Great Lakes protection, disaster mitigation and adaptation, species at risk, and asset management, and other infrastructure that is pertinent to the water and wastewater industry.

- **Green Municipal Fund (GMF):** GMF is an ongoing program delivered by Federation of Canadian Municipalities. It provides funding to projects that demonstrates innovation and progress in increasing resilience and reducing greenhouse gas emissions. Applications are accepted year-round and the funding is provided in the form of grants and/or low-interest loans. The GMF funds municipal and community projects focused on storm water quality, septic wastewater systems, wastewater treatment, and water conservation. Projects can be in the form of studies, pilot projects, or capital projects.

- This co-digestion feasibility study was funded by GMF program hence the implementation project will be eligible for capital funding from GMF.
- *The Municipalities for Climate Innovation Program*: The Municipalities for Climate Innovation Program delivered by the FCM is a five-year program that provides funding, training and resources to help Canadian municipalities adapt to the impacts of climate change and reduce greenhouse gas emissions. The MCIP was launched in February 2017 and is scheduled to end in 2021-2022.
- *Natural Resources Canada (NRCan)*: NRCan recently announced multiple funding programs to fund clean fuel, zero emission vehicle and alternative fuel infrastructure projects. These programs will be available until 2022.
- *Canada Infrastructure Bank (CIB)*: CIB has announce a portfolio of program to provide loans to projects that will result in clean energy and low carbon fuels.
- Private and public investors namely The Atmospheric Fund, Enbridge Gas Utilities, Infrastructure Ontario etc. have shown keen interest to support these projects financially.



Figure 12: Funding announcement by ECCC for Petawawa Net Zero Project

Example: Stratford’s Co-digestion Project received a grant funding of \$5 Million from the Ontario Centres of Excellence under target GHG demonstration stream in 2018.

Example: Petawawa’s Co-digestion Project received a grant funding of \$2.7 Million from Low Carbon Economy Fund in 2021.

7 Stakeholders Outreach and Engagement

Stakeholder engagement and outreach activities were completed as a part of this feasibility study with the aim of sharing information on the project and its objectives, and also encourage the stakeholders to provide feedback on potential roles they can play to support this project.

The stakeholder list was created in consultation with the City and comprised of internal and external stakeholders. The stakeholder list was categorized into municipal, organics supplier, and biosolids consumer, potential project partners, technology providers and others. Municipalities are recommended to pursue regional collection and processing for efficiencies. In the counties of Dundas, Stormont and Glengarry surrounding Cornwall are a population of approximately 66,840 residents. Co-treatment agreements may be negotiated with these entities - for example, a municipality expressed interest in developing a residential organics collection program and sending its biosolids to Cornwall if a receiving program were available. The quantity of SSO from the region is estimated to be approximately 28,000 tonnes annually from the surrounding municipalities located between 20 and 180 km from the City.

The study team was encouraged with positive response from multiple stakeholder that were willing to learn and support with the project. The study team followed up with interested stakeholders to discuss their potential roles. The chart below shows the level of response received across the different types of stakeholders.

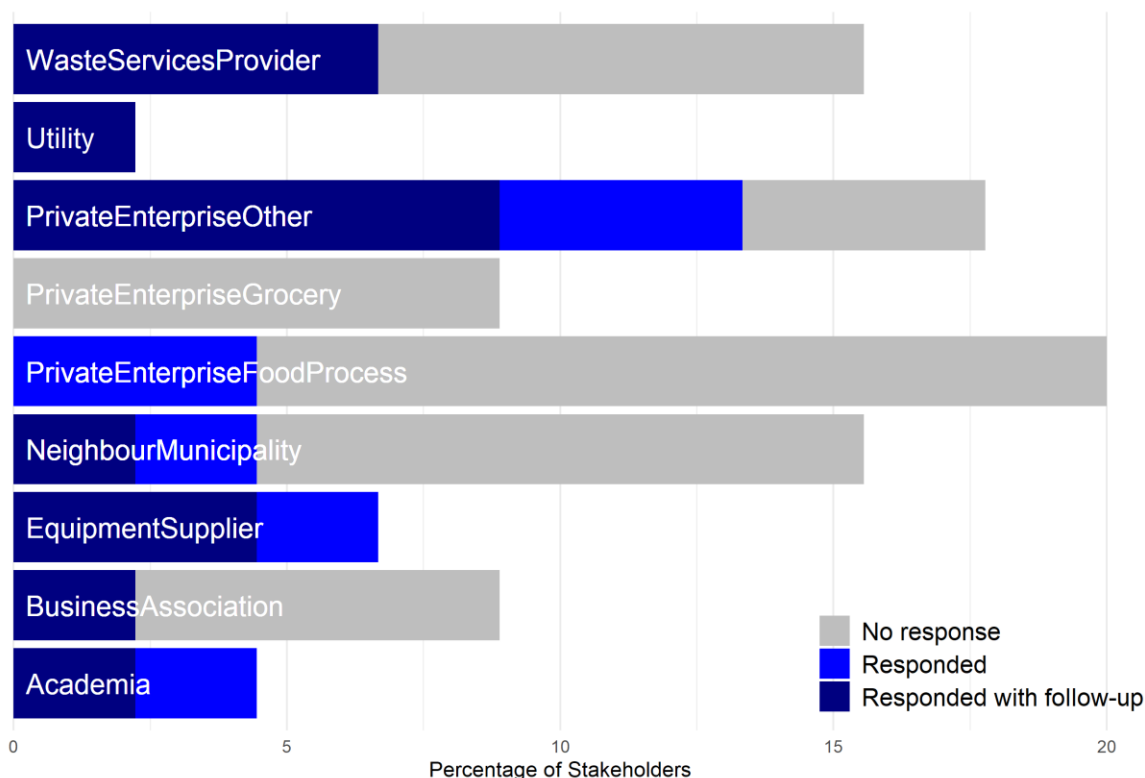


Figure 13: Stakeholder Types and Responses

Based on discussions through the outreach exercise, it is believed that agricultural organic wastes are unlikely to be diverted from their existing waste management destinations. IC&I organic waste, especially from food processing sources and those handled by waste haulers, could be negotiated as feedstock for the City's co-digestion processing. Based on feedback from a waste hauler, it is estimated that approximately 269 tonnes per year of fats, oils and grease waste could be collected in the City, which is a high-value input for co-digestion. Within the City, several large logistics distribution centers are present which are potential feedstock suppliers as well as product consumers, especially if products are viably transmissible off-site in the form of RNG or hydrogen. A number of industrial food processing operations in the area were also contacted and their current wastes discharged to the WWTP would be of value for co-digestion. Other contacted stakeholders who provided good opportunities for feedstock partnership include an existing small-scale organic waste processor vendor which currently handles some grocery store waste.

The NavCan Center was another key stakeholder that was identified as potential gas utilization partner. The study team completed series of discussion with NavCan and its energy consultant Siemens, and will continue to explore a potential partnership further with findings of the study.

Public opinion on future options for organic waste management was canvassed through several public engagement activities held in 2020-2021. Two surveys were sent to an 89-member (comprising of waste audit participants and residents who signed up for environmental issues notification) Citizen

Panel and an information session with open discussion opportunities was made available a virtual “coffee house” open to the general public. From these activities, the study found that there is overall support amongst residents for a curbside SSO collection program, with primary motivating drivers being understanding the need to conserve City landfill capacity and contributing to a healthier community and environment. The top barriers to SSO participation were identified as confusion over acceptable wastes and hygiene repugnance. This can be rectified with education and awareness campaign by City.

8 Project Risks

Typical co-digestion projects risks have been identified in the Municipal Co-digestion Handbook (2020) prepared by Ontario Water Consortium with municipal partners, technology providers, OCWA, regulator and others. The potential risks to a Cornwall co-digestion project are as follows:

- i. Competition for organic waste sources: Outreach conducted with potential organics supply partners and other stakeholders confirmed no other existing organic waste project of this scale exists in the local region or being planned for immediate future. There is also limitation in the source distance within which the hauling of FOW is economically feasible.
- ii. Inconsistent feedstock supply and/or quality: Implementation of good SSO collection program and quality control organics receiving program for co-digestion project will address this risk. Establishing preferential priority for high quality and locally controlled organic wastes, e.g. City SSO, food-processing wastes will reduce this risk.
- iii. Public perception and concern: Early public engagement and participatory process to provide information on the project and its impacts will reduce this risk. This has been initiated as a part of the organics waste management feasibility study.
- iv. Noise, odour and technology risk: Technology and nuisance emissions control risks can be addressed with proper design and performance-based contract with technology provider(s). Proper operating procedures and contingency management are also critical; locating the project at the existing WWTP leverages the existing protocols and the experience of operations staff already performing similar processes.
- v. Financial risk: Long-term contracts for RNG sale and organics sourcing are key for financial viability of the project. These types of contracts are common for co-digestion projects. Project cost escalation can be mitigated with proper design-build contracting and quality control.
- vi. Performance Risk: Project and technology performance risk can be mitigated with proper design of equipment supply and performance contract. Technology provider investment will be encouraged and attached with performance and guarantees to minimize the risk associated with new equipment and processes.

Development of a risk register with proper definition of risk and mitigation strategy is required to understand and manage all the risks associated with this project. The existing WWTP already has existing contingency plans for technical and operational risk as a part of its operations. Hence, a co-digestion project located at WWTP is best suited to mitigate those risks.

OCWA has experience handling regulatory and public perception risks from the Stratford Net Zero co-digestion project, which received its Environmental Compliance Approval (ECA) in Q2 2020. OCWA worked with the MECP innovations and approvals teams, the City and other partners to secure the

permit, including completion of public engagement sessions, responding to public and MECP questions. This approval is precedence-setting for future co-digestion projects in Ontario.

9 Next Steps

The City is best positioned to explore further steps to achieve a Net-Zero Resource Recovery Facility with the completion of the co-digestion feasibility study, organics management study, hydrogen generation demonstration project and waste heat recovery study at Cornwall WWTP. The City has established itself as an innovative circular economy leader through taking the first steps towards clean fuel generation and GHG reduction in a net-zero context, and in successfully attracting public and private funding interest. The City should explore the establishment of partnerships with potential project developers, technology-providers and OCWA to further define this opportunity and refine the business model.

OCWA recommends the City Administration to provide Council with a report with the following for approval:

- a. Enter into Memorandum of Understanding (MOU) with OCWA to continue developing business case and 30% design and engineering for co-digestion project;
- b. Apply and secure funding from federal, provincial funding programs for next stages of project development including design, engineering and construction;
- c. Explore partnerships with potential project financiers and developers for long term financing and project development;
- d. Explore partnerships with potential technology partners;
- e. Explore partnerships with potential organics suppliers, gas utilities and offtakers;
- f. Engage and consult with regulatory stakeholder for necessary environmental approvals;
- g. Implement other WWTP projects already identified and planned that will compliment proposed co-digestion project.

10 References

- AET Group Inc. (2015). *2014 City of Cornwall Residential Waste Audit Study Report*.
- Chattha, S. (2020, December 7). Municipal Co-digestion—How a Provincial-Scale Initiative is Helping Reduce GHG Emissions. *Water Canada*. <https://www.watercanada.net/feature/municipal-co-digestion-how-a-provincial-scale-initiative-is-helping-reduce-ghg-emissions/>
- City of Cornwall. (2019a). *Energy Conservation and Demand Management Plan—Update and 2019-2023 Plan*. <https://www.cornwall.ca/en/resources/CornwallECDMPlan2019.pdf>
- City of Cornwall. (2019b). *Strategic Priorities 2019-2022*. <https://www.cornwall.ca/en/city-hall/strategic-plan.aspx>
- DFA Infrastructure International Inc. (2019). *City of Cornwall Landfill Full Cost Accounting Analysis Financial Sustainability Final Report* (ocwfilepublicInnovation, Technology and Alternate Delivery3_Resource Recovery and Bio_Solids1-Active ProjectsCornwall City ofCodigestion_FeasibilityBackground_Docsfrom city).
- Environmental Commissioner of Ontario. (2017). *Beyond the Blue Box: Ontario's Fresh Start on Waste Diversion and the Circular Economy* (Vol. CL28061). <http://docs.assets.eco.on.ca/reports/special-reports/2017/Beyond-the-Blue-Box.pdf>
- Environmental Protection Agency. (2020). *An Overview of Renewable Natural Gas from Biogas*. EPA 456-R-20-001, 55.
- Generation Energy Council. (2018). *Canada's Energy Transition: Getting to Our Future, Together*. https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/CoucilReport_june27_English_Web.pdf
- GHD. (2021). *Co-Digestion, Energy Generation and Biosolids Feasibility Study*.
- Green Tech Media. (2020, June 16). *BP Adopts \$100 Carbon Price Assumption for 2030, With Big Implications for Clean Energy*.
- Ministry of the Environment, Conservation and Parks. (2017). *Strategy for a Waste-Free Ontario: Building the Circular Economy*. <https://www.ontario.ca/page/strategy-waste-free-ontario-building-circular-economy>
- Ministry of the Environment, Conservation and Parks. (2019). *Reducing Litter and Waste in Our Communities: Discussion Paper*. https://prod-environmental-registry.s3.amazonaws.com/2019-03/Reducing%20Litter%20and%20Waste%20in%20Our%20Communities%20Discussion%20Paper_0.pdf
- Ministry of the Environment, Conservation and Parks. (2020). *Ontario Low-Carbon Hydrogen Strategy Discussion Paper*. <https://prod-environmental-registry.s3.amazonaws.com/2020-11/Ontario%20Low-Carbon%20Hydrogen%20Strategy%20-%20discussion%20paper.pdf>
- Ministry of the Environment, Conservation and Parks. (2017). *Food and organic waste framework*. <https://www.ontario.ca/page/food-and-organic-waste-framework>
- Ministry of the Environment, Conservation and Parks. (2018). *Made in Ontario Environmental Plan*. <https://prod-environmental-registry.s3.amazonaws.com/2018-11/EnvironmentPlan.pdf>
- Natural Resources Canada (NRCan) (2021). *Hydrogen policy report* https://www.nrcan.gc.ca/sites/www.nrcan.gc.ca/files/energy/CoucilReport_june27_English_Web.pdf

Ontario Water Consortium. (2020). *Municipal Co-digestion Handbook*.

Tetrattech. (2021). *Municipal Organic Collection and Processing Feasibility Study*.

World Bank. (2019). *From Waste to Resource: Shifting Paradigms for Smarter Wastewater Interventions in Latin America and the Caribbean*. <https://www.worldbank.org/en/topic/water/publication/wastewater-initiative>

Water Canada Article (November-December 2020). Municipal Co-digestion
<https://www.watercanada.net/feature/municipal-co-digestion-how-a-provincial-scale-initiative-is-helping-reduce-ghg-emissions/>

York Region Environmental Services Committee. (2010). *Comparison of Source Separated Organics Programs In the Regions of Durham, Peel, Halton and the City of Toronto: Vol. Report No. 3 of the Environmental Services Committee Regional Council Meeting of March 25, 2010*.
<http://archives.york.ca/councilcommitteearchives/pdf/rpt%203%20cls%203-16.pdf>



Cornwall Net Zero Project Codigestion, Energy Generation and Biosolids Study

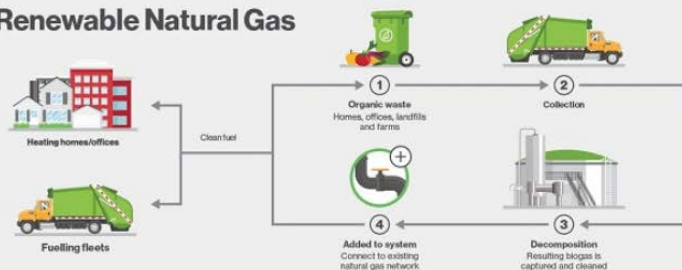
Presenter: OCWA
Date: May 10th, 2021

Policy and Fundings-2021

Putting waste to work: Converting landfill waste to energy across Canada

Published: April 28, 2021

Renewable Natural Gas



ENBRIDGE

COMCOR
ENVIRONMENTAL LIMITED
Creating Progress and Profit for the Planet

walker

Clean Fuel Standard 2020

HYDROGEN STRATEGY FOR CANADA

Seizing the Opportunities for Hydrogen
 A Call to Action
 December, 2020

Accelerating Canada's Net-zero Transformation Through Innovation

The Net Zero Accelerator, launched in the government's strengthened climate plan last December, will help build and secure Canada's clean industrial advantage. By investing in decarbonizing large emitters, transforming key sectors—from steel and aluminium to cement—and accelerating the adoption of clean technology across the economy—for example, the auto and aerospace sectors—the Net Zero Accelerator will spur Canada's shift to innovative net-zero technologies and attract the large-scale investments needed to meet our goal of net-zero by 2050.

- Budget 2021 proposes to provide \$5 billion over seven years (cash basis), to the Net Zero Accelerator. Building on the support for the Net Zero Accelerator announced in the strengthened climate plan, this funding would allow the government to provide up to \$8 billion of support for projects that will help reduce domestic greenhouse gas emissions across the Canadian economy.

([Department of Finance Canada](#), Budget 2021 - A Healthy Environment for a Healthy Economy)



Renewable Natural Gas (Biomethane) Feedstock Potential in Canada

TORCHLIGHT
BIORESOURCES

2020



Outline

- Project Background
- Linkages to Strategic Plans
- Existing Scenario
- Methodology
- Stakeholder Engagement
- Proposed Scenarios
- Recommendations
- Next Steps
- Discussions

OCWA's strength

Total Solutions

- Cost-recovery Crown Agency that shares your values
- 900+ water and wastewater facilities and ancillary systems
- \$15 Billion in client's W/WW assets managed
- Strategic partnerships
 - Innovations
 - Operations & Maintenance
 - Energy Management
 - Process Optimization
 - Asset Management
 - Engineering Services

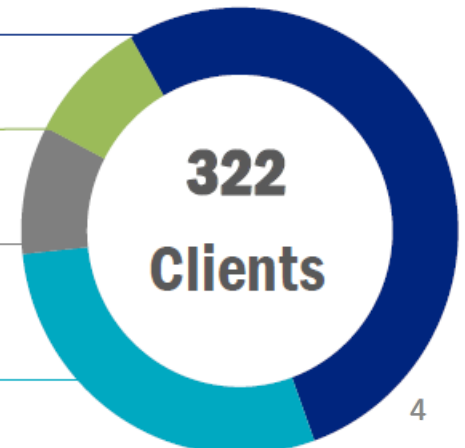


Municipal—53%

First Nations—9%

Government/
Institutional—9%

Commercial/
Industrial—29%



Project Background

- Present various scenarios with cost and ROIs
- Present project delivery models
- Present available funding program
- Present cost-benefits information on
 - Energy savings
 - GHG reduction
 - Co-benefits (economic and social)
- Pave path forward for partnership with public entities to implement



Wastewater
Biosolids



Source
Separated
Organics



Municipal
Solid Waste



Food
Processing
Waste



Agricultural
Waste



ENERGY

Revenue:

- Sale of biogas or electricity
- Sale of carbon credits
- Tipping fees for the collection of organic matter (in co-digestion)

Savings:

- Using own-generated electricity in the plant
- Improving energy efficiency



BIOSOLIDS and NUTRIENTS

Revenue:

- Sale of phosphorus as fertilizer
- Sale of biosolids as compost

Savings:

- If the biosolids are given away for free (for agriculture, to restore degraded land, etc.) the utility saves transport costs and landfill fees

WATER

Revenue:

- Sale of treated wastewater, especially in water-scarce areas

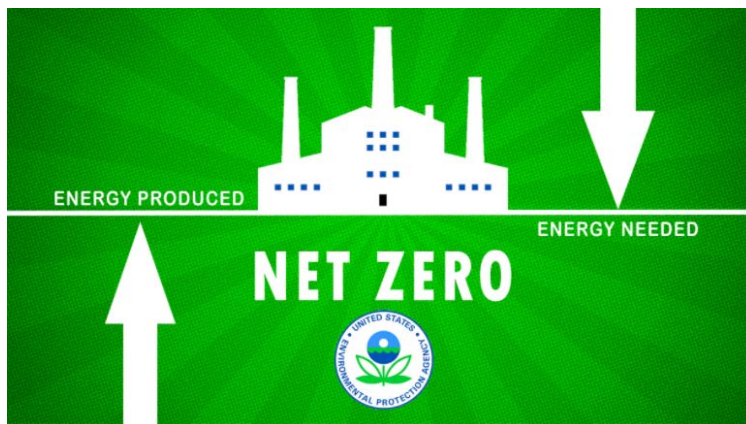
Savings:

- Discharge fee/tax



Co-digestion for Energy Neutrality

Codigestion
and RNG
Project



Energy Efficiency
Projects
Capacity and
training

Consumption
Production



Conventional
WWTP



Anaerobic Digestion
Sludge Only



Co-Digestion Organic
Waste

Linkages to other Strategic Plans

- Zero Carbon Roadmap
 - Circular Economy
 - Waste and Organic Delivery Truck
 - Hydrogen Mobility Hub
 - Full refueling in less than 10 minutes
 - Walmart Distribution Centre has a hydrogen fueling station for it's forklift fleet that uses Canadian built Ballard fuel cells
- City of Cornwall. (2019). *Energy Conservation and Demand Management Plan—Update and 2019-2023 Plan.*
- City of Cornwall. (2019). *Strategic Priorities 2019-2022*
- City of Cornwall (2018) *Official Plan*



STRATEGIC PRIORITIES 2019-2022

WE WILL EARN OUR REPUTATION BY:

Developing waterfront through ownership, partnerships for business, recreational opportunities.

1. Pop-up businesses
2. Sports and recreation opportunities
3. Development of Pointe Maligne Park with budgeted funds
4. Sustained pressure to own strategic parts of our waterfront
5. Encourage private sector development (residential, retail, commercial)

Attracting, enhancing workforce that meets demands of local employers.

1. Convene a workforce group
2. Explore short term affordable housing as way to facilitate relocation of workers
3. Lobby government officials to reverse trends of immigrants to large centres
4. Facilitate liaison activities between job creators, educators, and senior government to define needed skill, improve existing programs

Growing quality of housing stock, including affordable housing.

1. Create a taskforce
2. Create rental licensing registry to enable a database and adherence to applicable by-laws and standards
3. Look at options to increase enforcement of property standards, building & fire codes

Economic development and pursuing diverse population growth of 50,000.



1. Better branding for areas of the City
2. Attract remote workers via incentives
3. Focus on reducing number of vacant commercial spaces
4. Continue to invest in infrastructure
5. Encourage infill project (e.g. Brookdale)

Being leaders in sustainability and climate change impact.

1. Create Environmental & Climate Change Committee
2. Composting
3. Water meters
4. Education on recycling & waste reduction
5. Plastic bag ban
6. Identify what the City could take the lead on


MISSION

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

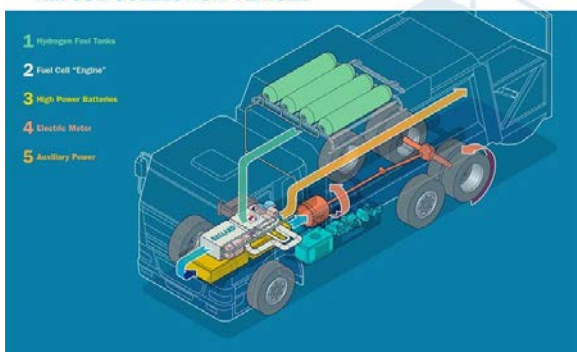



VISION

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



FUEL CELL POWERED REFUSE COLLECTION VEHICLE



Organics Feasibility Study

- 5500t/year of organic waste collectible from residential curbside waste
- 42.5% of curbside household garbage is organic waste

October 5-9, 2020	Garbage	Leaf & Yard	Total
Organics per HH (kg/hh)	4.2	1.4	5.6
% Organics	42%	98%	50%

Total Organics Generated	▪ 5,200 - 5,800 t/year
50%, Realistic Recovery	▪ 2,600 - 2,900 t/year
75%, Potential Recovery	▪ 3,900 - 4,300 t/year



Leaf & Yard Waste

Unavoidable & Avoidable Food Waste

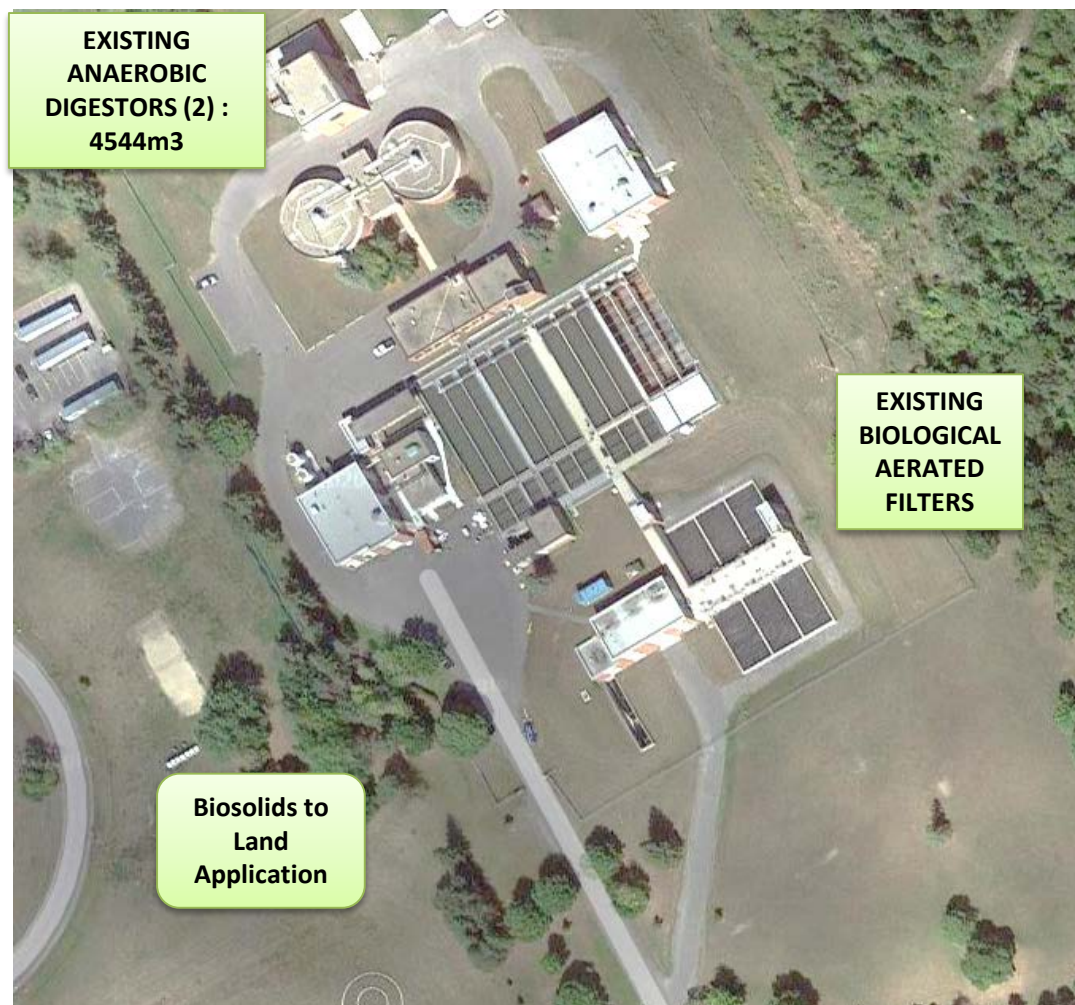
Waste Composition – Organic Fraction

	Garbage	L&YW	Total
	kg	kg	kg
01.Avoidable Food Waste	20.5%	1.7%	18.2%
02.Unavoidable Food Waste	11.6%	0.0%	10.1%
03.Non-backyard Compostable	0.8%	0.0%	0.7%
04.Grass Clippings	1.4%	6.2%	2.0%
05.Leaves, Plants - Greens	1.8%	28.2%	5.1%
06.Leaves and Plants - Browns	0.2%	48.2%	6.3%
07.Sod	0.0%	0.0%	0.0%
08.Other Yard Waste	0.0%	0.0%	0.0%
09.Woody waste <150 mm	0.3%	4.0%	0.8%
10.Woody waste >150 mm	0.0%	3.2%	0.4%
11.Soil	1.1%	5.5%	1.6%
12.Compostable single use items	0.0%	0.0%	0.0%
13.Soiled Papers and Fibres	4.8%	1.4%	4.4%
Total Organic	42.5%	98.4%	49.5%
Total Material, organic and non-organic	100.0%	100.0%	100.0%

Organic fraction in garbage – mostly food waste
L&YW – mostly leaves and plants

Cornwall Wastewater Treatment Plant

- Originally built in 1968
- Rated for 55,000 m³ per day
- Two mesophilic anaerobic digesters
- Minimum HRT of 20 days
- Organic Waste Loading of 2.9 kg volatile solids/ m³/day
- Need for upgrades to existing plants
 - Digester roof upgrade
 - Flare
 - Boiler upgrade
 - Biosolids upgrade solution



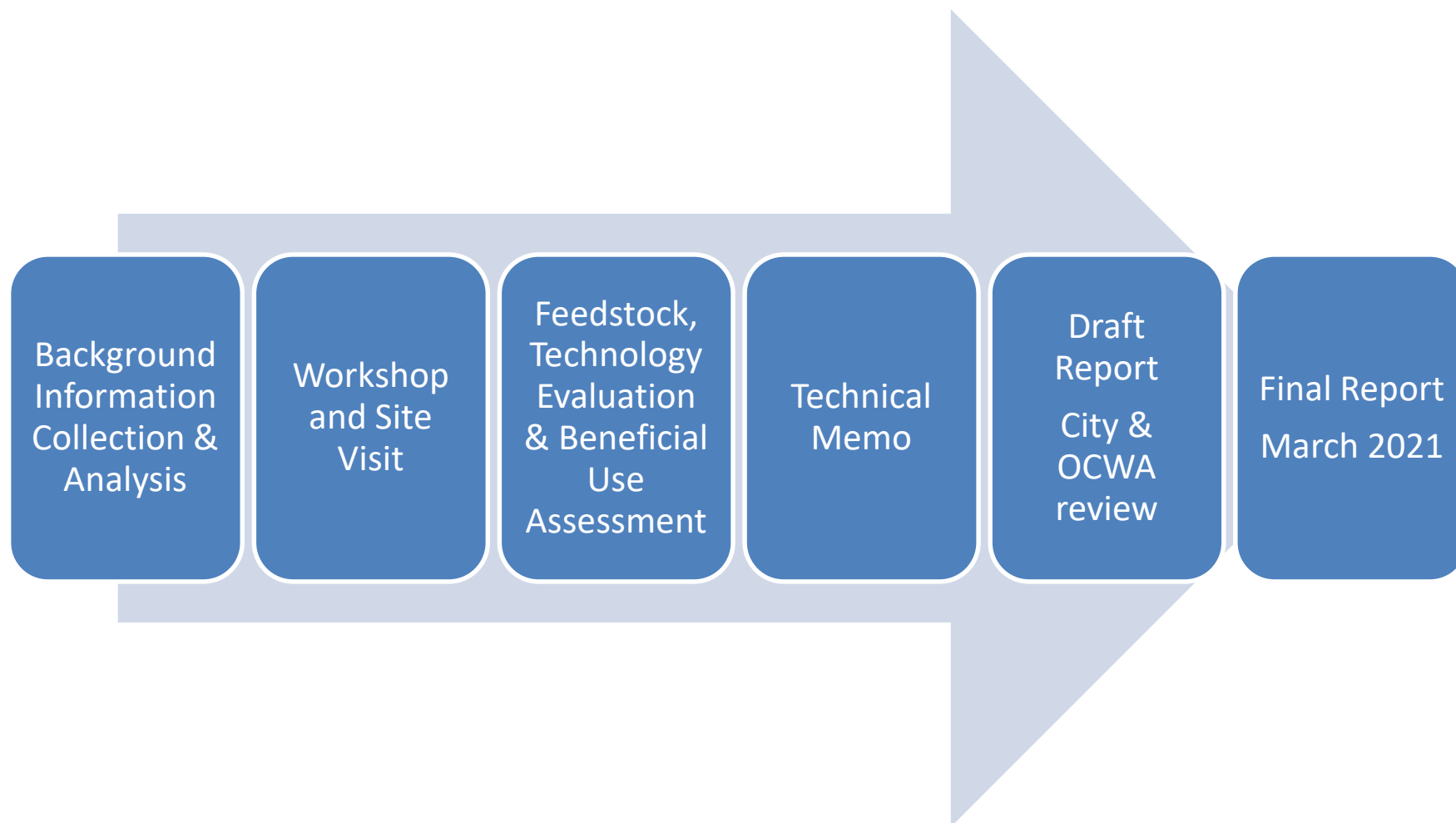


Cornwall Wastewater Treatment Plant

- Review existing WWTP operating capacity
 - Free up the digester capacity with innovative technology and optimization
- Organics availability assessment
 - Organics, WW, FOG, ICI
- Biogas Usage Assessment
 - Electricity, Renewable Natural Gas, other
- Biosolids beneficial usage
 - Fertilizers
- Stakeholder Engagement
- Organics Collection Program

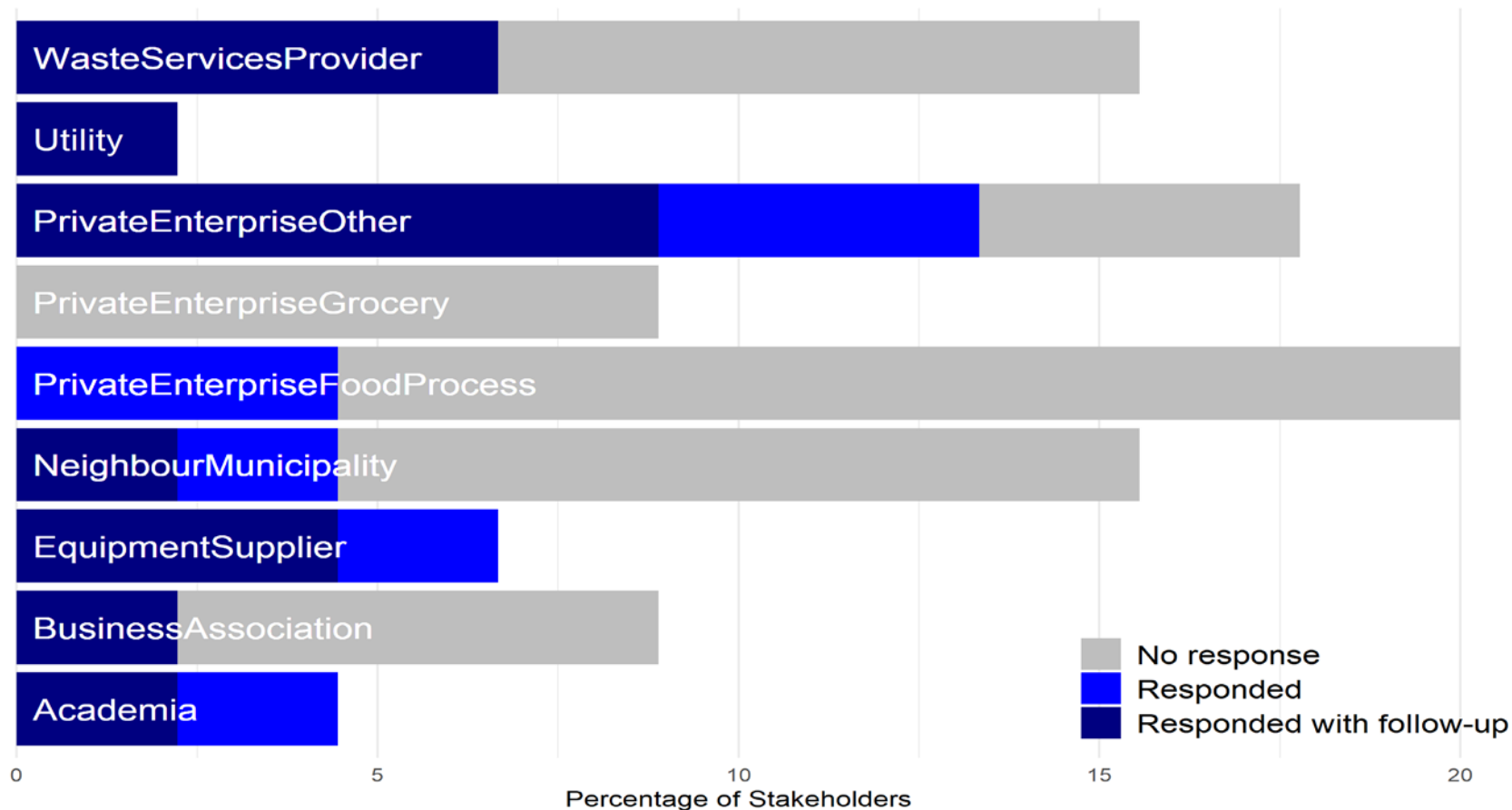


Methodology





Stakeholder Engagement





Scenario A- SSO and Combined Heat and Power



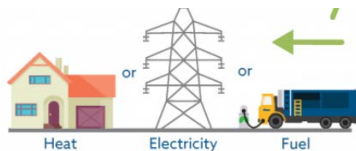
Food processing organic waste

3000 tons per year



Economic

\$12.5- 18 Million



139 m³/hr
2000 eMWh



100 m³/day



Climate Change

2400 eCo₂T per year





Scenario B- Combined Heat and Power



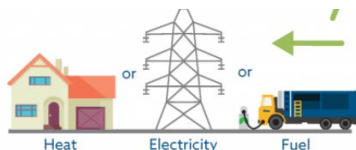
Food processing organic waste

4300 tons per year



Economic

\$12.5- 18 Million



162 m³/hr
2500 eMWh



130 m³/day



Climate Change

3500 eCo₂T per year



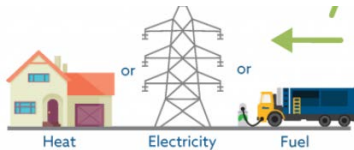
Scenario C: Renewable Natural Gas



19,000 tons
per year



\$23-34
Million



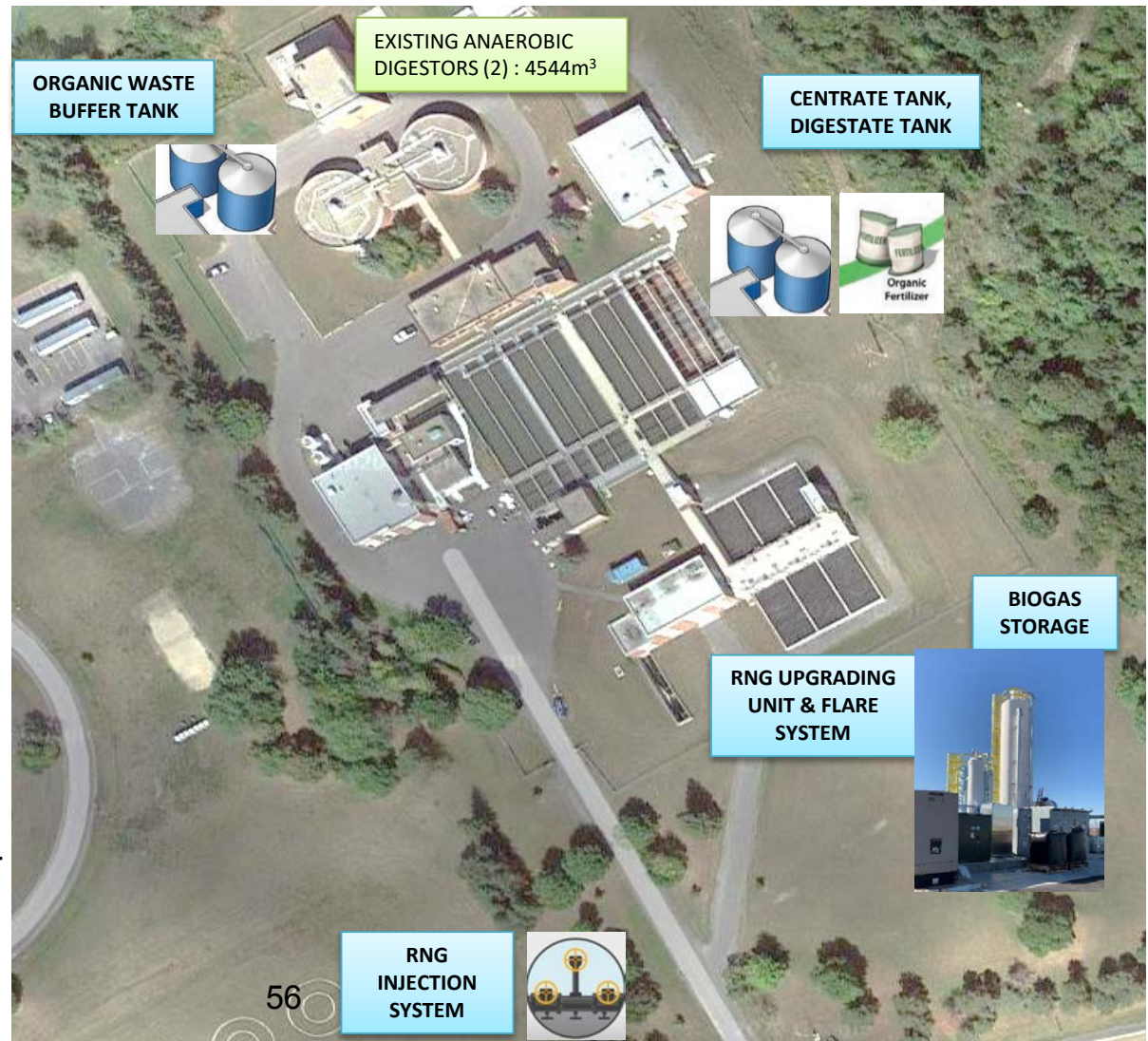
336 m³/hr
5300 eMWh



240 m³/day



17,500 eCO₂T
per year





Proposed Scenario: Off-site Pre-processing





Proposed Scenarios

Scenario A

- City SSO-3000 tpy
- Organics Pre-processing facility, Buffer/Storage Tanks, CHP unit, centrate tank
- Capital = \$12.5-18 Million

Scenario B

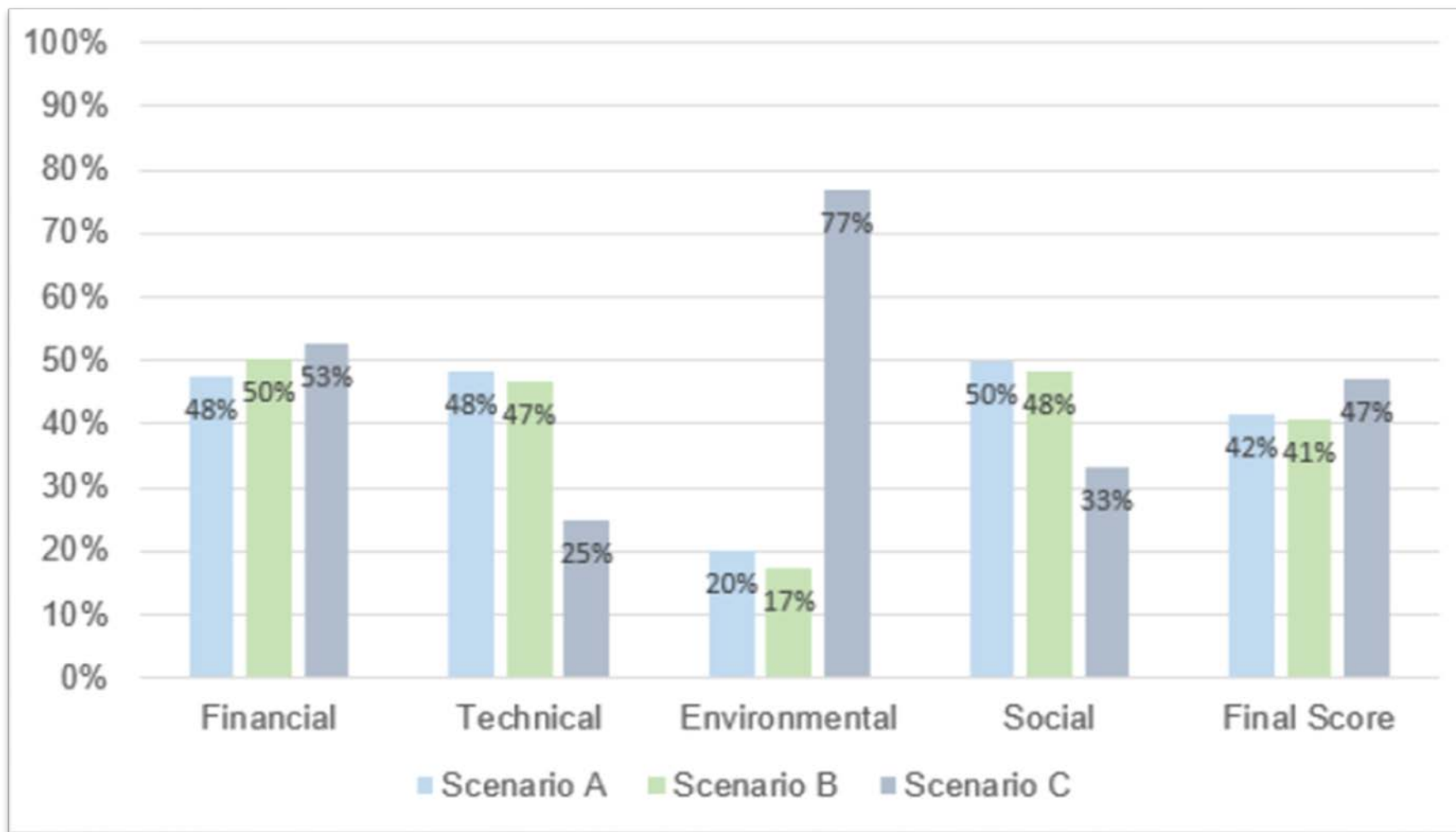
- City SSO + ICI + Sewage- 4300 tpy
- Organics Pre-processing facility, Buffer/Storage Tanks, CHP unit, centrate tank
- Capital = \$12.5- 18 Million

Scenario C

- City SSO + ICI + Sewage + other SSO up to maximum WWTP digester capacity 19,100 tpy
- Organics Pre-processing facility, Buffer/Storage Tanks, digesters peripherals modification, RNG unit, centrate tank, digestate tank
- Capital = \$23-34 Million

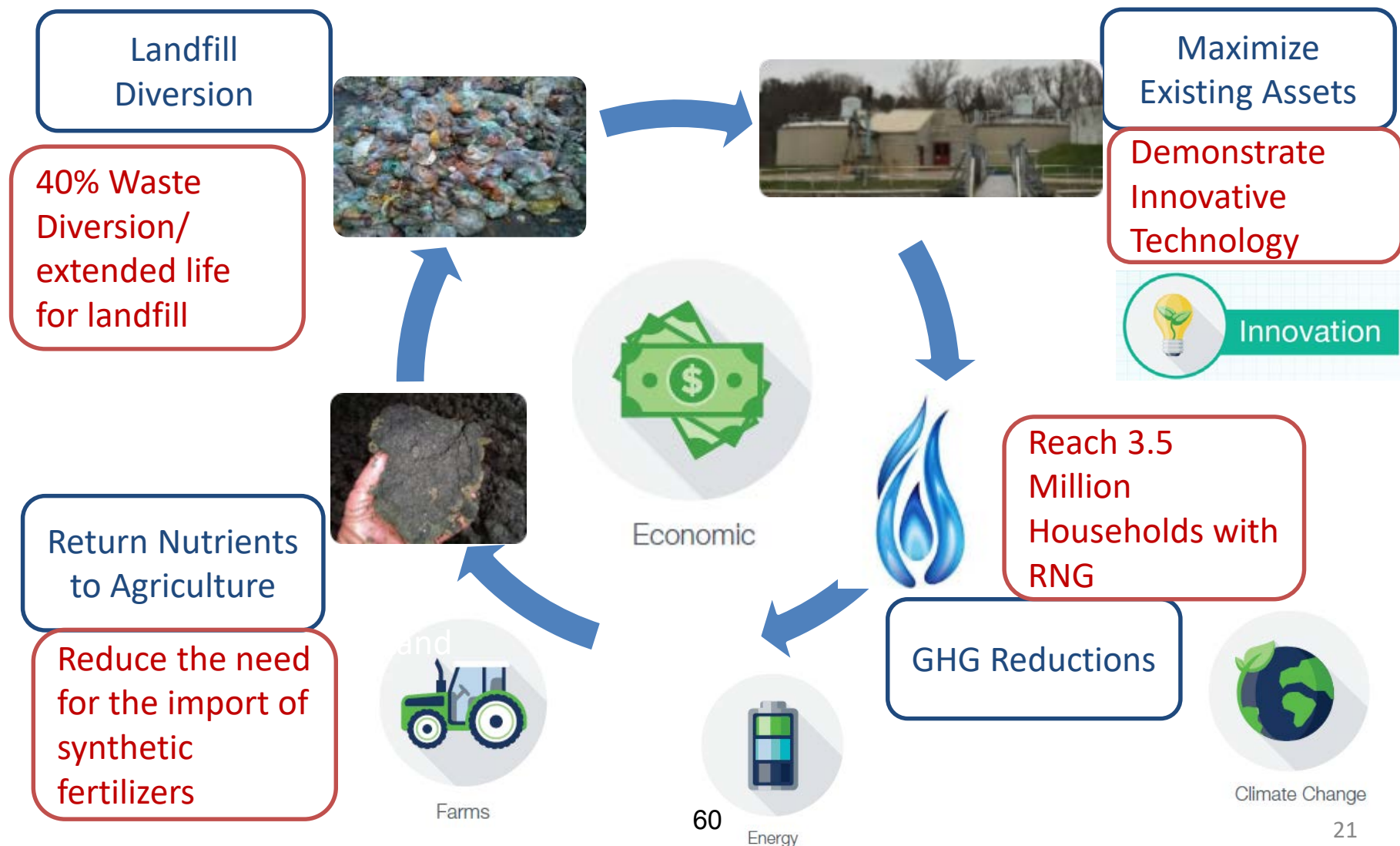


Evaluation Metrics



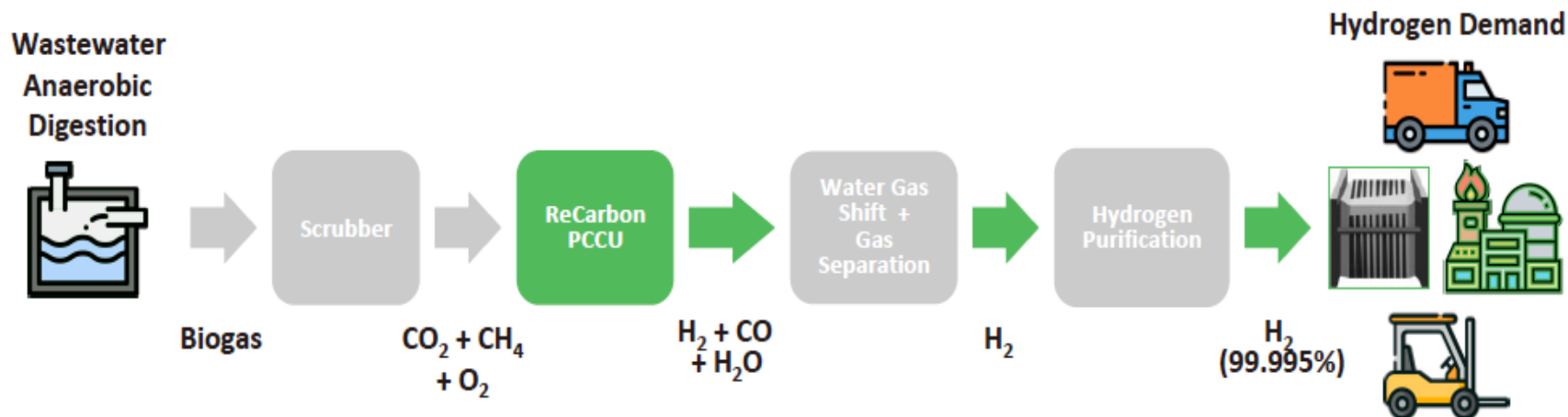


Circular Economy/ Co-benefits



Hydrogen Pilot Project

- WW biogas to Green hydrogen
- Emission blade technology
- Estimated start date: June 2021



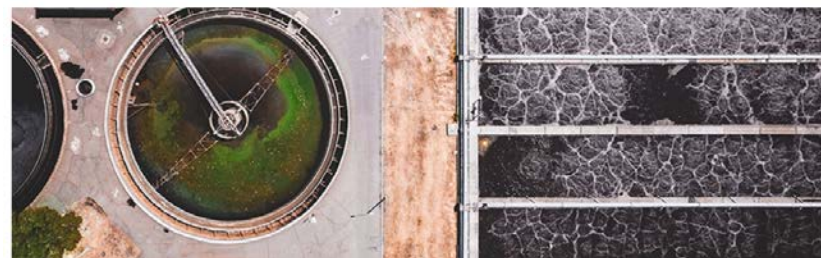
Wastewater Heat Recovery

- Recover heat from WW effluent for internal use in WWTP and offset natural gas & biogas
- 100% RNG can be injected to pipeline at premium price



Noventa Energy delivers the world's largest wastewater energy transfer project at Toronto Western Hospital

by editor | April 16, 2021



Recommendations

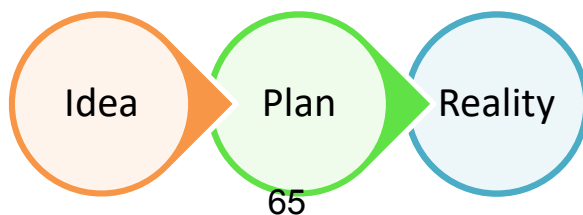
- Scenario B- will assist the WWTP to achieve Net Zero energy with increased resiliency in operations and biosolids management
- Scenario C- will assist City to realise zero carbon goal with production of carbon negative fuel and food organics diversion
- ***Scenario C is best path considering the co-benefits and City's long term objectives of Zero Carbon***

Project Delivery Models

- City as sole financer (with public funding model)
 - Design-Bid-Build (DBB)
 - Design-Build (DB), Design-Build-Operate (DBO)
- City in partnership with other partners
 - Build- Finance (BF)
 - Design-Build-Finance (DBF)
 - Design-Build-Finance-Maintain (DBFM)
- Received multiple letters of interest in partnership and delivery models

Next Steps

- Enter into Memorandum of Understanding (MOU) with OCWA to continue developing business case and 30% design and engineering for co-digestion project
- Apply and secure funding from federal, provincial funding programs for next stages of project development including design, engineering and construction



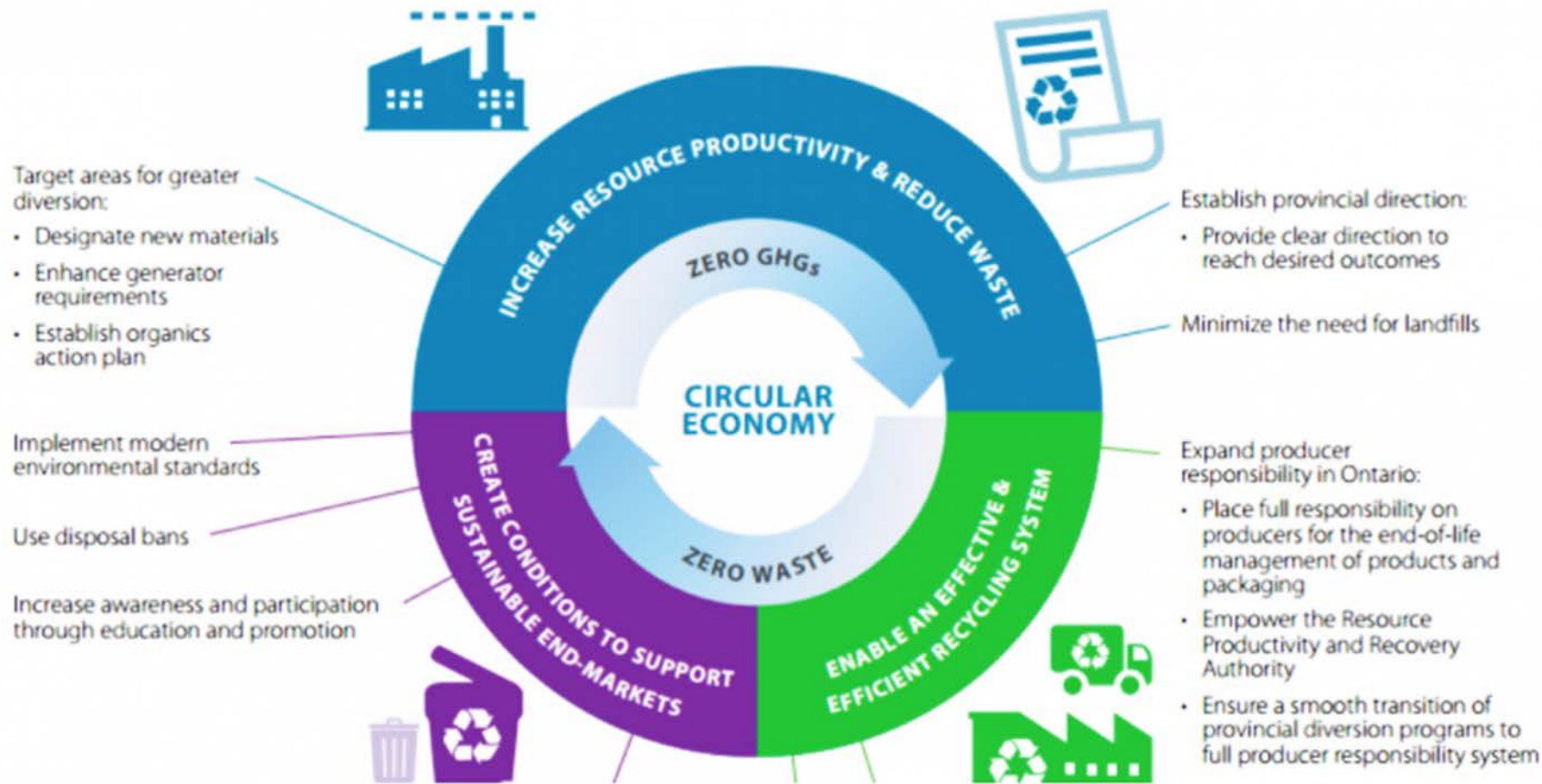


Next Steps

- Explore partnerships with potential project financiers and developers for long term financing and project development;
- Explore partnerships with potential technology partners; organics suppliers, gas utilities and offtakers
- Engage and consult with regulatory stakeholder for necessary environmental approvals
- Implement other WWTP projects already identified and planned that will compliment proposed co-digestion project



Discussion



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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-58-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: May 10, 2021
Subject: Proclamation – Day of Action Against Anti-Asian Racism

Purpose

To request that Council proclaim Monday, May 10, 2021, as a “Day of Action Against Anti-Asian Racism” in the City of Cornwall.

Recommendation

That Council proclaim Monday, May 10, 2021, as a “Day of Action Against Anti-Asian Racism” in the City of Cornwall.

Background / Discussion

The Stand With Asians Coalition is requesting that Council proclaim Monday, May 10, 2021, as a “Day of Action Against Anti-Asian Racism” in the City of Cornwall.

The Day of Action is a nationwide movement to raise awareness and to combat anti-Asian racism by making safe public spaces without the fear of discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

May is “Asian Heritage Month” in Canada.

Document Title:	Proclamation - Day of Action Against Anti-Asian Racism - 2021-58-Corporate Services.docx
Attachments:	<ul style="list-style-type: none"> - Day of Action Against Anti-Asian Racism Proclamation.pdf - Day of Action against Asian Racism.pdf
Final Approval Date:	May 4, 2021

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

Manon L. Levesque - May 4, 2021 - 9:01 AM

Geoffrey Clarke - May 4, 2021 - 9:42 AM

Maureen Adams - May 4, 2021 - 11:14 AM

From: [Diane Brown](#) on behalf of [Bernadette Clement](#)
To: [Manon Levesque](#); [Debbie Caskenette](#)
Subject: FW: Day of Action Against Anti-Asian Racism Proclamation
Date: Tuesday, April 27, 2021 10:17:32 AM
Attachments: [04.26.2021 - Day of Action agaisnt Asian Racism.pdf](#)

See proclamation request below.

Diane R. Brown

Assistant to the Mayor and C.A.O.
Assistante la Mairesse et l'Administratrice en chef
Tel: 613-930-2787 ext/poste: 2386
Fax: 613-932-8145
dbrown@cornwall.ca
www.cornwall.ca

Proud member of TEAM CORNWALL



From: doris mah <doriswkmah@gmail.com>
Sent: April-26-21 11:03 PM
To: Doris Other Phone Or Michaela <doriswkmah@gmail.com>
Subject: Day of Action Against Anti-Asian Racism Proclamation

[External E-mail]

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Mayor and Council,

I am writing today to ask your council to consider proclaiming May 10, 2021, as the **“Day of Action Against Anti-Asian Racism”** - a nationwide movement that was initiated by a group of grassroots activists in Burnaby, BC.

[Stand With Asians Coalition \(SWAC\)](#) is a community of people in Canada who are concerned about the surge of anti-Asian racism in our cities. Vancouver has seen a staggering increase of over 700%, Burnaby - 350% increase, and Ottawa - 600% increase in 2020. A recent federally-funded study reported 1150 cases of racist attacks in Canada last year. Forty percent were reported in Ontario and forty-four percent were reported in B.C. Sixty percent of the cases were reported by women.

Stand With Asians Coalition brings allies together to raise awareness and to combat anti-Asian racism. We must condemn all forms of hate in public spaces as it creates unsafe conditions for members of the Asian, Black, Indigenous, People of Colour, and Racialized Communities.

May is Asian Heritage Month in Canada. The City of Burnaby is the first city in Canada that has officially made a proclamation, declaring May 10, 2021, as the **“Day**

of Action Against Anti-Asian Racism”. Many cities on the West Coast, such as Vancouver, Surrey, Port Moody, Port Coquitlam, Richmond, the District of Missions and on the East Coast, Toronto and Ottawa, are also in the process of considering a similar proclamation. SWAC is organizing a **National Day of Action Against Anti-Asian Racism E Rally** on Zoom on May 10 at 5 PM PT/ 8 PM ET. Sign up [here](#).

I am writing to request that your council consider making a similar proclamation to support this initiative. Please see attached a copy of the City of Burnaby's proclamation. After the release of your proclamation, we ask that you kindly inform our SWAC organizer, Doris Mah, at 604-729-3107 or doriswkmah@gmail.com. Thank you for your consideration of this matter.

Doris Mah (she/her)
Burnaby resident
[SWAC](#) Organizer

I acknowledge that I live and work on the ancestral and unceded homelands of the hən̓q̓əmin̓əm' and Skwxwú7mesh speaking peoples, as well as all Coast Salish peoples.

City of Burnaby



Proclamation

DAY OF ACTION AGAINST ASIAN RACISM

Whereas Burnaby RCMP reported a 350 per cent increase in anti-Asian hate crimes during the first year of the COVID-19 pandemic; and

WHEREAS The Canadian Charter of Rights and Freedoms 15 (1) states that Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability; and

WHEREAS The City of Burnaby's Social Sustainability Vision states that Burnaby strives to be a caring, inclusive, vibrant, safe, livable and just city; and that we must embrace diversity, celebrate culture and creativity, foster belongings and participation, and adapt well to a changing world; and

WHEREAS Every resident in Burnaby deserves safe public spaces without the fear of discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability; and

WHEREAS May is Asian Heritage Month in Canada.

NOW THEREFORE I, MIKE HURLEY, MAYOR OF BURNABY,
DO HEREBY PROCLAIM MAY 10 AS

“DAY OF ACTION AGAINST ASIAN RACISM”

IN THE CITY OF BURNABY.

Dated this Twenty-sixth Day
of April, 2021 A.D.

MIKE HURLEY
MAYOR



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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-59-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: May 10, 2021
Subject: Proclamation – Do Something Goof for Your Neighbour Day

Purpose

To proclaim Sunday, May 16, 2021, as “Do Something Good for Your Neighbour Day” in the City of Cornwall.

Recommendation

That Council proclaim Sunday, May 16, 2021, as “Do Something Good for Your Neighbour Day” in the City of Cornwall.

Background / Discussion

Starr Valentino, founder of "Do Something Good for Your Neighbour Day" is requesting that Council proclaim Sunday, May 16, 2021, as "Do Something Good for your Neighbour Day" in the City of Cornwall.

Mr. Valentino is also requesting that the organization's flag be flown at 340 Pitt Street and the lights at the courtyard fountain be lit with purple lights to mark the day.

National “Do Something Good For Your Neighbor Day” is on May 16 each year and encourages individuals and organizations alike to be neighbourly to each other.

Document Title:	Proclamation - Do Something Good for Your Neighbour Day - 2021-59-Corporate Services.docx
Attachments:	- Proclamation Do Something Good for Your Neighbour Day.pdf
Final Approval Date:	May 4, 2021

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

Manon L. Levesque - May 4, 2021 - 9:07 AM

Geoffrey Clarke - May 4, 2021 - 9:43 AM

Maureen Adams - May 4, 2021 - 11:11 AM

From: noreply@esolutionsgroup.ca <noreply@esolutionsgroup.ca>
Sent: Monday, March 22, 2021 5:40 PM
To: Manon Levesque <MLevesque@cornwall.ca>
Subject: New Response Completed for Request Proclamation - Flag-Raising - Lights

[External E-mail]

CAUTION: This email originated from outside the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Hello,

Please note the following response to Request Proclamation - Flag-Raising - Lights has been submitted at Monday March 22nd 2021 5:39 PM with reference number 2021-03-22-023.

- **Your name:**
Starr Valentino
- **Your organization:**
Do Something Good For Your Neighbor Day
- **Phone number:**
7163703346
- **Email address:**
starrvalentino2@yahoo.com
- **Your special event:**
National Awareness "DO Something Good For Your Neighbor Day" is a official recognized nation wide Day in thousands of cities all across America including cities in Canada. In 2018 this Day receive a Proclamation from its Mayor.
- **Date(s) of the event:**
May 16, 2021
- **My organization is interested in...**
Flag-Raising, Lights at Fountain
- **Requested text for proclamation:**
No Proclamation
- **Requested date(s) and time for flag-raising:**
May 16, 2021 1:00 noon
- **Requested City representative(s) for flag-raising:**
Niagara Falls
- **Requested colours for Fountain:**
Purple

- **Requested dates to have these colours in place:**
May 16, 2021
- **Any additional comments? Please include a link to more information if possible.**
Thank you

[This is an automated email notification -- please do not respond]

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-60-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: May 10, 2021
Subject: Proclamation – Personal Support Worker (PSW) Day

Purpose

To proclaim Wednesday, May 19, 2021, as “Personal Support Worker (PSW) Day” in the City of Cornwall.

Recommendation

That Council proclaim Wednesday, May 19, 2021, as “Personal Support Worker (PSW) Day” in the City of Cornwall.

Background / Discussion

The Canada PSW Network is requesting that Council proclaim Wednesday, May 19, 2021, as “Personal Support Worker (PSW) Day” in the City of Cornwall.

PSW’s have provided care to our community’s most vulnerable through these extraordinary challenging times sacrificing their own health, safety, and time with their families to ensure the safety and care of our seniors and vulnerable.

Document Title:	Proclamation - Personal Support Worker (PSW) Day - 2021-60-Corporate Services.docx
Attachments:	- Proclamation Request PSW Network.pdf
Final Approval Date:	May 4, 2021

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

Manon L. Levesque - May 4, 2021 - 8:55 AM

Geoffrey Clarke - May 4, 2021 - 9:41 AM

Maureen Adams - May 4, 2021 - 11:16 AM



THE CANADIAN PSW NETWORK

Keeping The CARE in Health Care

www.canadianpswnetwork.org

Proclamation Request

January 14th, 2021

To Whom This Concerns:

We are reaching out to respectfully request that your office grant us an official proclamation for Personal Support Worker (PSW) Day on May 19th of this year.

PSWs have selflessly and tirelessly provided care to our community's most vulnerable through an extraordinarily challenging year, a year made more precarious by a pandemic the likes of which many of us have never seen. Through all of this they have been, and continue to remain, steadfast and true. They have given so much of themselves every day, sacrificing their own health, safety, time with their families, even their lives to ensure the safety and care of our seniors and vulnerable.

As a proud Certified PSW myself, and Founder and CEO of The Canadian PSW Network; a not-for-profit network providing support, resources and advocacy for our fellow PSWs, I'm asking that you join with us in recognizing May 19th of this year in an official capacity with a Mayoral Proclamation deeming May 19th, 2021 as Official PSW Day on behalf of yourself and The Canadian PSW Network.

PSWs only get recognition this one day a year and I firmly believe they truly deserve our community leader's recognition and respect for everything they have done through this pandemic and through the horrific working conditions they face every day, especially in the Long-term Care setting.

If your office does not provide proclamations, but has an alternative such as a lighting of City Hall, we would be appreciative of the show of support and recognition however you can.

*If your office does not provide proclamations, but has an alternative such as a lighting of City Hall, we would be appreciative of the show of support and recognition however you can and a show of lighting in our Network's colours of **Blue** and **Green** would be greatly appreciated.*

We look forward to hearing from you.

Kind Regards,

Lynn Steele
PSW | CDCP
Founder & CEO
Direct: 647-848-3532

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

Department: Planning, Development and Recreation
Division: Recreation and Facilities
Report Number: 2021-78-Planning, Development and Recreation
Prepared By: Kathleen Rendek, Project Coordinator
Meeting Date: May 10, 2021
Subject: Silver Bicycle Friendly Community Award

Purpose

To provide Council with information on the City's recent Silver Bicycle Friendly Community Award from Share the Road Cycling Coalition and the Canadian Automobile Association.

Recommendation

That Council receive Report 2021-78-Planning, Development, and Recreation.

Financial Implications

There are no financial implications based on the recommendation of this report.

Strategic Priority Implications

Content provided in this report supports the mission and vision of Cornwall City Council and the following Strategic Priorities:

- Being leaders in sustainability and climate change impact,
- Developing waterfront through ownership, partnership for business, and recreation activities, and
- Economic development and pursuing a diverse population growth.

Background / Discussion

The City of Cornwall has received a Silver Bicycle Friendly Community Award by Share the Road Cycling Coalition (STR) and the Canadian Automobile Association (CAA).

The new Silver Award recognizes the improvements Cornwall has made to enable, promote, and evaluate cycling over the last four years.

The City was previously awarded Bronze in 2016.



The Bicycle Friendly Communities Program

The BFC program was launched in Canada by STR and CAA in 2010. The program provides guidance, inspiration and award-recognition for communities that actively support bicycling. Municipalities are judged in four categories referred to as the four “Es”:

1. Engineering,
2. Education,
3. Encouragement, and
4. Evaluation & Planning.

A community must demonstrate achievements in all four categories to be considered for an award. The award categories are Bronze, Silver, Gold, Platinum and Diamond, and last for a period of 4 years.

Cornwall is 1 of 10 award winners to receive a new or elevated award designation in 2021, making it one of 49 designated Bicycle Friendly Communities in Canada. See Attachment 1 for complete list.

Achieving Silver Award

The BFC program is designed to evaluate a community from multiple perspectives. As such, the application required contribution from the following City departments:

- Infrastructure and Municipal Works,
- Transit Division,
- Recreation and Facilities,
- Cornwall Tourism,
- CAO's Office,
- Cornwall Police Services,

And from many of our community partners:

- Eastern Ontario Health Unit - Health Promotion,
- Cornwall BMX Club,
- Outdoor de Plein Aire Club,
- Transition Cornwall+ Active Transportation Group,
- Catholic District School Board of Eastern Ontario,
- Conseil des écoles publiques de l'Est de l'Ontario,
- Conseil scolaire de district catholique de l'Est Ontarien, and
- Upper Canada District School Board (UCDSB).

Our application presented the cycling strengths of our community and the many improvements since Cornwall's Bronze designation 4 years ago. Some of these points were highlighted in the STR Judge's Feedback Report (Attachment 2):

- bike network (on and off-road paths) doubled (see Attachment 3 for Map);
- Cornwall Business Park and key employment hubs connected to commuter bike lanes;
- wayfinding signs doubled along recreation paths;
- 10km of new mountain and fat bike trails developed in an underutilized park;



- traffic calming elements around schools and in the downtown,
- complete Cornwall Transit fleet equipped with industry-standard bike racks,
- the implementation of a bicycle rental program,
- bilingual education efforts for a variety of target groups,
- Summer student ambassador through Cornwall Tourism offering visitor services on a bicycle, and
- overall cycling promotional efforts.

The BFC judges were also pleased to see our strong network of staff, community organizations and advocates working together to increase cycling opportunities and education for the community.

The above strengths and improvements emphasize the importance and impact of focused planning, investment towards infrastructure, and clear communication strategies when working to further cycling in our community. It is worth noting the City now spends between 10-15% of its annual Transportation budget on cycling infrastructure development and maintenance (6x the budget from 2015), and an estimated \$30,000 for resident and visitor promotion (maps, videos, tourism ads). Cycling also featured prominently in the Official Plan (2016), Waterfront Master Plan (2019), annual Cornwall Tourism Marketing Strategy, and recently revised Recreation Master Plan (2021).

Rolling Towards Gold

The feedback report has offered several promising efforts and our next steps to achieving Gold. Select examples include:

- Updating the Bicycle and Pedestrian Master Plan and explore protected bike facilities,
- Developing a bicycle network maintenance plan to prioritize short, medium and long-term maintenance of the network,
- Continuing and expanding education programs in schools, and develop bilingual curriculum for service providers, and



- Coordinating centralized data collection and analysis (e.g., value of bike tourism, volumes on key routes) to assist in decision-making and setting priorities.

Those who worked to complete the BFC application look forward to continued partnership as we set a course for Gold in 2026. As noted by staff from the Eastern Ontario Health Unit,

“Continuously working towards being a bicycle (and pedestrian) friendly community is an important and mutually beneficial strategy for achieving municipal and public health goals tied to economic development, climate change mitigation, accessibility, injury reduction and safety, as well as provide safe, affordable physical activity.”

Bilingual Signage

It is worth noting that Cornwall is the first community in Canada to request a bilingual badge and sign for a BFC Silver Award. Working with STR, City staff were able to get bilingual designs in time for the public announcement on May 4th, 2021. Both STR and City staff see this as an important example of our commitment towards inclusive cycling promotion, signage, and education.

More about Share the Road Cycling Coalition

STR is an Ontario-based not-for-profit organization working to make communities across Canada bicycle friendly for people of all ages and abilities. They work in partnership with municipal, provincial and federal governments; the business community; road safety organizations; and other not-for-profits to:

- enhance access for bicyclists on roads and trails;
- improve safety for all bicyclists; and
- provide education about the value and importance of safe bicycling for healthy lifestyles and healthy communities.



Report Approval Details

Document Title:	Silver Bicycle Friendly Community Award - 2021-78-PDR.docx
Attachments:	<ul style="list-style-type: none"> - BFC award winners as of 2021.pdf - Bicycle Friendly Communities Feedback Report Cornwall_2021.pdf - Cornwall Map - Bicycle Friendly Community Application 2020.pdf
Final Approval Date:	May 5, 2021

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

James Fawthrop - May 5, 2021 - 3:32 PM

Mark A. Boileau - May 5, 2021 - 3:51 PM

Maureen Adams - May 5, 2021 - 4:58 PM

CURRENT BICYCLE FRIENDLY COMMUNITY AWARD WINNERS

There are currently 49 communities in Ontario that are designated as Bicycle Friendly Communities by Share the Road Cycling Coalition. New BFC award winners from 2019-2020 were announced on May 4, 2021 and appear in green.

Current Bicycle Friendly Community Designations in Ontario

Honourable Mention	Bronze (29 communities)	Silver (12 communities)	Gold (3 communities)
Bracebridge	Belleville	Ajax	Ottawa
Stratford	Brampton	Burlington	Toronto
	Caledon (Bolton)	Collingwood	Waterloo
	Cambridge	Cornwall	
	Coburg	Guelph	
	Essex	Hamilton	
	Greater Sudbury	Kitchener	
	Halton Hills (Georgetown)	Markham	
	Ingersoll	Oakville	
	Kingston	Pelham	
	London	Peterborough	
	Milton	Thunder Bay	
	Mississauga		
	Mississippi Mills (Almonte)		
	Newmarket		
	Niagara Falls		
	Norfolk (Simcoe)		
	Oshawa		
	Petawawa		
	Richmond Hill		
	Saugeen Shores (Port Elgin-Southampton)		
	St. Catharines		
	St. Thomas		
	Temiskaming Shores (Haileybury-New Liskeard)		
	Thorold		
	Wasaga Beach		
	Welland		
	Whitby		
	Windsor		

Current Bicycle Friendly Community Designations Outside Ontario*

Honourable Mention (1 community)	Bronze (3 communities)	Silver (1 community)	Gold (0 communities)
Port Alberni, BC	Calgary, AB	Canmore, AB	
	Kelowna, BC		
	Saskatoon, SK		

*Bicycle Friendly Community designations for the province of Québec are administered by [Vélo Québec](#).



BICYCLE FRIENDLY COMMUNITIES

FEEDBACK REPORT

Cornwall, ON

March 2021



CORNWALL, ON

Certified Silver 2021-2025

Population: 46 000

Size: 64.5 km²

Share the Road Cycling Coalition's Bicycle Friendly Communities (BFC) judging panel was pleased to see considerable progress in making the City of Cornwall, Ontario a great place for cyclists. The judging panel has determined that Cornwall will advance from its previous Bronze level to a Bicycle Friendly Community at the **Silver** award level.

Community Strengths

- Scenic recreational trails
- Well-marked bike lanes on many streets
- Cycling promotional efforts from the City Recreation Department

Application Highlights

The judging panel and local reviewers noted the following strengths in Cornwall's efforts to improve bicycle friendliness:

- Cornwall Official Plan created to support bicycle facility identification and construction
- Strong network of staff, community organizations and advocates working together to increase cycling opportunities
- Entire Cornwall Transit fleet equipped with industry-standard bike racks
- Traffic calming elements installed on high traffic roads (e.g., in school zones and downtown)
- Implementation of a bicycle rental program
- Notable enhancements since Cornwall's Bronze designation: bike network (on and off-road paths) doubled; Cornwall Business Park and key employment hubs connected to

commuter bike lanes; wayfinding signs doubled along recreation paths; 10km of new mountain and fat bike trails developed in an underutilized park

Promising Efforts

- Winter maintenance: an increase in snow removal budget to ensure recreation paths are cleared quickly and consistently; LED lighting along recreation bike paths to ensure safe and accessible journeys in winter and beyond
- Bilingual education efforts for a variety of target groups
- Summer student ambassador through Cornwall Tourism offering visitor services on a bicycle (e.g., greeting visitors, providing information on the city)
- Wayfinding signage along the Waterfront Trail
- Online Cornwall Police Auction to increase accessibility of bikes to Cornwall residents

Key Steps to Gold

There is no single path towards becoming a great community for cyclists, but there are common building blocks evident in the most exemplary BFCs in North America. Below we share some ideas to provide inspiration as you work to advance to the next award level.

Engineering

- Update the 2010 BPMP and explore opportunities for protected bike facilities on collector and arterial roadways.
- Prioritize short, medium and long-term maintenance and repair requirements within the existing bicycle network and develop a bicycle network maintenance plan.

Education

- Continue to work with schools to develop in-school bicycle education. Develop bilingual curriculum for physical education classes, training for teachers, and student ridership evaluation targets that are meaningful and achievable. Ideally, do this as part of a broader active school travel initiative (using tools and guidance from [Green Communities Canada](#)), in partnership with your local school boards.
- Expand open-air bike training courses into all middle and high schools. For inspiration, check out Durham Region's [Youth Cycling Guide](#) and the Region of Peel's [Family Cycling Handbook](#) and [10 Step Handbook for High School Bike Projects](#).

Encouragement

- Build on the momentum for cycling and outdoor recreation that the pandemic has created to evaluate progress and implement permanent changes where appropriate.
- Continue to build on the enthusiasm for the region-wide Walk and Roll Month. For inspiration, Share the Road's Bike Month "[Recipe Cards](#)."

Evaluation and Planning

- Build on transportation and engineering best practices to adopt an official [Complete Streets Policy](#) for the City. This policy will provide added assurance that safe and accessible bike lanes (and pedestrian paths) are included in the design phase of future roadworks projects.
- Explore strategies to work with police enforcement to mitigate bicycle theft and motorized vehicles on recreational trails.
- Coordinate centralized data collection and analysis (e.g., value of bike tourism, volumes on key routes) to assist in decision-making and setting priorities.

For more ideas and best practices, visit [Bicycle Friendly Community Resources](#) maintained by The League of American Cyclists. Send any additional cycling resources that your community has developed or used to bfc@sharetheroad.ca

Share the Road Cycling Coalition's Bicycle Friendly Communities program is possible thanks to our program partner, The League of American Bicyclists, and our sponsor, CAA.



**BICYCLE FRIENDLY
COMMUNITY**





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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-72-Planning, Development and Recreation
Prepared By: Lindsay Parisien, Development Planner
Meeting Date: May 10, 2021
Subject: PAC Report No.1 – An application for a Draft Plan of Subdivision to remove the Hold category, and to rezone lands located on Part of Lot 8, and Part of the east half of Lot 9, Concession 3, as shown on Draft Plan of Subdivision prepared by Kirk L. Stidwil

Purpose

To request approval from Council for the proposed Draft Plan of Subdivision and associated Rezoning applications for removal of the Holding category on the Residential 20 (RES 20) zoning and rezone the subject lands from Residential 20 (RES 20) to Residential 10 (RES 10) and Residential 15 (RES 15 EXC) with Exceptions to the City of Cornwall Comprehensive Zoning By-Law (No. 751-1969) as amended.

Recommendation

That Council approve the PAC recommendations as presented:

(a) That Draft Plan of Subdivision approval be given to the Draft Plan prepared by Kirk L. Stidwill O.L.S., dated February 17th, 2021 on Part of Lot 8, and Part of

the east half of Lot 9, Concession 3, comprising of 14.41 hectares (35.6 acres) of land. The proposed Draft Plan will afford a total of 8 Phases of Development which will accommodate 127 single detached lots, 39 small lot singles, and 24 semi detached lots; and

(b) That the Holding category be removed on the Residential 20 (RES 20) zoning; and,

(c) That the lands located on Part of Lot 8 and Part of the east half of Lot 9, Concession 3, also referred to as the Northwoods Forest Subdivision Phases 3 – 10 (total of 14.4 ha (35.6 acres)) be rezoned from Residential 20 with a Hold (RES 20 (H)) to Residential 10 (RES10) and Residential 15 (RES15) with Exceptions. The following site-specific exceptions will apply:

- i) Phase 5, Lot 36 rear yard setback of 8 metres
- ii) Phase 8, Lots 1, 2, 3, 4, 5, 18, 19 and 20 rear yard setback of 9 metres
- iii) Phase 6 will have an increase in percentage of SLS from 25% to 27%, which include: Lots 9, 12, 17, 20, 25, 27, 28 and 19.

Background / Discussion

In 2013, Phases 1 and 2 of the Northwoods Forest Subdivision were registered and are near completion. The Developer has applied for Draft Plan of Subdivision approval for the remaining lands of the Northwoods Forest Subdivision (Phases 3 – 10), to develop a total of 190 residential lots which includes single lots, small lot singles and semi-detached lots, resulting in 214 residential dwelling units.

The subject lands are situated northeast of Pitt Street and south of South Branch Road. These lands are zoned for residential development, designated Urban Residential (U. RES) in the City's Official Plan, and are supported by various Provincial Policies, studies, and documentation for development.

Planning staff are of the opinion that the Zoning By-law amendment along with the zoning provision adjustment for the semi detached lots are appropriate and consistent with previous development approvals for Phases 1 and 2.

Planning would also comment that the U. RES designation and low-density Residential zoning for these lands were previously established in Phases 1 and 2 and the requirements of Official Plan Policy 14.7.5 have been addressed; therefore, the Hold category can be removed.

The proposed Draft Plan will be phased in an orderly fashion. However, additional information and further discussions with the City's Infrastructure &



Municipal Works Department regarding the Preliminary Servicing Plan and Traffic Impact Study for Phases 4 – 10 will be required prior to Plan Registration. In addition, further discussions between the Developer and Division Manager of Recreation & Facilities are to be conducted regarding the location of planted Butternut trees. The Developer may be required to provide additional parkland in a centralized location to accommodate a play structure.

Conclusion

Planning staff have reviewed the Draft Plan of the Northwoods Forest Subdivision and the associated Rezoning applications, and are supportive. Phase 3 of the subject lands is appropriate for immediate development as set out in the Draft Plan prepared by Kirk L. Stidwill O.L.S. once the fulfilment of the Draft Plan Conditions, shown on attached Appendix "A", and associated rezoning coming into effect are met.

Document Title:	Northwoods Forest Subdivision - Phases 3-10 - PAC Report No. 1 - 2021-72-PDR.docx
Attachments:	- Attach. 1 - Appendix A Northwoods Forest Draft Plan Conditions Final .pdf
Final Approval Date:	May 5, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:32 AM

Mark A. Boileau - May 5, 2021 - 9:27 AM

Maureen Adams - May 5, 2021 - 1:41 PM

APPENDIX A

April 19th 2021

FILE NO.: 04T-2021-01 – NORTHWOODS FOREST SUBDIVISION - John Markell

The City of Cornwall's conditions and amendments to final plan approval for registration of Subdivision File No. 04-T-2021-01 are as follows:

No.	CONDITIONS
1.	That this approval applies to Northwoods Forest Subdivision Draft Plan prepared by Kirk L. Stidwill, O.L.S., dated February 17 th , 2021, which shows 127 single detached, 39 small lot singles, 24 semi-detached lots and municipal road dedication.
2.	That the road allowances included in this Draft Plan shall be shown and dedicated as public highways.
3.	That the streets shall be named to the satisfaction of the City of Cornwall.
4.	1- That the proponent provides a Transportation Impact Study (TIS) for Phase 3 and implement any road improvements proposed on the TIS and approved by the City. 2- That with the submission of Phase 4, the developer provides a reviewed Phases 4 to 10, which shall include, a TIS evaluating, amongst other aspects, the future alignment of Kirkhill Avenue and whether the exit point onto South Branch Road should be aligned with Julien Street to minimize the number of intersections along South Branch Road and also to avoid future speeding issues along Kirkhill Avenue.
5.	That the owner has already conveyed 5% cash-in-lieu of the land included in the plan to the municipality for park purposes in earlier Phases.
6.	The Northwoods Forest Development has been allocated the equivalent of 15.378 ha of sewage capacity within the Northern Trunk Sanitary Sewer. This was based on a RES 20 zoning which results in a design population of 85 Ppha. Per the ' <i>Northwoods Forest Subdivision Phases 3 to 10 Preliminary Servicing Report and Stormwater Management Report</i> ', by EVB Engineering, dated March 19, 2021, the Developer is proposing to rezone the area to RES 10 and RES 15 zoning, to increase the developable area from 15.378 ha to 21.61 ha. The report's rationale for the increased developable area is the following: <ul style="list-style-type: none"> a. 15.378 ha (38 acres) results in a peak discharge rate from the allocated catchment of 23.45 l/s, based on a design population of 85 Ppha (RES 20), with a peak infiltration rate of 0.28l/s/ha. b. 1.25 ha of the subdivision that was previously classified as V.L.A. lands already have an alternative sewage capacity allocation, thus should have not been included in the 15.378 ha allocation. This would further increase the peak sewage discharge rate by 2.02 l/s, bringing the total allocated peak sewage flow rate to 25.47l/s. c. 21.61 ha, rezoned to 1.67ha of OPS 10, 6.33ha of RES 15 and 13.61 ha of RES 10 results in a peak discharge rate of 23.19 l/s.

	<p>The City's Department of Infrastructure Planning has reviewed the rational provided by the Developer and has the following comments:</p> <ul style="list-style-type: none"> a. There is no proof that the initial 15.378 ha (38acres) allocation was based upon a peak infiltration rate of 0.28 l/s/ha. The City is not in agreement with this and does not accept this rational. The peak inflation rate for the sewer allocation needs to follow the City Standard of 0.19 l/s. b. The City has found reference information in support of the argument that V.L.A. lands form part of an existing sewer allocation, and not part of the 15.378 ha sewer allocation. c. The 5% parkland allocation (0.77ha) must form part of the sewer allocation, as this was the practice in 1980's when the allocation was initially determined. The City will accept it being zoned as RES 10. The remaining stormwater management pond (0.9ha) can be included as infiltration only. <p>The above comments result in a total allocated peak sewage flow rate to 23.98l/s, and a produced total peak sewage flow rate of 23.65l/s. As a result, the Department of Infrastructure Planning accepts the proposed increase in sewer allocations area, as the reduced zoning densities result in a total peak sewage flow rate less than the original area's peak sewage flow rate allocation. The Owner shall provide a finalized Preliminary Servicing Report prior to entering into a Subdivider's Agreement with the City. It shall be revised to address the comments above and demonstrate how this subdivision will connect to the services.</p>
7.	The Developer agrees to address all comments the City's Division of Infrastructure Planning and Municipal works has regarding the Preliminary Servicing Plan and Subdivision drawing prior to entering in a Subdivider's Agreement with the city of Cornwall. These additional comments shall be provided at a later date. The Owner shall provide a Finalized Preliminary Servicing Report and Issues for Construction drawing approved by the City prior to entering into a Subdivider's Agreement with the City.
8.	That the owner agrees, in writing, to satisfy all requirements, financial and otherwise, of the municipality concerning the provision of roads, including the future streets, sidewalks, fencing, installation of services, drainage and any noise studies, as required.
9.	That the easements, as may be required, for utility or drainage purposes, shall be granted to the appropriate authority.
10.	That the Subdivider's Agreement between the owner and the municipality shall contain a provision wherein the owner agrees to enter into a servicing agreement with Bell Canada to comply with underground servicing conditions imposed by the municipality, and if no such conditions are imposed, the owner shall advise the Municipality of the arrangement for such servicing.
11.	That all necessary temporary turning circles be shown on the final plan as blocks on the Registered Plan. The easement rights on these blocks shall be conveyed to the Municipality until the future extension of the road allowance, when the future right-of-way shall be dedicated as public highway.
12.	That any dead ends and open sides of road allowances created by this Draft Plan shall be terminated in 0.3 meter reserves to be conveyed to, and held in trust, by the City of Cornwall.

13.	That the subdivision agreement between the owner and the Municipality is registered against the lands to which it applies once the plan of subdivision has been registered for this phase.
14.	All measurements in subdivision and condominium final plans must be presented in metric units.
15.	Additional conditions from the RRCA to be provided at a later date. The Developer agrees to comply with all the conditions set forth by the RRCA prior to entering into a Subdivider's Agreement.
16.	That the owner/Developer shall contact a Delivery Service Officer at Canada Post to determine locations for Community Mailboxes. Community Mailboxes are to be approved by the City of Cornwall Planning and Engineering Divisions and indicated on the final plan.
17.	That the owner agrees, via the Subdivider's Agreement with the Municipality, to inform all prospective purchasers through a clause in all agreements of purchase and sale, as to the location of all Community Mailboxes.
18.	All conditions of draft approval, from the Ministry of Transportation, Ministry of Tourism, Culture and Sport, and Ministry of Natural Resources / RRCA, will be required to be adhered to.
19	That should the first phase of the subdivision not be given final approval within 3 years (April 19 th , 2024) then the Draft Plan Approval shall lapse.
	<p>NOTES TO DRAFT APPROVAL</p> <ol style="list-style-type: none"> 1. It is the applicant's responsibility to fulfill the conditions of draft approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the City of Cornwall's Planning Division, 2nd Floor, Civic Complex, 100 Water Street East, Cornwall, quoting the Subdivision File Number. (File No.: 04T-2021-01) 2. It is suggested that you make yourself aware of the Certificate of Title under the Certification of Titles Act or an application for first registration under the Land Titles Act, which may be available through your solicitor's office. Plans of Subdivision cannot be registered before the requirements of the applicable Act have been complied with. 3. Clearances are required from the following Departments/Agencies: <ol style="list-style-type: none"> 1. Mrs. Mary Joyce-Smith, MCIP, RPP Division Manager, Planning Services City of Cornwall 100 Water Street East, 2nd Floor P.O. Box 877 Cornwall, Ontario K6H 5T9 2. Ms. Kim McDonald Manager of Planning and Regulations Raisin Region Conservation Authority P.O. Box 429 Cornwall, Ontario K6H 5T2

- | | |
|--|---|
| | <p>3. Ms. Emma Vanier, P. Eng.
Approvals and Construction Engineer
City of Cornwall
1225 Ontario Street
Cornwall, Ontario K6H 4E1</p> |
|--|---|

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-73-Planning, Development and Recreation
Prepared By: Lindsay Parisien, Development Planner
Meeting Date: May 10, 2021
Subject: Baldwin Avenue Subdivision - PAC Report No. 2 – Application for a Draft Plan of Subdivision – Baldwin Avenue, being Part of Lot 7, Concession 1, municipally located at 304 Baldwin Avenue, Cornwall, Ontario (Subdivision #04T-2021-02 and Folder 311).

Purpose

To request approval from Council for the proposed Draft Plan of Subdivision on the subject lands located at 304 Baldwin Avenue, Cornwall, Ontario.

Recommendation

That Council give Draft Plan of Subdivision approval to the request received from J.F. Markell Homes Ltd. for the approval of a Draft Plan of Subdivision subject to the following:

a) That Draft Plan of Subdivision approval be given to the Draft Plan prepared by Kirk L. Stidwill, O.L.S. dated March 12th, 2021 on Part of Lot 7, Concession 1, comprising of 0.452 hectares (1.1 acres) of land. This Draft Plan will provide for 6 single detached lots to accommodate 6 single detached dwelling units, as well as a municipal road dedication.

b) That the Draft Plan Conditions contained in Appendix "A" of the Planning Advisory & Hearing Committee's Technical Report have been fulfilled to the satisfaction of City Staff.

Background / Discussion

The application for a Draft Plan of Subdivision has been submitted for approval to accommodate 6 low rise single detached dwelling units. No site-specific exceptions were requested as each lot complies with the current Residential 10 (RES 10) zoning standards. The proposed subdivision is located on lands formerly known as the Whittaker Bros. Flower Shop, and municipally located at 304 Baldwin Avenue, Cornwall, Ontario.

Conclusion

Planning Division staff has reviewed the application as well as the supporting documentation to facilitate this Draft Plan of Subdivision and is supportive of the development. At the Planning Advisory & Hearing Committee meeting held on April 19th, 2021, the following motion was adopted:

That the Planning Advisory and Hearing Committee recommends to Council to approve the Draft Plan of Subdivision prepared by Kirk L. Stidwill, O.L.S, dated March 12th, 2021 on Part of Lot 7, Concession 1, comprising of 0.452 hectares (1.1 acres) of land. This Draft Plan will provide for six (6) single detached lots subject to the fulfilment of the Draft Plan Conditions, as shown in Appendix "A", attached to this report.

Document Title:	Baldwin Avenue Subdivision - PAC Report No.2 - 2021-73-PDR.docx
Attachments:	- Attach. 1 - Appendix A - Draft Plan Conditions Baldwin.pdf
Final Approval Date:	May 4, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:30 AM

Mark A. Boileau - May 4, 2021 - 1:54 PM

Maureen Adams - May 4, 2021 - 6:45 PM

APPENDIX A

April 19th, 2021

File No.: 04T-2021-02 – Baldwin Subdivision - John F. Markell

The City of Cornwall's conditions and amendments to final plan approval for registration of Subdivision File No. 04T-2021-02 are as follows:

No.	CONDITIONS
1.	That this approval applies to Baldwin Subdivision Draft Plan prepared by Kirk L. Stidwill, O.L.S., dated February 17 th , 2021, which shows 6 single lots, and municipal road dedication.
2.	That the road allowances included in this Draft Plan shall be shown and dedicated as public highways.
3.	That the streets shall be named to the satisfaction of the City of Cornwall.
4.	That the owner conveys 5% cash-in-lieu for Parkland requirements to the municipality for park purposes.
5	That the Developer agrees to address all comments of the City's Division of Infrastructure and Planning and Municipal Works regarding the Preliminary Servicing Report (PSR) and Subdivision drawings prior to entering into a Subdivider's Agreement with the City of Cornwall. The owner shall provide a finalized Preliminary Servicing Plan and Issued for Construction drawings approved by the City prior to entering into a Subdivider's Agreement with the City.
6.	That the owner agrees, in writing, to satisfy all requirements, financial and otherwise, of the municipality concerning the provision of roads, including the future streets, sidewalks, fencing, installation of services, drainage and any noise studies, as required.
7.	A reduced right of way and road width will be permitted. The asphalt width shall be increased from 6.2 m to 7m. The asphalt width is to be increased to the south.
8.	No Parking signs are to be installed on the north side of the street.
9.	That the easements, as may be required, for utility or drainage purposes, shall be granted to the appropriate authority.
10.	That the Owner agrees, in writing, to obtain easements on private property for the utilities, as there is not sufficient room in the ROW. The owner must provide proof of easement agreements with the Utilities prior to entering into a Subdivision Agreement with the City.

11.	That the Subdivider's Agreement between the owner and the municipality shall contain a provision wherein the owner agrees to enter into a servicing agreement with Bell Canada to comply with underground servicing conditions imposed by the municipality and if no such conditions are imposed, the owner shall advise the Municipality of the arrangement for such servicing.
12.	That any dead ends and open sides of road allowances created by this Draft Plan shall be terminated in 0.3 meter reserves to be conveyed to, and held in trust, by the City of Cornwall.
13.	That the Subdivision Agreement between the owner and the Municipality is registered against the lands to which it applies once the plan of subdivision has been registered for this phase.
14.	All measurements in subdivision and condominium final plans must be presented in metric units.
15.	That the Owner/Developer shall contact a Delivery Service Officer at Canada Post to determine locations for Community Mailboxes. Community Mailboxes are to be approved by the City of Cornwall's Planning and Engineering Divisions and indicated on final plan.
16.	That the owner agrees, via the Subdivider's Agreement with the Municipality, to inform all prospective purchasers through a clause in all agreements of purchase and sale, as to the location of all Community Mailboxes.
17.	All conditions of draft approval, from Ministry of Natural Resources / RRCA, will be required to be adhered to.
18.	That should the first phase of the subdivision not be given final approval within 3 years (April 19 th , 2024), then the Draft Plan Approval shall lapse.
	<p>NOTES TO DRAFT PLAN APPROVAL</p> <p>1. It is the applicant's responsibility to fulfill the conditions of the Draft Plan approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the City of Cornwall's Planning Division, 2nd Floor, Civic Complex, 100 Water Street East, Cornwall, quoting the Subdivision File Number 04T-2021-02.</p>

	<p>2. It is suggested that you make yourself aware of the Certificate of Title under the Certification of Titles Act or an application for first registration under the Land Titles Act, which may be available through your solicitor's office. Plans of Subdivision cannot be registered before the requirements of the applicable Act have been complied with.</p> <p>3. Clearances are required from the following departments/agencies:</p> <ol style="list-style-type: none"> 1. Mrs. Mary Joyce-Smith, Division Manager Department of Planning, City of Cornwall 100 Water Street East, 2nd Floor P.O. Box 877 Cornwall, Ontario K6H 5T9 2. Ms. Kim McDonald, Manager of Planning and Regulations Raisin Region Conservation Authority P.O. Box 429 Cornwall, Ontario K6H 5T2 3. Ms. Emma Vanier P.Eng., Approvals and Construction Engineer City of Cornwall 1225 Ontario Street Cornwall, Ontario K6H 4E1
--	--

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-37-Financial Services
Prepared By: Nicole Robertson, Supervisor, Purchasing
Meeting Date: May 10, 2021
Subject: First Quarter Non-Competitive Procurement Report 2021

Purpose

The purpose of this report is to provide Council with an update on the City's Non-Competitive Procurements for the first quarter of 2021 pursuant to Section 5.14 of the Procurement of Goods and/or Services Policy.

Recommendation

That Council receive the First Quarter Non-Competitive Procurement Report for the period ending March 31, 2021.

Strategic Priority Implications

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

Background / Discussion

This report is issued quarterly in accordance with the Procurement of Goods and/or Services Policy.

Section 5.14 of the Procurement of Goods and/or Services Policy outlines the circumstances in which a non-competitive procurement process may be used. Section 5.14 also requires that non-competitive procurements between \$50,000

and \$150,000 approved by senior staff be communicated to Council on a quarterly basis.

During the period January 1, 2021 – March 31, 2021, Staff approved one purchase through section 5.14 Non-Competitive Procurements, as follows:

Requesting Department	Infrastructure
Supplier	EVb Engineering
Goods/Services Procured	Design Services for Brookdale Avenue North Rehabilitation/Reconstruction and Widening
Price	\$82,615.43, net cost to the Corporation \$74,397.75
Policy Reference	5.14 (e) (v) to ensure compatibility with existing Goods, or to maintain specialized Goods that must be maintained by the manufacturer of those Goods or its representative

The Policy for non-competitive procurements is used in narrowly defined circumstances where it is justified that the process for the general acquisition of goods and/or services could not be followed.

Document Title:	First Quarter Non-Competitive 2021 - 2021-37-Financial Services.docx
Attachments:	
Final Approval Date:	May 4, 2021

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

Tracey Bailey - May 4, 2021 - 12:00 PM

Maureen Adams - May 4, 2021 - 6:40 PM

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-39-Financial Services
Prepared By: Nicole Robertson, Supervisor, Purchasing
Meeting Date: May 10, 2021
Subject: RFP Terms of Reference for Electronic Document and
Records Management System Implementation

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 2021-39-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-P07 invites prospective Proponents to submit Proposals for the supply and implementation of an Electronic Document and Records Management System (EDRMS). The successful Proponent will configure, setup and implement a technology solution, recommend business processes, train, and provide knowledge transfer to the Information Technology and Telecommunication staff and Department users.

Background

The Corporation has identified the need to procure and implement an EDRMS solution to serve as a central data repository for multiple end-users to continually update, archive, and access records and documents.

The Corporation is requesting proposals that demonstrate a robust solution, compatible with its existing technology environment, that provides bulk import, classification by system end user, retention, destruction, retrieval, versioning, annotation, security, audit, reporting, imaging, and long-term preservation capabilities. The selected Proponent and solution must also allow for full concurrent content creation (read/write) licences for approximately 530 City of Cornwall networked computer users.

As a successful project outcome is only partly based on the technical implementation, as part of the RFP, the Corporation is also in need of a project partner. City staff will assist in gathering requirements and will facilitate meetings with departments and stakeholders, and the Proponent will work with the City before, during, and after the implementation to ensure a smooth transition and adoption of the new system.

Proposals must demonstrate compliance with a statutory obligation pursuant to the Freedom of Information and Protection of Privacy Act (FIPPA) regarding personal information stored on servers. Additionally, Proponents are to include in their proposal any system administration manuals, application programming interface documentation, or any other product documentation relevant to the integration of the proposed system with the City's enterprise systems, or with any future system either on or off premise.

The approximate timetable for the RFP is as follows:

Item	Date
Issue of RFP	May 11, 2021
Deadline for Confidential Disclosure Agreement Submission	May 20, 2021
Deadline for Questions	May 25, 2021
Deadline for Submission	June 8, 2021
Interviews	June 23, 2021
Award of RFP	July 12, 2021
Project Commencement	July 19, 2021
Project Completion	June 30, 2022

Appendix A – Terms of Reference for RFP 21-P07 is attached to this report.

Document Title:	RFP Terms of Reference for EDRMS Implementation - 2021-39-Financial Services.docx
Attachments:	- 21-P07 EDRMS RFP Terms of Reference.pdf
Final Approval Date:	May 4, 2021

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

Geoffrey Clarke - May 4, 2021 - 6:08 PM

Tracey Bailey - May 4, 2021 - 6:25 PM

Maureen Adams - May 4, 2021 - 6:49 PM

THE CORPORATION OF THE CITY OF CORNWALL

Request for Proposal 20-P07 Implementation of an Electronic Document and Records Management System

Appendix A – Terms of Reference

The City of Cornwall requires an EDRMS that will serve as foundation for all document and records management needs. The objective is to cost effectively, efficiently, and compliantly maintain and leverage all corporate electronic records and documents, through a high level of end-user adoption and a comprehensive set of records management functionality that facilitates regulatory compliance, mitigates risk, and improves workflow and collaboration.

The Corporation invites Proposals from qualified solution providers demonstrating that they possess the organizational, functional, and technical capabilities to provide an EDRMS solution that meets the Corporation's needs.

1. INTRODUCTION

The City of Cornwall is a thriving municipality that services 47,000 residents and businesses through nine departments and 44 divisions comprising of, among others, public/social and family services, infrastructure and municipal works, planning and development, and corporate and emergency services that are essential to the long-term health and growth of the City.

The Corporation has identified the need to procure and implement an EDRMS solution to serve as a central data repository for multiple end-users to continually update, archive, and access records and documents. The successful Proponent will configure, setup, and implement an EDRMS solution in alignment with the City's retention schedule, recommend new processes and/or changes to existing business processes, and provide training and knowledge transfer to relevant and applicable City staff.

The Corporation is requesting proposals that demonstrate a robust solution, compatible with its existing technology environment, that provides bulk import,

classification by system end user, retention, destruction, retrieval, versioning, annotation, security, audit, reporting, imaging, and long-term preservation capabilities (detailed below). The successful Proponent and solution must also allow for full concurrent content creation (read/write) licences for approximately 530 City of Cornwall networked computer users.

It is understood that the Corporation is also in need of a project partner, as a successful project outcome is only partly based on the technical implementation. It is equally important to have user buy-in and uptake. City staff will assist in gathering requirements and will facilitate meetings with departments and stakeholders, and the Proponent will work with the City before, during, and after the implementation to ensure a smooth transition and adoption of the new system.

The proposal must demonstrate compliance with a statutory obligation pursuant to the Freedom of Information and Protection of Privacy Act (FIPPA) regarding personal information stored on servers. See also the Information and Privacy Commissioner of Ontario guidance document `Thinking About Clouds? Privacy, security, and compliance considerations for Ontario public sector institutions`. Additionally, Proponents should include in their proposals any system administration manuals, application programming interface documentation, or any other product documentation relevant to the integration of the Proposed System with the City's Enterprise Systems, or with any future system either on or off premise.

2. SCOPE OF WORK

This RFP is an invitation by the Corporation to prospective Proponents to submit Proposals for the provisioning of an EDRMS Solution. The solution should meet the Corporation's requirements as presented in 3. *EDRMS Requirements* and include the following scope of work:

A. Implementation & Configuration: The Proponent should provide the following implementation and configuration services:

- a. Advise the Corporation in the finalization of a Retention Schedule;
- b. Implement the Retention Schedule including all related processes such as, but not limited to, governance and document / records lifecycle within the EDRMS solution;
- c. Configure and implement the solution within the City's environment;
- d. Identify and configure the EDRMS solution to provide seamless integration with other in-use systems, such as SharePoint and other third-party hardware and software; and
- e. Perform end-user acceptance testing.

B. User Training & Knowledge Transfer: The Proponent should provide the following services related to user training and knowledge transfer:

- a. Provide information on the Proponent's training and knowledge transfer strategy, which should include a training plan detailing, among other things, the number of sessions, specific class schedule, number of training days per participant, training material to be provided and the acceptance criteria for evaluation. It is important that the plan include methods of assessing the outcome of the knowledge transfer; and measurements of the demonstrated capability of the Corporation's Personnel to fully support the solution after each implementation.
- b. Provide user training for relevant and applicable City stakeholders as identified by the Corporation. User groups would include, but are not limited to:
 - i. The Information Technology & Telecommunications team; and

- ii. End-Users (or departmental staff), as identified by the Corporation.
- c. The minimum user training and knowledge transfer that the Corporation expects to receive from the Proponent is outlined in the Table below. Note that the cost for the services outlined in the Table below should be included in *Appendix E – Cost Breakdown*. Additional user training and knowledge transfer the Proponent recommends and is able to provide should be included in the Proponent’s training and knowledge transfer strategy with associated costs clearly indicated.

Sessions Required	Description
Basic SharePoint Operation	<p>Using a train-the-trainer approach, provide end-user training to Department Champions.</p> <p>Assume one (1) four (4) hour session which will include all “train the-trainer” students.</p> <p>The successful Proponent shall supply to the Corporation one set of training manuals and documentation required for future end user training by the train-the-trainers, preferably in electronic form. The Corporation shall have the right to produce additional copies of any training manual and/or documentation provided.</p>
Records Management (“RM”) Operations	<p>Training for Records Management (“RM”) Administrators.</p> <p>Assume one (1) week (40 hours) of session to include all RM Administrators.</p> <p>The successful Proponent shall supply to the Corporation one set of training manuals and documentation required for future end user training by the train-the-trainers, preferably in electronic form. The Corporation shall have the right to produce additional copies of any training manual and/or documentation provided.</p>

RM Add-in Administration	Full end-to end overview and introduction to all aspects of RM Add-in.
File plan	Creating and maintaining the file plan.
Rule-Based Recordkeeping ("RBR")	Creating and managing Document Handling Rules ("DHR").
Disposition	How to initiate and manage electronic and physical disposition. Managing disposition approvals.
Legal Holds	Applying and managing legal holds.
RM Auditing	Configuring and reporting upon RM Audit trails.
Key Performance Indicators (KPIs)	Measuring the (3) KPIs: <ul style="list-style-type: none"> • Classification Accuracy; • Declaration Rate; and • Qualification Rate.
Import/Export	Importing and exporting documents and records and file plan categories.
Security	All aspects of security.
Searching and retrieval	When, why, and how to use RM Add-in search as opposed to SharePoint search, and the relationship between the two. Configuring optimal search result lists.
Reporting	How to create, design, and produce reports.

Physical Records	Creating and managing all types of physical records, including design of a custom label and barcode assignment.
------------------	---

C. Project Management: The Proponent should provide the following project management services:

- a. Identifying and facilitating necessary engagements with relevant and applicable City stakeholders;
- b. Providing the Corporation with bi-weekly (every 2 weeks) status updates; and
- c. Tracking budget and raising appropriate change orders, if and when applicable.

Many of the documents that will be housed in the EDRMS are critical records that, by regulatory mandate and municipal best practices, need to be controlled via a records lifecycle process. The Corporation has developed a Records Management Retention Policy and Classification Schedule which will be provided to the successful Proponent to advise on and implement as part of the EDRMS solution.

3. EDRMS REQUIREMENTS

The Corporation has developed requirements, categorized as Functional, Non-Functional, and Service and Maintenance, for the desired EDRMS solution. Proponents should refer to and complete the attached spreadsheet *Appendix F – EDRMS Requirements per 14.2 Stage One – Mandatory Requirements*. Note that all Proponents will be required to sign the City of Cornwall's Confidential Disclosure Agreement in *Appendix G – Confidential Disclosure Agreement*.

4. EXISTING TECHNOLOGY ENVIRONMENT

The solution will demonstrate compatibility with the existing technology environment. Due to the nature of the information, the list of existing technology has not been incorporated into the document. The information is available for prospective Proponents by completing *Appendix G - Confidential Disclosure Agreement* and forwarding the completed CDA by email to purchasing@cornwall.ca. **The Confidential Disclosure Agreement shall be emailed to Purchasing no later than 4:30 p.m. on May 20, 2021.**

5. DESCRIPTION OF APPENDIX F – EDRMS REQUIREMENTS

NOTE: The descriptions below provide a high-level overview of the requirements listed in *Appendix F – EDRMS Requirements*. Please refer to *Appendix F – EDRMS Requirements* for further information and detail.

A. Functional Requirements

1. General Requirements

The software is a web-based solution that reduces reliance on manual and paper-based processes and provides an industry standard report writer. An example of robust functionality in this area is to support a base set of reports relating to items - their lifecycle status, location, department, and to profile data and life-cycle data – i.e. lists of records with no disposition instructions, and lists of disposition instructions, classification codes, and their associated retentions. A further example of robust functionality in this area is to allow users to create and distribute ad hoc reports using a built-in report writing tool.

2. Technology Requirements

An example of robust functionality in this area is the ability to bulk import documents and records in multiple different file formats and the solution is fully functional on multi-platform operation systems, browsers, desktops,

laptops, and mobile devices (tablets and smartphones). Further examples of robust functionality in this area are Single Sign-On (SSO) capability and the ability for remote access.

3. User-Type Requirements

An example of robust functionality in this area is to define user categories which permit/restrict access at different levels including the document/record level and the field level. A further example is a utility to update user categories retroactively/universally.

4. Circulation Management Requirements

The software addresses the entire lifecycle, or continuum, of electronic documents (i.e. email records, digitized (scanned) records, images and large files) from its creation/receipt, through its active use, distribution, and maintenance, to its final disposition (destruction or permanent retention). Examples of robust functionality in this area include the facilitation of versioning, collaboration, and approval control over all documents in the system through functionalities such as check in and check out, major and minor versioning, co-authorship, content approval, or comparable functionalities. An additional example is the ability to create automated workflows with built in timeframes, approvals, and escalation processes.

5. Taxonomy and Metadata Requirements

An example of robust functionality in this area is to provide the ability to upload a uniform file Classification Schedule, and to globally update records already classified when changes are made to the Classification Schedule. Further examples include the ability to define classification structures, add, delete, and change classes, define which users are authorized to make changes and at which classification levels, and to link the classification with the record so that it is always transported with the record when moved.

An additional example of robust functionality in this area is to allow searches by any combination of indexed fields – including item content, profile/classification, lifecycle/disposition status, and other metadata – using advanced search operators, such as Boolean, relational, phrase, proximity, truncation, and range. Further examples of robust functionality in this area include full text searching on the contents of all textual documents and records, and searches on the descriptions, and other metadata, of all non-textual files, such as photographs, maps, audio files, and video files.

6. Retention Management Requirements

An example of robust functionality in this area is to allow for bulk loading of disposition instructions and codes, and to support calculations for disposition based on life-cycle phases – i.e. active, inactive, queue for final disposition – which are delineated by statuses such as current year, multiple years, superseded/obsolete, and triggering event. Further examples include the ability for users to define variable time-statuses such as a triggering event and to add, delete, and change retentions, and the ability to define which users are authorized to make additions, deletions, and changes.

B. Non-Functional Requirements

1. Hosting

All servers containing City of Cornwall information must be located in Canada including backup facilities. Further information regarding hosting may be requested such as the results of penetration / security assessment on the hosting facility, information regarding the hardware refresh cycle, and information regarding the physical security of the hosting facility location including the security classification.

2. Usability

An example of robust performance in this area is a solution that is reliable, is consistently performing as designed, and maintains the integrity of the data that it processes and / or holds. An additional example is a solution with an intuitive and user-friendly interface that allows for workflow and departmental interoperability. The Proponent shall provide an electronic, searchable user guide for the solution to the Corporation and shall provide User Training and Knowledge Transfer to relevant and applicable City stakeholders as identified by the Corporation.

3. Legal or Regulatory Requirements

The solution must comply with applicable laws and regulations, using recognized standards and best practices for document and records management, recordkeeping systems and information governance.

4. Privacy / Security

Examples of robust functionality in this area include the ability to allow only authorized users to access audit functions, to provide an account of records' capture, retrieval, and preservation activities to ensure the authenticity and reliability of a record, and to support the capability to store audit data as a record. A further example is the ability to log all access operations with user's name, date, time, and access type.

5. Performance / Integration

An example of robust performance / integration is to seamlessly integrate with SharePoint, as well as other in-use systems, notably the GIS, MS Exchange 365, and the remaining Office 365 suite (i.e. must allow for virtual hosting and cloud IaaS hosting environments), and the solution establishes and develops a document repository to allow for future business integrations and processes

that touch multiple departments within the Corporation. An additional example is the software provides APIs for integration with external content management and imaging systems.

C. Service and Maintenance

1. Service and Maintenance

An example of robust service and maintenance is for the Proponent to install updates on patches being applied to the Operating System, database, and hardware apart from application updates in accordance with the SLAs negotiated between the Proponent and the Corporation. The Proponent shall mention how they support version upgrades and what costs will be borne by the Corporation for the version upgrades.

In addition, all changes to the configuration of the system must be logged and a configurable report for the logs of changes to the configuration of the system must be provided including reporting the user who applied the changes.

6. PROJECT IMPLEMENTATION

The successful Proponent will be tasked with the implementation of the system over the term of the RFP. The start is to commence with the Department of Social and Housing Services.

The Proposal submissions should clearly identify the implementation process for each area including the processes for workflow automation process creation and implementation.

Any staffing requirements of the City shall be clearly identified and communicated to the City for evaluation and to ensure City resources are available for each area of implementation.

This should include at a minimum:

- Estimated hours required for each area;
- Level of effort required;
- Skill set required; and
- Responsibility.

In addition, the Proponent shall provide a comprehensive training program for the education and training required for a successful solution implementation as detailed in *Section 2. Scope of Work, B. User Training and Knowledge Transfer*.

Current Proposed Implementation Phase:

The following are the current phases as outlined by the Corporation for the implementation. The Corporation has chosen the Social and Housing Services Department as the Pilot Department that will first receive implementation of the EDRMS. Upon successful implementation within the Pilot Department, implementation will be completed for the remaining City departments in the order listed in the table below. The order of departments in the phase 2 implementation is subject to change and any such changes will be communicated to the successful Proponent. The Proponents are welcomed to provide a different strategy. Any acceleration that would require additional City resources would not be considered. Please note that the number of FTEs in a department is not necessarily the same as the number of computer users in the department.

Phase	Department Area	Additional Comments	Approximate FTEs
1	Social and Housing Services (Pilot Department)	Social Services Child Care Services Housing Services (including Cornwall and Area Housing Corporation)	104

2	Financial Services	Financial Planning & Budgeting Accounting & Auditing Taxation / Utility Procurement Services Insurance / Risk Management Information Technology Telecommunications	35
2	CAO and Mayor's Office	CAO's office City Council Communications (Public information) Office of the Mayor	14
2	Corporate Services	City Clerk Services Human Resources Employee Relations Safety and Wellness Education and Development	12
2	Planning, Development and Recreation	Economic Development Tourism Business Enterprise Center Recreation Programming City Facilities Planning Services Building Services Bylaw & Parking Enforcement	71
2	Infrastructure and Municipal Works	Engineering Services Transit & Fleet Services Roads & Transportation Waste Management Parks and Landscaping Environmental Services - Water Environmental Services - Wastewater	146
2	Paramedic Services	Paramedic Services Community Paramedicine Emergency Management	74

2	Fire Services	Fire Suppression Fire Prevention Training Fleet Maintenance	64
2	Glen Stor Dun Lodge (GSDL)	Long Term Care Home Resident Services Outreach Services	82

7. **DELIVERABLES**

Kick off Meeting to discuss Project Implementation
Information Interviews with ITT, Records Mgmt., and Stakeholders from All City Departments
Migration of Network Drive Contents, All Departments, into EDRMS
Project Plan/Timeline to Migrate Network Drive Contents
Project Plan/Timeline to Integrate with Enterprise Systems
Description of How the Proposed System Integrates with Email
Description of How the Proposed System Integrates with Enterprise Systems
Pilot Department Implementation
EDRMS Configuration / Implementation for All Departments
Training of Staff in All Departments
Successful Integration of Enterprise Systems

8. PROPOSED PROJECT SCHEDULE

Item	Date
Issue of RFP	May 11, 2021
Deadline for Confidential Disclosure Agreement Submission	May 20, 2021
Deadline for Questions	May 25 2021
Deadline for Submission	June 8, 2021
Interviews	June 23, 2021
Award of RFP	July 12, 2021
Project Commencement	July 19, 2021
Project Completion	July 31, 2022

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.

9. REFERENCES

Refer to *Appendix D – References*.

10. COST

Each proposal must provide pricing information utilizing the table in *Appendix E – Cost Breakdown* in accordance with the instructions contained *14.4 Points Rated Evaluation – (4) Cost*.

Lump sum costs should be provided for main services provided, as listed above in *Section 2. Scope of Work*.

11. **PAYMENT**

a. Measurement for Payment

- i. Measurement for Payment for each Item shall be “Lump Sum”.

b. Invoices

- i. The Supplier shall invoice the Corporation of the City of Cornwall as directed in “6. Compensation” of *Appendix C – Contract Terms*.

c. Basis of Payment

- i. The City of Cornwall method of payment shall be electronic funds transfer (EFT).
- ii. The successful Proponent receiving an award shall complete the Corporation’s EFT payment form as part of the intent to award process.

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-38-Financial Services
Prepared By: Diane Leduc, Senior Buyer
Meeting Date: May 10, 2021
Subject: Tender 21-T01 Nick Kaneb Drive Extension

Purpose

To obtain costing for the Nick Kaneb Drive extension.

Recommendation

That Tender 21-T01 be awarded to Cornwall Gravel Company Limited, from Cornwall, Ontario at the total bid price of \$1,986,919.68 (net cost to the Corporation - \$1,789,282.71) being the best bid meeting the tender specifications.

Financial Implications

The Corporation had budgeted \$1,800,000 in the Capital Budget for the construction of the new roadway. This project is funded by development charges (\$1,643,500) and financing (\$156,500). The Corporation will only borrow what is required.

Strategic Priority Implications

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

Background / Discussion

The project involves the extension of Nick Kaneb Drive from Marleau Avenue to Tenth Street East; the scope of work to be completed includes the construction of a new road corridor, intersection modifications and improvements at both Tenth Street East and Marleau Avenue, the installation of a new recreational path as well as the extension of the storm sewer network along the new road corridor.

The first section of the Nick Kaneb Dr. road corridor was constructed in 2009, and extends from Second St. West to Marleau Ave. In 2014, an Environmental Assessment (EA) for the extension of Nick Kaneb Dr. from Marleau Ave. to Tenth St. E/Virginia Dr. was completed. The results of the EA concluded that it would be in the best interest of the Corporation to extend the road corridor. The extension of the roadway would provide critical road relief and redundancy for the McConnell Ave. and Ninth St./Marleau Ave. intersection, improve emergency response times and enhance connectivity for active transportation with the construction of an off-road recreational path adjacent to the roadway.

It was also determined that it would be necessary to construct the extension of Nick Kaneb Dr. prior to continuing the next phases of redevelopment of Marleau Ave. The improvements to Marleau Ave. began in 2016, when the roadway was reconstructed from Marlborough St. to Alice St. Construction was scheduled to continue easterly as per the EA, however it has been postponed until the extension of Nick Kaneb Dr. is complete, in order to provide a suitable traffic detour during construction.

Additionally, future development plans call for the extension of Nick Kaneb Dr. from Industrial Park Dr. to Tollgate Rd E. At that time, the extension of Nick Kaneb Dr. from Marleau Ave. to Tenth St. E/Virginia Dr. will act as a link connecting vehicles travelling from the Business Park area located south of Marleau Ave. to businesses along the future Nick Kaneb extension and Highway 401.

The following tenders were received and opened by Purchasing Services on April 23, 2021:



Cornwall Gravel Company Limited, Cornwall, Ontario

Bid Price:	\$1,758,336.00
HST:	\$228,583.68
Total Bid Price:	\$1,986,919.68

Malyon Excavation Limited, Cornwall, Ontario

Bid Price:	\$1,895,146.10
HST:	\$246,368.99
Total Bid Price:	\$2,141,515.09

Coco Paving Incorporated, Morrisburg, Ontario

Bid Price:	\$2,051,525.00
HST:	\$266,698.25
Total Bid Price:	\$2,318,223.25

Document Title:	Tender 21-T01 Nick Kaneb Drive Extension - 2021-38-Financial Services.docx
Attachments:	
Final Approval Date:	May 4, 2021

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

Nicole Robertson - May 4, 2021 - 9:23 AM

Bill de Wit - May 4, 2021 - 2:28 PM

Tracey Bailey - May 4, 2021 - 5:50 PM

Maureen Adams - May 4, 2021 - 6:51 PM

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-40-Financial Services
Prepared By: Diane Leduc, Senior Buyer
Meeting Date: May 10, 2021
Subject: Tender 21-T14 Various Culverts and Sewer Replacements in the City of Cornwall

Purpose

To obtain costing for various culverts and sewer replacements in the City of Cornwall.

Recommendation

That Tender 21-T14 be awarded to Clarence MacDonald Excavation Ltd., from St. Andrews West, Ontario, at the total bid price of \$1,219,852.23 (net cost to the Corporation - \$1,098,514.72) being the best bid meeting the tender specifications.

Financial Implications

The Corporation had budgeted \$1,000,000 in various 2020 and 2021 budgets for the project. The various components of the tender have been funded from the following capital budgets: 2020 Sewer Network Improvements (Part A), 2020 Benny Avenue Culvert Replacement (Part B) and 2020/2021 Small Diameter Culverts (Part C).

The tendered costs for the Benny Avenue Culvert Replacement (Part B) exceeded the amount available in the project budget; the remaining amount required to complete the work will be funded from the Federal Gas Tax Reserve in the amount of \$91,945.

Strategic Priority Implications

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

Background / Discussion

The work for this project involves various sewer network and culvert replacements throughout the City. The tender is comprised of the following:

Part A funded from Water and Wastewater: The replacement and upsizing of the sanitary sewer network on Pitt Street and McKenzie Street, including roadway restoration and ditch cleaning/entrance culvert replacements as required.

Part B funded from Federal Gas Tax: The removal of three structural plate corrugated steel pipe (SPCSP) culverts which are currently in very poor condition and the installation of a concrete box culvert complete with a pile foundation on Boals Drain at Benny Avenue. Following the completion of a geotechnical investigation in the project area, it was determined that the existing soil conditions were very poor and a helical pile foundation beneath the concrete box culvert would be necessary. Due to the poor geotechnical conditions and specialized foundation requirements, the actual project costs exceeded the amount budgeted for the project.

Part C funded from Federal Gas Tax: The replacement of a 900mm diameter CSP culvert on Second Street East which is currently in very poor condition.

Part D: The replacement of a 1,330mm x 1,030mm CSP Arch Pipe on Tollgate Avenue West which is currently in poor condition.

Part E: The replacement of two (2) rock filter structures in the Leitch MacLennan Drain.

Please note that the replacement of the culvert on Tollgate Road West (Part D) and the replacement of the rock filter structures in Leitch MacLennan Drain (Part E) were provisional and have been removed from the project scope due to budget limitations.



The following tenders were received and opened by Purchasing Services on April 30, 2021:

Clarence McDonald Excavation Limited, St. Andrews West, Ontario

Bid Price Parts A-C:	\$ 1,079,515.25
Bid Price Parts D and E:	\$ 200,332.25
HST:	\$ 166,380.18
Total Bid Price:	\$ 1,446,227.68

W.H. MacSweyn Incorporated, Edwards, Ontario

Bid Price Parts A-C:	\$ 1,297,377.50
Bid Price Parts D and E:	\$ 142,522.50
HST:	\$ 187,187.00
Total Bid Price:	\$ 1,627,087.00

Cornwall Gravel Company Limited, Cornwall, Ontario

Bid Price Parts A-C:	\$ 1,412,003.00
Bid Price Parts D and E:	\$ 186,457.50
HST:	\$ 207,799.87
Total Bid Price:	\$ 1,806,260.37

Document Title:	Tender 21-T14 Various Culverts and Sewer Replacements.docx
Attachments:	
Final Approval Date:	May 4, 2021

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

Nicole Robertson - May 4, 2021 - 4:26 PM

Bill de Wit - May 4, 2021 - 5:51 PM

Tracey Bailey - May 4, 2021 - 6:14 PM

Maureen Adams - May 4, 2021 - 6:53 PM

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

Department: Planning, Development and Recreation
Division: Planning
Resolution Number: 2021-08
Report Number: 2021-70-Planning, Development and Recreation
Meeting Date: May 10, 2021
Subject: Northwoods Forest Subdivision – Phases 3 -10

Whereas a request was submitted for a Draft Plan of Subdivision for the Northwoods Forest Subdivision (KEM Developments Inc.) Phases 3 -10, to develop 127 single detached lots, 39 small lot singles, and 24 semi-detached lots as well as dedicated municipal roads; and

Whereas the property is situated north east of Pitt Street and south of South Branch Road, legally described as being Part of Lot 8 and Part of the east half of Lot 9, Concession 3, City of Cornwall.

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

That the Draft Plan prepared by Kirk L. Stidwill, O.L.S., dated February 17th, 2021, submitted on behalf of KEM Development Inc., to subdivide Part of Lot 8 and Part of the east half of Lot 9, Concession 3, be given Draft Plan approval subject to the conditions dated April 19th, 2021 as contained in Appendix "A" to the Planning Advisory and Hearing Committee's Technical Report.

Now therefore be it further resolved that, the Mayor and Clerk are hereby authorized to the final version of the Registered Plan upon satisfactory completion of the Subdividers Agreement and Draft Plan of Conditions.

Report Approval Details

Document Title:	Resolution 2021-08 Northwoods Forest Subdivision Phases 3 - 10 - 2021-70-PDR.docx
Attachments:	
Final Approval Date:	May 5, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:33 AM

Mark A. Boileau - May 5, 2021 - 10:18 AM

Maureen Adams - May 5, 2021 - 3:19 PM

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

Department: Planning, Development and Recreation
Division: Planning
Resolution Number: 2021-09
Report Number: 2021-74-Planning, Development and Recreation
Meeting Date: May 10, 2021
Subject: Draft Plan approval for Baldwin Avenue Subdivision
(J.F. Markell Homes Ltd.) being Part of Lot 7,
Concession 1, east side of Baldwin Avenue, City of
Cornwall

Whereas a request was submitted for a Draft Plan of Subdivision for the Baldwin Avenue Subdivision (J.F. Markell) to develop six (6) single detached lots; and

Whereas the property is situated east of Baldwin Avenue and legally described as Part of Lot 7, Concession 1, City of Cornwall.

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

That the Draft Plan of Subdivision by Kirk L. Stidwill, O.L.S., dated March 12th, 2021, submitted on behalf of J.F. Markell Homes Ltd., to subdivide Part of Lot 7 Concession 1, be given Draft Plan Approval subject to the conditions dated April 19th, 2021 as contained in Appendix "A" to the Planning Advisory and Hearing Committee's Technical Report.

Now therefore be it further resolved that the Mayor and Clerk are hereby authorized to sign the final version of the Registered Plan upon satisfactory completion of the Subdivider's Agreement and the Draft Plan conditions.

Report Approval Details

Document Title:	Resolution 2021-09 - Baldwin Ave Subdivision - 2021-74-PDR.docx
Attachments:	
Final Approval Date:	May 5, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:33 AM

Mark A. Boileau - May 5, 2021 - 10:19 AM

Maureen Adams - May 5, 2021 - 3:20 PM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-43-Corporate Services
Prepared By: Geoff Clarke, General Manager, Corporate Services
and Manon Levesque, City Clerk
Meeting Date: May 10, 2021
Subject: Electoral System Review - Survey Results

Purpose

To present the results of the Electoral System Review and outline the process of introducing a ward system and changing Council composition.

Recommendation

That Council receive Report 2021-43-Corporate Services.

Background / Discussion

On January 14, 2019, Council endorsed Resolution 2019-01 (see Resolution 20219 attached) directing Administration to prepare a report on the Ward System including options on Council composition.

On November 25, 2019, Council was presented with the requested Report (see Report 2019-203-CS attached) and directed Administration to engage in public consultation on introducing wards and changing Council size and directed Administration to prepare a report on costing and timelines of the consultation.

On January 13, 2020, (see Report 2020-249-CS attached) Council was presented with the requested Report and directed Administration to proceed with the public consultation on the Ward System and Council Composition.

On September 28, 2020, the Electoral System Review Survey (see Report 2020-331-CS attached) results were presented to Council. After receiving the report, Council took the decision to defer this matter and requested that Administration undertake an exercise to gain more information from around the province in regard to other municipalities' Council composition and those Councillors' workloads and report back to Council with the findings.

Administration developed a survey (Appendix A) and sent the document to over four hundred (400) municipalities across the province.

We received 41 responses to the survey from a diverse and wide range of municipalities that represented single tier, lower tier and upper tier from all geographic areas of the province.

Based on our review of the data returned to us within the survey, we were unable to identify many municipalities in Ontario that are directly comparable to Cornwall in its size, operating budget, and range of services delivered. As we reviewed the information, we determined that having few comparators is due to our delivery of services that include police, fire and paramedics services, along with being the service manager for social services in the area and operating a long-term care home.

We are providing a summary view of the information from the survey below for your review:

General Information

With Cornwall's current population being approximately 47,000, we looked at the information collected on a comparative basis and established that the range in population from responding municipalities to be between 800 and 1,000,000 residents. Approximately 77% of respondents have a population smaller than that of Cornwall's population, and 23% having a larger population.

Similarly, we reviewed budgets managed by the responding municipalities and 68% of the respondents shared a lower budget number than Cornwall's approximate \$188 Million dollar budget, with 17% sharing that their municipality has a larger budget. Additionally, those with a larger budget are all single tiers with substantially larger populations than that of Cornwall.

We also asked for the number of people employed by the responding municipalities and found similar data to the previous two items. Approximately 80% of the respondents employed less people, with 17% employing a larger workforce than Cornwall's roughly 700 employee base.

Council Size and Workload

When we looked at the information for the number of Councillors from the information provided, we again witnessed a similar breakdown where 77% of the respondents have fewer than our current ten (10) Councillors and 15% of municipalities have more than our current complement. Due to the wide range in respondents, the number of Councillors was between three (3) to twenty-three (23). Likewise, our Council size was more in line with the larger Council sizes attributed to single tier municipalities. The average number of Councillors from the respondents being approximately 7.

Regarding the question of full-time or part-time Councillors, 96% of the respondents reported that their Councillors work on a part-time basis. The only two (2) municipalities who responded they had full-time Councillors are very large single tier municipalities with populations in excess of 335,000 and 1,000,000 respectively. Additionally, from those municipalities with part-time Councillors (only about half of the respondents provided the hours estimated from Councillors in their municipality), it would appear the approximate number of hours required is roughly thirteen (13) hours per week.

Cornwall City Councillors sit on an average number of four (4) Committees while the information collected reveals that the average number of Committees is about three (3) per Councillor when rounded up.

Ward and At-Large Representation

The information provided in response to the elected at-large or by ward question produced essentially a split from the responding municipalities as roughly 45% were represented at-large on their Councils and 40% were represented by Councillors assigned to a representative ward. 15% answered that their Council was made up of a combination of both at-large and wards.

For those places that do have wards, the numbers of wards ranged between one (1) and twenty-three (23) with an average amongst all municipalities with wards to be approximately six (6).

Services Delivered

For the review of services delivered, we have compared the City of Cornwall to other single tier municipalities for the sake of simplicity. Of the 26 services listed in the question, Cornwall provides 23 of them with an average of 14 services provided across all respondents. The comparative list across the single tiers is as follows:

Cornwall: 23 of 26

Greater Sudbury: 26 of 26

Ottawa: 25 of 26

Windsor: 22 of 26

Guelph: 21 of 26

Kingston: 19 of 26

Brockville: 17 of 26

Stratford and Barrie: 16 of 26

Bradford West Gwillimbury: 15 of 26

Grimsby and Whitchurch-Stouffville: 14 of 26

Vaughn: 12 of 26

Welland: 10 of 26

Process of Changing Council Composition

Under the Municipal Act, municipalities are authorized to change the composition of its Council. This is done by adopting a By-law.

There must be a minimum of five Council members, one of whom shall be the head of Council.

The Municipal Act does not provide criteria to guide or assist the decision-making process, nor does it provide for an appeal mechanism for objections to a By-law altering the composition of Council.

If a By-law were to be in place prior to the end of 2021, a revised Council structure would be in effect in time for the 2022 municipal election. If a By-law were to be in place in 2022, in the year of a regular election, before voting day, a revised Council structure would be in effect after the second regular election following the passing of the By-law (municipal election of 2026).

Either options remain available to Council to adopt on the timelines listed above with a Member of Council making a motion and succeeds with a simple want of majority as per the process outline in our Procedural By-law.

Next Step

The next step is to bring this subject matter to a Town Hall Meeting where Council can hear from the residents of Cornwall. The City's first Town Hall Meeting is being planned to occur during the summer when we can hold the event in person following the public health measures in place at the time.

Report Approval Details

Document Title:	Electoral System Review - Survey Results - 2021-43-Corporate Services.docx
Attachments:	<ul style="list-style-type: none"> - Council Survey.xlsx - Council Survey for Council Report May 6, 2021.xlsx - 2019-01.pdf - 2019-203-CS.pdf - Electoral System Review Public Consultation - 2020-249-Corporate Services.pdf - Electoral System Review - Survey Results - 2020-331-Corporate Services.pdf
Final Approval Date:	May 6, 2021

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

Geoffrey Clarke - May 5, 2021 - 3:53 PM

Tracey Bailey - May 6, 2021 - 9:30 AM

Maureen Adams - May 6, 2021 - 11:14 AM

Appendix A Municipality	Name of	Kakebeka Falls	Township of Rideau Lakes	<u>Municipality of Sioux Lookout</u>	Village of Point Edward
Contact Person		Shara Lavallee conmee@conmee.com	Mary Ellen Trulove mtrulove@rideaulakes.ca	Brian P. MacKinnon clerk@siouxlookout.ca	Jim Burns jburns@villageofpointedward.co
What is your municipality's population?		800	11,000	5,500	2,100
How many Councillors are elected to your municipality's Council?		4	9	6	4
What is your municipality's population per Councillor?		200	1,222	785.7	420
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		At-large	Ward	Combination	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?			4	1	
How many people does your municipality employ?		8	64	120	20
How many municipal Committees does one Councillor sit on?		1.5	4	6	1
Do your municipal Committees have more than one Council representative?		No	Yes	Yes	No
On average, how many hours per week do your Councillors work on municipal business?		1	15	17.5	5
What is your municipality's annual budget? (Million Dollars)		\$1.50	\$20	\$10	\$5
Please check every area managed by your municipality:					
Airports				1	
Ambulance					
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture			1	1	1
Child Care				1	
Economic Development			1	1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities					
Library Services			1	1	
Long Term Care and Senior Housing			1		
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation			1	1	1
Public Transit			1		
Planning New Community Developments and Enhancing Existing Neighbourhoods			1	1	1
Police Services				1	1
Property Assessment					
Provincial Offences Administration					
Public Health					
Side Walks			1	1	1
Snow Removal			1	1	1
Social Services					
Social Housing					
Storm Sewers				1	1
Tax Collection			1	1	1
Water and Sewage				1	1
			14	17	14

Appendix A Municipality	Name of	Town of Whitchurch- Stouffville	City of Welland	Greater Napanee	Township of Brock
Contact Person		Kristina Soolepp	Tara Stephens tara.stephens@welland.ca	Susan Beckel 613-354-3351 ext 2014	Becky Jamieson bjamieson@townshipofbrock.ca
What is your municipality's population?		45,837	53,000	16,000	12,500
How many Councillors are elected to your municipality's Council?		6	12	5	6
What is your municipality's population per Councillor?		7,640	8,833	2,300	2,500
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		Ward	Ward	Ward	Combination
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		6	6	5	5
How many people does your municipality employ?		300		175	50
How many municipal Committees does one Councillor sit on?		1		4	3
Do your municipal Committees have more than one Council representative?		No	Yes	No	No
On average, how many hours per week do your Councillors work on municipal business?		15			
What is your municipality's annual budget? (Million Dollars)		\$73	\$59.60	\$13.00	
Please check every area managed by your municipality:					
Airports					
Ambulance					
Animal Control and By-law Enforcement		1		1	1
Arts and Culture		1		1	
Child Care					
Economic Development		1		1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1		1	
Electric Utilities					
Library Services		1	1		1
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1		1	
Parks and Recreation		1	1	1	1
Public Transit			1		
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1	1	
Police Services					
Property Assessment					
Provincial Offences Administration					
Public Health					
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services					
Social Housing					
Storm Sewers		1	1		
Tax Collection		1	1		1
Water and Sewage		1	1		
		14	10	10	8

Appendix A Municipality	Name of	Laurentian Valley	Township of South Frontenac	Gananoque	Municipality of Grey Highlands
Contact Person		Lori Dennis 613-735-6291 ext 221	Angela Maddocks amaddocks@southfrontenac.ne	Penny Kelly clerk@gananoque.ca	Raylene Martell clerk@gryhighlands.ca
What is your municipality's population?		8,500	18,500	5,159	10,000
How many Councillors are elected to your municipality's Council?		6	8	7	5
What is your municipality's population per Councillor?		1,357	2,312	737	1500
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		At-large	Ward	At-large	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?			4		
How many people does your municipality employ?		22	50	100	86
How many municipal Committees does one Councillor sit on?				2.5	
Do your municipal Committees have more than one Council representative?		No	Yes	Yes	Yes
On average, how many hours per week do your Councillors work on municipal business?		10	4	3	
What is your municipality's annual budget? (Million Dollars)		\$12.30	\$21	\$8.50	
Please check every area managed by your municipality:					
Airports					
Ambulance					
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture				1	
Child Care					
Economic Development		1		1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities					
Library Services		1		1	1
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	1
Public Transit					
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1		1
Police Services			1	1	
Property Assessment		1			
Provincial Offences Administration					
Public Health					
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services					
Social Housing					
Storm Sewers		1		1	1
Tax Collection		1	1	1	1
Water and Sewage		1	1	1	1
		14	11	14	13

Appendix A Municipality	Name of	Township of Terrace Bay	Township of Malahide	City of Barrie	City of Stratford
Contact Person		Joh Hall cao@terracebay.ca	Michelle Casavecchia-Somers mcasavecchia@malahide.ca	Cheryl Swan cheryl.swan@barrie.ca	John Thomson jthomson@stratford.ca
What is your municipality's population?		1,700	9,800	151,043	32,000
How many Councillors are elected to your municipality's Council?		5	7	10	10
What is your municipality's population per Councillor?		340	1400	15,104	3,200
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		At-large	Ward	Ward	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?			5	10	
How many people does your municipality employ?		22	139	823	270
How many municipal Committees does one Councillor sit on?		1.5	3.5		3.5
Do your municipal Committees have more than one Council representative?		No	Yes	Yes	Yes
On average, how many hours per week do your Councillors work on municipal business?			25		20
What is your municipality's annual budget? (Million Dollars)		\$6	\$15	\$361.70	\$64.80
Please check every area managed by your municipality:					
Airports		1			1
Ambulance					
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture			1		
Child Care					1
Economic Development		1	1	1	
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities				1	
Library Services		1		1	
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1		1
Public Transit		1		1	1
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1	1	1
Police Services				1	
Property Assessment					
Provincial Offences Administration				1	
Public Health			1		
Side Walks		1	1	1	1
Snow Removal		1		1	1
Social Services					1
Social Housing					1
Storm Sewers		1	1	1	1
Tax Collection		1	1	1	1
Water and Sewage		1	1	1	1
		15	13	16	16

Appendix A Municipality	Name of	Municipality of Greenstone	Town of Grimsby	Municipality of Neebing	United Counties of Stormont, Dundas and Glengarry
Contact Person		Gabrielle Lecuyer gabrielle.lecuyer@greenstone.c	Sarah Kim skim@grimsby.ca	Erika Kromm clerk@neebing.org	Kimberley Casselman 613-932-1515 ext 203
What is your municipality's population?		4,600	30,000	2,055	66,000
How many Councillors are elected to your municipality's Council?		8	8	6	12
What is your municipality's population per Councillor?		767	5,834	400	5,500
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		Ward	Ward	Combination	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		6	4	5	
How many people does your municipality employ?		194		54	200
How many municipal Committees does one Councillor sit on?				2	1.5
Do your municipal Committees have more than one Council representative?		0	Yes	Yes	Yes
On average, how many hours per week do your Councillors work on municipal business?				3.5	
What is your municipality's annual budget? (Million Dollars)		\$27		\$5	
Please check every area managed by your municipality:					
Airports		1			
Ambulance					
Animal Control and By-law Enforcement		1	1	1	
Arts and Culture			1		
Child Care		1			
Economic Development		1	1	1	1
Fire Services		1	1	1	
Garbage Collection and Recycling		1		1	
Electric Utilities					
Library Services		1	1	1	1
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	
Public Transit					
Planning New Community Developments and Enhancing Existing Neighbourhoods			1		1
Police Services					1
Property Assessment					
Provincial Offences Administration			1		1
Public Health					
Side Walks		1	1		1
Snow Removal		1	1	1	1
Social Services		1			
Social Housing		1			
Storm Sewers		1	1		1
Tax Collection		1	1	1	1
Water and Sewage		1	1		
		16	14	9	10

Appendix A Municipality	Name of	Town of Parry Sound	West Grey	City of Guelph	Township of South Stormont
Contact Person		Rebecca Johnson rjohnson@townofparrysound.co	Genevieve Scharback gscharback@westgrey.com	Dylan McMahon dylan.mcmahon@guelph.ca	Loriann Harbers loriann@southstormont.ca
What is your municipality's population?		6,500	14,000	161,000	13,110
How many Councillors are elected to your municipality's Council?		6	5	12	3
What is your municipality's population per Councillor?		1,000	2,000	13,500	2,622
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		At-large	At-large	Ward	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?				6	
How many people does your municipality employ?		70	164	2,200	50
How many municipal Committees does one Councillor sit on?		4.5	6	1	2
Do your municipal Committees have more than one Council representative?		Yes	Yes	No	Yes
On average, how many hours per week do your Councillors work on municipal business?		10		20	5
What is your municipality's annual budget? (Million Dollars)		\$32	\$26	\$256	\$17
Please check every area managed by your municipality:					
Airports		1			
Ambulance		1		1	
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture			1	1	
Child Care					
Economic Development		1	1	1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities				1	
Library Services			1	1	
Long Term Care and Senior Housing				1	
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	1
Public Transit			1	1	
Planning New Community Developments and Enhancing Existing Neighbourhoods				1	1
Police Services			1	1	
Property Assessment					
Provincial Offences Administration		1		1	
Public Health				1	
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services					
Social Housing					
Storm Sewers		1	1	1	1
Tax Collection		1	1	1	1
Water and Sewage		1	1	1	1
		14	15	21	12

Appendix A Municipality	Name of	Township of Lucan Biddulph	Township of Evanturel	Township of Conmee	Municipality of South Huron
Contact Person		Ron Reymer rreymer@lucanbiddulph.on.ca	Virginia Montminy clerk@evanturel.com	Shara Lavallee conmee@conmee.com	Sue Johnson sjohnson@southhuron.ca
What is your municipality's population?		4,900	449	800	10,096
How many Councillors are elected to your municipality's Council?		5	4	4	5
What is your municipality's population per Councillor?		1,633	113	200	3,365
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		Ward	At-large	At-large	Ward
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		3			
How many people does your municipality employ?		19	6	8	49
How many municipal Committees does one Councillor sit on?		1.5		1.5	
Do your municipal Committees have more than one Council representative?		Yes	No	No	No
On average, how many hours per week do your Councillors work on municipal business?			2.5	1	
What is your municipality's annual budget? (Million Dollars)		\$10	\$2.50	\$1.50	\$27.90
Please check every area managed by your municipality:					
Airports					
Ambulance					
Animal Control and By-law Enforcement		1		1	1
Arts and Culture					
Child Care					
Economic Development		1			1
Fire Services		1		1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities					
Library Services					
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1			1
Public Transit					
Planning New Community Developments and Enhancing Existing Neighbourhoods		1			1
Police Services					
Property Assessment			1		
Provincial Offences Administration					
Public Health					
Side Walks		1			1
Snow Removal		1	1		1
Social Services					
Social Housing					
Storm Sewers		1			1
Tax Collection		1	1	1	1
Water and Sewage		1			1
		12	5	5	12

Appendix A Municipality	Name of	Township of Chatsworth	Town of Amherstburg	Town of Bradford West Gwillimbury	Municipality of Tweed
Contact Person		Patty Sinnamon psinnamon@chatsworth.ca	Paula Parker pparker@amherstburg.ca	Tara Reynolds treynolds@townofbwg.com	Karen LaVallee clerk@tweed.ca
What is your municipality's population?		7,400	21,177	35,300	6,044
How many Councillors are elected to your municipality's Council?		4	7	7	3
What is your municipality's population per Councillor?		1,440	3,025	5,042	2,000
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		At-large	At-large	Ward	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?				7	
How many people does your municipality employ?		48	101	400	28
How many municipal Committees does one Councillor sit on?		2	4	2	
Do your municipal Committees have more than one Council representative?		Yes	Yes	Yes	No
On average, how many hours per week do your Councillors work on municipal business?					
What is your municipality's annual budget? (Million Dollars)		\$10.80	\$54	\$42.70	\$14.20
Please check every area managed by your municipality:					
Airports					
Ambulance					
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture					
Child Care					
Economic Development		1	1	1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1		1
Electric Utilities					
Library Services				1	1
Long Term Care and Senior Housing					
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	1
Public Transit				1	
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1	1	
Police Services				1	
Property Assessment					
Provincial Offences Administration				1	
Public Health					
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services					
Social Housing					
Storm Sewers			1	1	1
Tax Collection		1	1	1	1
Water and Sewage		1	1	1	1
		11	12	15	12

Appendix A Municipality	Name of	City of Kingston	City of Cornwall	City of Windsor	City of Vaughan
Contact Person		John Bolognone jbolognone@cityofkingston.ca		Terri Knight Lepain tknightlepain@tarawindsor.ca	Todd Coles todd.coles@vaughan.ca
What is your municipality's population?		130,000	47,000	235,000	335,000
How many Councillors are elected to your municipality's Council?		12	10	10	9
What is your municipality's population per Councillor?		10,500	4,700	23,500	37,222
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Full-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		Ward	At-large	Ward	Combination
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		12		10	5
How many people does your municipality employ?		1,442	765	3,500	2,500
How many municipal Committees does one Councillor sit on?			4		
Do your municipal Committees have more than one Council representative?		Yes	Yes	Yes	Yes
On average, how many hours per week do your Councillors work on municipal business?		25			35
What is your municipality's annual budget? (Million Dollars)		\$393.80		\$594	\$500
Please check every area managed by your municipality:					
Airports		1	1	1	
Ambulance			1	1	
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture		1	1	1	
Child Care		1	1		
Economic Development			1	1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	
Electric Utilities					
Library Services			1	1	1
Long Term Care and Senior Housing		1	1	1	
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	1
Public Transit		1	1	1	
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1	1	1
Police Services			1	1	
Property Assessment		1	1		
Provincial Offences Administration		1		1	
Public Health					
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services		1	1	1	
Social Housing		1	1	1	
Storm Sewers		1	1	1	1
Tax Collection		1	1	1	1
Water and Sewage			1	1	1
		19	23	22	12

Appendix A Municipality	Name of	City of Greater Sudbury	Municipality of Trent Lakes	Municipality of Thames Centre	City of Brockville
Contact Person		Franca Bortolussi franca.bortolussi@greatersudb	Jessie Clark jclark@trentlakes.ca	Tena Michiels tmichiels@thamescentre.on.ca	Sandra MacDonald smacdonald@brockville.com
What is your municipality's population?		166,000	5,397	13,000	22,000
How many Councillors are elected to your municipality's Council?		12	5	5	8
What is your municipality's population per Councillor?		13,833	1,000	3,500	2,750
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Part-time	Part-time	Part-time
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No	No	No
Are your Councillors elected at-large, by ward or a combination of both?		Ward	Combination	Combination	At-large
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		12	2	3	
How many people does your municipality employ?		3,000	100	62	350
How many municipal Committees does one Councillor sit on?			1.5	1.5	4
Do your municipal Committees have more than one Council representative?		Yes	Yes	Yes	Yes
On average, how many hours per week do your Councillors work on municipal business?			20		
What is your municipality's annual budget? (Million Dollars)		\$791	\$14.40		\$37
Please check every area managed by your municipality:					
Airports		1			1
Ambulance		1			
Animal Control and By-law Enforcement		1	1	1	1
Arts and Culture		1			1
Child Care		1			
Economic Development		1	1	1	1
Fire Services		1	1	1	1
Garbage Collection and Recycling		1	1	1	1
Electric Utilities		1			
Library Services		1	1		1
Long Term Care and Senior Housing		1			
Maintenance of Local Road Network		1	1	1	1
Parks and Recreation		1	1	1	1
Public Transit		1	1		1
Planning New Community Developments and Enhancing Existing Neighbourhoods		1		1	1
Police Services		1			1
Property Assessment		1			
Provincial Offences Administration		1			
Public Health		1			
Side Walks		1	1	1	1
Snow Removal		1	1	1	1
Social Services		1			
Social Housing		1			
Storm Sewers		1		1	1
Tax Collection		1		1	1
Water and Sewage		1		1	1
		26	10	12	17

Appendix A Municipality	Name of	Northumberland Council	City of Ottawa	Averages	Totals
Contact Person		Maddison Ellis ellism@northumberland.ca	Rick O'Connor rick.oconnor@ottawa.ca		
What is your municipality's population?		85,598	1,000,000	66806.31	
How many Councillors are elected to your municipality's Council?			23	7.39	
What is your municipality's population per Councillor?			43,478	5823.77	
Are your municipality's Councillors considered to be part-time or full-time?		Part-time	Full-time		
Are your Councillors appointed to your municipality's Committees based on their expertise? Does each Councillor have a portfolio?		No	No		
Are your Councillors elected at-large, by ward or a combination of both?		At-large	Ward		
If your Councillors are elected by ward, how many wards do you have and what is the average population of each ward?		2	23	6.35	
How many people does your municipality employ?		600	15,000	828.98	
How many municipal Committees does one Councillor sit on?			2.5	2.70	
Do your municipal Committees have more than one Council representative?		Yes	Yes		
On average, how many hours per week do your Councillors work on municipal business?			25	13.13	
What is your municipality's annual budget? (Million Dollars)		\$188.30	\$400,000	\$106.19	
Please check every area managed by your municipality:					
Airports					10
Ambulance		1	1		7
Animal Control and By-law Enforcement		0.5	1		38.5
Arts and Culture		1	1		17
Child Care		1	1		8
Economic Development		1	1		35
Fire Services			1		39
Garbage Collection and Recycling		1	1		36
Electric Utilities			1		4
Library Services			1		25
Long Term Care and Senior Housing		1	1		8
Maintenance of Local Road Network		1	1		40
Parks and Recreation			1		36
Public Transit			1		15
Planning New Community Developments and Enhancing Existing Neighbourhoods		1	1		31
Police Services			1		14
Property Assessment			1		6
Provincial Offences Administration		1	1		11
Public Health			1		4
Side Walks			1		37
Snow Removal		1	1		39
Social Services		1	1		8
Social Housing			1		7
Storm Sewers		1	1		32
Tax Collection			1		38
Water and Sewage			1		31
		12.5	25	13.96	572.5



RESOLUTION

The Council of the Corporation of the City of Cornwall

Resolution number: 2019-01
Date: Jan 14, 2019 07:00 PM

Explore the Reintroduction of Wards in the City of Cornwall

Whereas the City of Cornwall once had a Warded system; and

Whereas the majority of municipalities in the province of Ontario have a warded system; and

Whereas the reintroduction of Wards has been a topic debated over the last number of years; and

Whereas the introduction of Wards might also result in the best determination of the number of Council seats.

Therefore be it resolved that Administration prepare a report on the Ward System including options on Council composition.

I, Manon L. Levesque, City Clerk for The Corporation of the City of Cornwall, do hereby certify that the above is a true copy of Resolution Number 2019-01 enacted by Council on Monday, January 14, 2019.


Manon L. Levesque
City Clerk

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2019-203-Corporate Services
Prepared By: Geoffrey Clarke, General Manager, Corporate Services and
Manon Levesque, City Clerk
Meeting Date: November 25, 2019
Subject: Electoral System Review

Purpose

To outline the process of undertaking an Electoral System Review.

Recommendation

That Council receive Report 2019-203-Corporate Services.

Financial Implications

Administration estimates the cost of an Electoral System Review to be \$60,000 and recommends that, should Council choose to move forward with this review, it allocate \$60,000 in the 2020 Budget. This projected cost is based on discussions with other municipalities that have under gone a similar exercise.

Background / Discussion

Previous Ward System & Council Size in Cornwall

The City of Cornwall had previously operated under a ward system of six (6) wards with two elected officials per ward, for a council size of twelve (12) Aldermen and one (1) Mayor.

This system of representation was in place until 1974, when the question of changing from that system to election at large was put on a ballot. The citizens of Cornwall voted for a change to the election at large system, with the first election of this kind taking in place in 1975.

In 1985, Council reviewed the question of Council size and whether it should be reduced from twelve (12) to ten (10) Councillors with one (1) Mayor. This question was placed on an electoral ballot with the citizens of Cornwall voting in favour of a smaller Council. The new structure of ten (10) Councillors and one (1) Mayor was put in place in 1988.

Municipal Act Requirements

Section 222 of the Municipal Act, 2001 provides the framework and authority by which Councils may, by By-law, split their territory into smaller voting subdivisions (wards) or dissolve wards. Once the By-law is passed, the new ward boundaries come into force during the next regular election

The process to implement and review new ward boundaries would include:

- Passing of a By-law to establish a municipality into wards
- Notice within 15 days of the Passing of the By-law allowing for appeals to be filed
- Appeals to be filed within 45 days after the passing of the By-law
- Appeals to be filed with Ontario Municipal Board within 15 days following the final date of appeal
- Hearing of appeals by the Ontario Municipal Board and issue of an order affirming, amending or repealing the By-law

The Municipal Act, 2001 does not provide any criteria to guide the City's electoral system review process; however, legal precedent and decisions have established a set of guiding principles that are generally adhered to. These guiding principles include:

- 1) Effective Representation
- 2) Representation by Population
- 3) Protection of Communities of Interest and Neighborhoods
- 4) Future Population Trends
- 5) Physical Features and Natural Boundaries

Council Size vs, A Ward System

Council may wish to retain the current election at large electoral system, yet seek a smaller Council size.

Under the Municipal Act, 2001, municipalities are authorized to change the composition of its Council to a minimum of five Council Members, one of whom shall be the Head of Council.

Municipalities are given a significant amount of discretion to determine the size of their respective Councils. Beyond the five-member minimum, the Municipal Act does not provide criteria to guide or assist a municipality's decision-making process. Pursuant to the Municipal Act, changes to Council composition must be approved by By-law.

If a By-law was to be in place prior to the end of 2021, a revised Council structure would be in effect in time for the 2022 Municipal Election. If a By-law was to be in place in 2022, in the year of a regular election, before voting day, a revised Council structure would be in effect after the second regular election following the passing of the By-law (Municipal Election of 2026).

Please note that the Municipal Act does not provide for an appeal mechanism for objections to a By-law altering the composition of Council.

A question could be placed on the ballot (also known as a Referendum) at the next Municipal Election, October 2022. The Municipal Elections Act, 1996, allows municipalities to endorse By-laws to place questions on the ballot subject to certain requirements. This option is very prescriptive and, should Council wish to pursue this option, a detailed report outlining the process will be presented at a future Council Meeting.

Considerations for Moving Forward

Should Council consider conducting an Electoral System Review, Administration is recommending that a consultant be retained through an RFP process to complete the review, and that this work be overseen by a Task Force created for this purpose.

The City will require someone with expertise in this unique field of knowledge and give consideration to the credibility that person would bring to the overall project. Further to this, Administration will coordinate the project with the City's legal counsel to ensure that all proper documentation is obtained and all procedures are followed properly.

We recommend that a consultant would be required to do an in-depth analysis of Cornwall, based on both our historical ward system and the five (5) guiding principles highlighted earlier in this report. With these considerations, Administration feels that there would be the proper diligence in determining the appropriate ward options for Cornwall.

The electoral system review process is expected to be an extensive project that could take up to a year to complete. As such, Administration is recommending that the project commence as soon as possible to allow time to consider any appeals prior to 2022 Municipal Election.

Communications Considerations

An electoral system review would require substantial public consultation. Administration would work closely with the consultant to develop an extensive stakeholder consultation plan that would include public meetings, social media outreach and the use of online tools.

Conclusions

The Municipal Act does not stipulate how often municipalities must complete Electoral system reviews and ward boundary reviews.

With this report, Administration's sole intent is to convey the lengthy time this project would require to complete and establish what is understood to be the guiding principles in determining a possible ward system.

Report Approval Details

Document Title:	Electoral System Review - 2019-203-Corporate Services.docx
Attachments:	
Final Approval Date:	Nov 20, 2019

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

Geoffrey Clarke - Nov 20, 2019 - 10:57 AM

Tracey Bailey - Nov 20, 2019 - 3:50 PM

Maureen Adams - Nov 20, 2019 - 5:25 PM

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

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

Purpose

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

Recommendation

That Council receive Report 2020-249-Corporate Services.

Financial Implications

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

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

Strategic Priority Implications

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

Background / Discussion

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

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

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

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

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

Accessibility Impact

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

Website

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

Venues

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

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

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

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

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

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

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-331-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: September 28, 2020
Subject: Electoral System Review - Survey Results

Purpose

To present the results of the Electoral System Review and outline the process of introducing a ward system, changing Council composition, and placing a question on the ballot.

Recommendation

That Council provide Administration with direction.

Background / Discussion

On January 14, 2019, Council endorsed Resolution 2019-01 directing Administration to prepare a report on the Ward System including options on Council composition.

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

On January 13, 2020, Council was presented with the requested Report and directed Administration to proceed with the public consultation on the Ward System and Council Composition.

The Survey was published in the Cornwall Seaway News on April 22, April 29, and May 6 and in the Cornwall Standard-Freeholder on April 25, May 2, and May 9. A total of 2,000 Surveys were mailed to randomized City of Cornwall addresses with pre-paid return envelopes. The online Survey was open from April 20 to June 22 with advertising on the City's Facebook page several times during that period.

Due to the COVID-19 pandemic and health-related protection orders, the plan to hold an in-person open house engagement session, at the Cornwall Chamber of Commerce's Spring Home & Leisure Show did not occur.

The target was to receive a total of 2,500 responses which represented approximately 20% of the 12,488 registered voters who cast their ballots in the 2018. A total of 554 paper responses (both newspaper and mailed out Surveys) were received and another 1,210 online responses were received for a total of 1,764 Surveys (14 in the French language and 1,750 in the English language).

The questions were answered as follows:

1. How many Councillors, not counting the Mayor, should sit on Council?
 - 315 or 20.59% of the responses were in favour of 10 Councillors
 - 668 or 43.66% of the responses were in favour of 8 Councillors
 - 547 or 35.75% of the responses were in favour of 6 Councillors
2. Are you in favour of a ward system?
 - 787 or 51.44% of the responses were in favour of a ward system
 - 743 or 48.56% of the responses were not in favour of a ward system
3. If you have any questions or comments about the composition of Cornwall City Council, please note them.
 - The Survey results have been attached for your review and perusal.

Local History with Wards

The City of Cornwall had previously operated under a ward system of six (6) wards with two elected officials per ward, for a Council size of twelve (12) aldermen and one (1) mayor.

This system of representation was in place until 1974, when the question of changing from that system to election at large was put on a ballot. The citizens of Cornwall voted for a change to the election at large system, with the first election of this kind taking in place in 1975.

In 1985, Council reviewed the question of Council size and whether it should be reduced from twelve (12) to ten (10) Councillors with one (1) mayor. This question was placed on an electoral ballot with the citizens of Cornwall voting in favour of a smaller Council. The new structure of ten (10) Councillors and one (1) mayor was put in place in 1988.

Formal Process to Introduce a Ward System

The Municipal Act provides the framework and authority by which Councils may split their territory into voting subdivisions (wards). This is done by adopting a By-law.

Once the By-law is passed, the new ward boundaries come into force during the next regular election.

The process to implement and review new ward boundaries could take six months or more and would include the following five steps:

1. Passing of a By-law to establish a municipality into wards
2. Giving notice of the Passing of the By-law allowing for appeals to be filed
3. Appeal period
4. Appeals to be filed with Ontario Municipal Board
5. Hearing of appeals by the Ontario Municipal Board and issue of an order affirming, amending, or repealing the By-law

While the Municipal Act does not provide any criteria to guide an electoral system review process, there are legal precedents and decisions that have established a set of guiding principles that are generally adhered to. These guiding principles include:

- 1) Effective Representation
- 2) Representation by Population
- 3) Protection of Communities of Interest and Neighborhoods
- 4) Future Population Trends
- 5) Physical Features and Natural Boundaries

The Municipal Act also provides the option for Council to combine both at-large and ward systems should Council wish to utilize both structures.

It should be noted that, if the municipality has wards, a candidate can run in any ward, that candidate does not have to live in a particular ward in order to be its Councillor. However, if that candidate runs in a ward where he/she does not live, he/she will not be able to vote for himself/herself. Having a campaign office or a business in a ward where the candidate would not otherwise be eligible to vote does not make him/her eligible to vote in that ward.

Process of Changing Council Composition

Under the Municipal Act, municipalities are authorized to change the composition of its Council. This is done by adopting a By-law.

There must be a minimum of five Council members, one of whom shall be the head of Council.

The Municipal Act does not provide criteria to guide or assist the decision-making process nor does it provide for an appeal mechanism for objections to a By-law altering the composition of Council.

If a By-law were to be in place prior to the end of 2021, a revised Council structure would be in effect in time for the 2022 municipal election. If a By-law were to be in place in 2022, in the year of a regular election, before voting day, a revised Council structure would be in effect after the second regular election following the passing of the By-law (municipal election of 2026).

Report Approval Details

Document Title:	Electoral System Review - Survey Results - 2020-331-Corporate Services.docx
Attachments:	- Electoral Review Summary of Results_Redacted.pdf
Final Approval Date:	Sep 23, 2020

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

Geoffrey Clarke - Sep 23, 2020 - 2:34 PM

Maureen Adams - Sep 23, 2020 - 2:40 PM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-56-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: May 10, 2021
Subject: Unfinished Business Listing for May 10, 2021

Recommendation

That Council receive the Unfinished Business Listing for May 10, 2021.

Title	Department	Date
Electoral System Review – Comparison to Other Municipalities <ul style="list-style-type: none"> - November 25, 2019 - January 13, 2020 - September 8, 2020 	Corporate Services	May 10, 2021
Residential Rental Licensing Public Consultation Results <ul style="list-style-type: none"> - November 13, 2018 - June 8, 2020 - October 13, 2020 - April 26, 2021 	Fire Services, Social Services and Planning, Development and Recreation	May 25, 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

Urban Agriculture and Outdoor Gardening – COVID-19 - May 11, 2020 - June 22, 2020 - April 26, 2021	Planning, Development and Recreation	Zoning By-law
Electoral System Review – Public Consultation - 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 - November 9, 2020	CAO	TBD
Parking During Pandemic and Parking Program Working Group Recommendations - 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 - 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
Remediation of Gas Stations Upon Closing - April 12, 2021	Infrastructure and Municipal Works and Planning, Development and Recreation	TDB
Grading By-law - April 26, 2021	Planning, Development and Recreation	TBD

Document Title:	Unfinished Business Listing for May 10, 2021 - 2021-56-Corporate Services.docx
Attachments:	
Final Approval Date:	May 5, 2021

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

Manon L. Levesque - May 4, 2021 - 9:29 AM

Geoffrey Clarke - May 5, 2021 - 9:33 AM

Maureen Adams - May 5, 2021 - 1:38 PM

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

Department: Social and Housing Services
Division: Housing Services
Report Number: 2021-21-Social and Housing Services
Prepared By: Mellissa Morgan, Manager, Social and Housing Services
Meeting Date: May 10, 2021
Subject: Cornwall and Area Housing Corporation Amalgamation

Purpose

That Council receive this report.

Recommendation

That Council approve proceeding with full amalgamation of Cornwall and Area Housing Corporation with the City of Cornwall (as Service Manager) as outlined in the report.

Financial Implications

The annual cost to subsidize the Cornwall and Area Housing Corporation is funded primarily by the City of Cornwall and the United Counties of S. D. & G. There is limited Federal funding that supports social housing.

Additional financial implications are indicated within the report.

Strategic Priority Implications

Quality, affordable housing is identified as a priority in the Corporation's Strategic Plan. Following amalgamation there would continue to be support for the provision of quality affordable housing through the Cornwall and Area Housing Corporation.

Background / Discussion

The *Social Housing Reform Act, 2000* devolved responsibility for the efficient and effective administration of both the Cornwall and Area Housing Authority and the 12 non-profit and cooperative housing providers (which operate independently) to the City of Cornwall, as the chosen Consolidated Municipal Service Manager (Service Manager). The housing stock, that had been previously owned by the Province was transferred to the Cornwall and Area Housing Corporation (CAHC).

The City of Cornwall became the sole shareholder of the CAHC (including its stock). The CAHC reports to the Social & Housing Services Department, as the designated Service Manager.

At that time, like the vast majority, the Service Manager decided to continue to manage its new housing stock through a Local Housing Corporation (LHC), as a separate entity, as opposed to merging it within the municipality. The decision to remain separate was to allow time to operationalize the many other elements related to the devolution of the portfolio including the CAHC and the 12 housing providers scattered throughout Cornwall, Stormont, Dundas, and Glengarry Counties.

In 2016, the *Housing Services Act, 2011 (HSA)* was amended to allow Service Managers the flexibility to oversee their social housing stock (sell, repurpose, revitalize) without having to seek Provincial Ministerial approval. Since then, many Service Managers across the province began making changes to their portfolios and operating models to meet their local needs. To date, the CAHC continues to operate arm's length from the Service Manager as the sole shareholder. Of the 47 Service Managers in Ontario, only eight (8) LHCs continue to operate independently, while the remaining 39 have now consolidated operations with their respective Service Manager either within a municipal department or quasi-independent model. In most cases, the quasi-independent model runs the administration directly through the municipality. Many of the remaining 8 LHCs are located within the larger urban centres of Ontario.

In addition, since devolution, many of the operations of CAHC have been aligned with those of the City (purchasing policies, IT systems/websites, etc.) or have been amalgamated into the Social and Housing Services Department (annual budgets).

Amalgamation Review Committee

Geoff Clarke –General Manager, Corporate Services – City of Cornwall
Tracey Bailey – General Manager, Financial Services – City of Cornwall
Carmen Cousineau – Interim General Manager - CAHC
Mellissa Morgan – Manager, Social & Housing Services Department

Evaluation of Organizational Structure Options

Structural Options Identified and Considered

Based on the analysis of documents and research conducted through the review, there are three potential organizational structures available to the City with respect to its social housing portfolio:

- Option 1 – Current State** (Ownership and management by the CAHC)
- Option 2 – Quasi-Independent** (Ownership by CAHC- management by the City)
- Option 3 – Amalgamation** (Ownership and management by the City)

Evaluation Criteria

For the purposes of this report, the committee has agreed to complete the review based on the following criteria:

- Governance
- Managerial Effectiveness
- Human Resources
- Operating Economics
- Client Services
- Assets
- Corporate Shared Services

Throughout our review, we have also evaluated the options, based on the following considerations:

NOTE: This model was broadly developed from the tool that KPMG used in the Greater Sudbury Housing Corporation Governance Review.

- 1) Does the option reduce the potential for political influence of decisions, allowing decision-making to be guided by relevant considerations (client service, financial sustainability)?

- 2) Does the option contribute towards consistency between the City's long term affordable housing strategy and the management of the social housing portfolio?
- 3) Does the option contribute towards consistency between infrastructure investment requirements and associated financing for social housing units and the City's broader asset management planning and capital financing activities?
- 4) Is the option consistent with industry best/common practice?
- 5) Is the option consistent with the City's organizational structure for social services?
- 6) Does the option contribute towards the integration of human services delivery, enhancing the ability to provide one-window service to clients?
- 7) Does the option contribute towards the integration of administrative services, enhancing the potential for operating efficiencies?
- 8) Does the option result in decision-making that is compliant with the provisions of the Housing Services Act and other regulatory requirements?

The organizational structures (Options 1, 2 and 3) were analyzed and ranked using the grid found below. A detailed analysis is provided on the following page.

- ☒ Most effective in meeting consideration
- ☐ Partially effective in meeting consideration
- ☐ Least effective in meeting consideration

Evaluation Consideration	Option		
Question # 1	Answer # 1		
	1	2	3
Does the option reduce the potential for political influence of decisions, allowing decision-making to be guided by relevant considerations (client service, financial sustainability)?	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>The current organizational structure provides a degree of separation from City Council by virtue of (i) having a majority of board member being non-Councillors (ii) setting parameters for governance through the Shareholder Operating Agreement; and (iii) establishing interaction between the CAHC and the City of Cornwall based on the annual report and budget process.</p> <p>Challenges: hybrid model would still have potential for political influence</p> <p>Benefits: full amalgamation will reduce possible political influence</p>			
Question # 2	Answer # 2		
	1	2	3
Does the option contribute towards consistency between the City's long term affordable housing strategy and the management of the social housing portfolio?	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>Direct management by the City (Housing Services) would ensure consistency between all programs focused on social housing. The integration would result in coordinated oversight of all assets under one community housing strategy.</p> <p>Challenges: There is always a possibility that, depending on any number of circumstances, working relationships could breakdown resulting in a misalignment of strategies in the future.</p> <p>Benefits: Full integration would provide additional opportunities to support the City's strategic vision with respect to growing quality affordable housing stock.</p>			

Question # 3	Answer # 3		
	1	2	3
Does the option contribute towards consistency between infrastructure investment requirements and associated financing for social housing units and the City's broader asset management planning and capital financing activities?	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>Direct management by the City would establish social housing as a City Division, resulting in its inclusion in all City financial planning activities. The future of social housing is going to take a significant investment of financial capital from all levels of government and require a sophisticated approach to social housing revitalization. By integrating CAHC into the municipality, bringing all expertise and assets together, there is improved chance for success ensuring social housing will be protected for future generations.</p> <p>Challenges: not directly involved with Corporate infrastructure investment requirements.</p> <p>Benefits: efficiencies in pooling resources</p>			
Question # 4	Answer # 4		
	1	2	3
Is the option consistent with industry best/common practice?	<input type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>Direct administration of social housing by the Service Manager represents many organizational structures adopted by Service Managers in Ontario, with the current structure (Option 1) used by less than 20% of Service Managers (SM). Most remaining separated services are in very large urban centres (Toronto, Ottawa, etc.). There are also other SM/LHC in the process of discussing amalgamation.</p> <p>Benefits: many communities have already undertaken amalgamation and have completed the research into the challenges and benefits. It also helps when comparing similar size and structured municipalities when assessing future housing needs and operations.</p>			

Question # 5	Answer # 5		
	1	2	3
Is the option consistent with the City's organizational structure for social services?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>The CAHC is wholly controlled subsidiary maintained by the City. All other shared services, including Ontario Works, childcare and subsidies to not-for-profit housing organizations are administered directly by the City's Social and Housing Service Department.</p> <p>Challenges: misalignment of salary structure, operational processes, and job descriptions</p> <p>Benefits: alignment of operations, sharing of expertise between City departments and CAHC</p>			
Question # 6	Answer # 6		
	1	2	3
Does the option contribute towards the integration of human services delivery, enhancing the ability to provide one-window service to clients?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>Under the current model, the delivery of Ontario Works and Social Housing is provided through separate locations with limited integration between the two services despite the correlation between Ontario Works usage and social housing.</p> <p>Challenges: most operations are specific in nature for CAHC which will not necessarily lend to client service integration</p> <p>Benefits: Direct management by the City would allow greater options for integrated approach to client services. More of a "no-wrong door" approach to service delivery.</p> <p>As CAHC Housing staff would work in the same department with Social Services Staff, the result will be improved communication and awareness of what is required to make a tenancy successful. Through this integration it will now be a unified team working within a common system of supports.</p>			

Question # 7	Answer # 7		
	1	2	3
Does the option contribute towards the integration of administrative services, enhancing the potential for operating efficiencies?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>The current structure has resulted in the establishment of parallel functions, including finance and facilities maintenance. In addition, the CAHC is required to incur certain corporate expenditures such as directors and officer's insurance.</p> <p>Benefits: it is anticipated that CAHC would benefit from the increased available pool of resources, currently established within the City, which should reduce costs to independently acquire these services.</p>			
Question # 8	Answer # 8		
	1	2	3
Does the option result in decision-making that is compliant with the provisions of the HSA and other regulatory requirements?	<input checked="" type="radio"/>	<input checked="" type="radio"/>	<input checked="" type="radio"/>
Notes			
<p>We do not believe that any of the options will impact the degree of compliance with the HSA.</p> <p>Challenges: Having too many layers of approval can often delay processes.</p> <p>Benefits: There are benefits in reducing the number of layers required for decision-making which allows the operations of CAHC to proceed in a more expeditious manner.</p>			

Summary

Option	Most Effective	Partially Effective	Least Effective
#1 – Ownership and management by the CAHC (current option)	1	0	7
#2 – Ownership by the CAHC but management by the City	1	5	2
#3 – Ownership and management by the City	8	0	0

Policy Review and Research

Our findings and conclusions are based on the following sources of information:

- A review of the Shareholder Declaration between the City and the CAHC;
- A review of the Operating Agreement between the City and the CAHC;
- A review of the *Social Housing Reform Act, 2000*;
- A review of the *Housing Services Act, 2011*;
- A review of governance structures for local housing corporations; and

Discussions with and information provided by representatives of:

- City of Cornwall;
- Ministry of Municipal Affairs and Housing;
- Selected Consolidated Municipal Service Managers in Ontario;
- Selected Local Housing Corporations in Ontario;
- Borden Ladner and Gervais LLP (BLG); and
- MNP LLP

Legal Consultation

We acquired the legal services of Borden Ladner and Gervais LLP (BLG) to assist with a real estate analysis.

If amalgamation is approved, they have identified several documents and processes that we will need to complete, with their assistance.

Estimate of Costs for Dissolution

Based on their report, BLG was able to provide a preliminary estimate for budgeting purposes of \$2,000 to \$3,000 for legal fees and \$250 to \$500 in disbursements associated with the voluntary winding up and dissolution of

CAHC. These figures are net of HST. These estimates are in respect of the completion of the voluntary winding up and dissolution portion of the Integration Transaction and do not include planning advice presently being undertaken.

Financial Consultation

We acquired a financial opinion of MNP LLP (MNP) to assist with the land transfer analysis and income tax implications.

If amalgamation is approved, they have provided the following recommendation:

- to have the amalgamation dated for January 1, 2022. Therefore, the amalgamation date for tax purposes would be December 31, 2021, which will line up with the fiscal year-end dates for both organizations. This will enable a “clean” amalgamation process between the City and CAHC for both tax filing purposes and record keeping purposes.

Ministry Consultation

In consultation with the Ministry of Municipal Affairs and Housing, if amalgamation is approved, we will need to further engage the Ministry regarding exemptions from the *Land Transfer Tax Act* for a proposed transfer of a designated housing projects. This needs to be requested at least 180 days prior to the transfers, to allow sufficient time to schedule Cabinet consideration of the request.

Based on the recommended amalgamation implementation date of January 1, 2022, time is of the essence to complete the request to the Ministry as exemptions only come into force on either January 1, or July 1 of the applicable calendar year. This timeline must be carefully considered as an exempting regulation cannot be applied retroactively; the transfers will not qualify for the exemption if they occur prior to the filing of the regulation.

Formal Ministry Requirements for Amalgamation

A list of documents that will be required for the amalgamation process and assumption of mortgages:

- Service Manager’s Consent Letter
- Letters Patent of Amalgamation
- Integration Business Case
- The Amalgamation Agreement between two entities

- Board's Special Resolution Approving Amalgamation
- Certificate of Incumbency and Board of Directions Resolutions re: Transfer of Assets for existing and new corporation
- Revised Insurance Policy
- Property Tax Bill.

Other Considerations

Implementation Framework

To the extent that the City decides to proceed with this amalgamation, we recommend that consideration be given to an implementation framework that considers the following:

1. Dissolution of the current board of the CAHC
2. The transition of CAHC functions and personnel to the City to be completed on as per the Implementation Plan (attachment #1)

Impact to Existing Human Resources & Operating Policy

As part of our review in this process, Administration is of the opinion that any possible transition to amalgamation be managed with the least amount of impact and intrusion to the existing employees within the CAHC.

To achieve this, Administration is operating with the assumption that should Council proceed with the amalgamation that all human resources currently employed within CAHC will remain employed post the potential amalgamation. If there are any further efficiencies and or redundancies that are realized after amalgamation, they will be managed through attrition or other avenues that will not include layoffs. This will avoid having to provide notice periods and subsequent severance considerations that could be of impact financially.

The current collective bargaining agreement (CBA) was just recently concluded and will be in effect until 2023, and easily assumed by the Corporation with a standalone CUPE local. Beyond 2023, the City would renegotiate the CBA as per the regular bargaining cycles.

Likewise, Administration has identified several areas where existing City resources could be of direct assistance in providing resources to a newly created internal department, in regards, to finance, information technology, purchasing and human resources. Additionally, the Corporation would also be able to assist in other areas when required such as municipal works and facilities.

The initial policy review would look to harmonize areas where we might have a gap as it relates to structure, titles, salary banding, and benefit coverage as it may relate to non-union staff. As the Corporation is the current service manager, we are forecasting that current operational policies with the CAHC will continue as per normal operating practice.

Client Service

Based on comments from other Service Managers that have amalgamated, they believe it provides for better client service and tenant interaction.

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

Governance – Shared Services

The Social & Housing Service Department is the designated Service Manager for social housing in Cornwall, Stormont, Dundas, and Glengarry. As part of the shared services agreement, the Social and Housing Services Department would ensure that updates regarding the local housing portfolio would form part of the quarterly reporting at Joint Liaison. In addition, subsequent reports and presentations would also be brought to City and County Council as per existing Corporate Policies, when required.

Additionally, the current Housing Revitalization Plan (HRP) provides guidance and recommendations to the Social and Housing Services Department (as Service Manager), with respect to long term strategic plans that provide clear and achievable goals to effectively meet the current and future demand for social housing in Cornwall, Stormont, Dundas, and Glengarry.

The HRP also provides directions and recommendations for potential regeneration, refurbishment, and repurposing of existing housing stock, as well as future acquisitions (including new builds).

Common Practice

Direct management of social housing by the Service Manager, with ownership either retained by the LHC or directly by the Service Manager, represents the best/most common practice in Ontario.



Recommendation

That Council approve proceeding with full amalgamation of Cornwall and Area Housing Corporation with the City of Cornwall (as Service manager) as outline in the report.

Note: The CAHC Board of Directors, at their meeting date April 28, 2021, voted unanimously in favour of supporting the City Council to proceed with full amalgamation.

Document Title:	Cornwall and Area Housing Amalgamation Report - 2021-21-Social and Housing Services.docx
Attachments:	- 2021 Implementation Chart.pdf
Final Approval Date:	May 5, 2021

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

Tracey Bailey - May 5, 2021 - 2:54 PM

Geoffrey Clarke - May 5, 2021 - 3:17 PM

Maureen Adams - May 5, 2021 - 3:23 PM

Attachment #1

2021 Implementation Plan									
Task	Schedule								
	May	June	July	Aug	Sept	Oct	Nov	Dec	Post Jan 2022
Communication Plan	Ongoing process								
Present the review plan and recommendation with Boards and Councils	CAHC SM								
By-law to City Council	CAHC SM								
Inform tenants of the change in management and administration		CAHC SM							
Notification to stakeholders (ei contracts, leases, landlords, etc)			CAHC SM						
Review 2022 Budget				CAHC SM					
Complete staff orientation with all CAHC employees				CAHC SM FIN					

2021 Implementation Plan									
Task	Schedule								
	May	June	July	Aug	Sept	Oct	Nov	Dec	Post Jan 2022
Review of job descriptions and alignment of salaries (non-union)					CAHC SM HR				
Formalize staff training plan for integration into SM (management)						CAHC SM FIN HR			
Discussions with Local 4452						CAHC SM HR			
Payroll revise process and pay dates						CAHC SM FIN			
Adjust all contracts held by the CAHC to reflect the change							CAHC SM		
Update brochures, business cards, letterhead, forms, leases, etc.							CAHC SM		
Close CAHC email addresses and open new City email addresses									CAHC SM FIN
Close CAHC website and incorporate info into City site									CAHC SM

2021 Implementation Plan									
Task	Schedule								
	May	June	July	Aug	Sept	Oct	Nov	Dec	Post Jan 2022
Change over CAHC network, shared drives, intranet etc. (additional work in conjunction with relocation to new office in 2022)									CAHC SM FIN
Operations begin as an integrated model									CAHC SM

Legend:

CAHC – Cornwall & Area Housing Corporation

SM – Service Manager – Social and Housing Services Department

FIN – City of Cornwall Finance Department

HR – City of Cornwall Human Resource Department

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

Department: Financial Services
Division: Finance
Report Number: 2021-41-Financial Services
Prepared By: Paul Scrimshaw, Accounting Manager and Deputy Treasurer
Meeting Date: May 10, 2021
Subject: 2020 Fourth Quarter Financial Overview – Preliminary Report

Purpose

To provide Council with the preliminary results for the City of Cornwall for the 2020 fiscal year. Our financial statements are currently being audited by our external auditors (MNP LLP).

Recommendation

That Council authorize the transfer of funds as follows:

- (a) That \$ 48,427 be transferred to the Working Reserve.
- (b) That \$ 265,000 be transferred to the Municipal Buildings Reserve.
- (c) That \$ 313,396 be transferred to the Water Works Reserve.
- (d) That \$ 228,633 be transferred to the Wastewater Works Reserve.

Financial Implications

The 2020 Year End Report recommends the disposition of the 2020 Year End surplus. As a result of operations in 2020, Staff are recommending the following transfers to/from reserves:

City of Cornwall, excluding Water and Wastewater

The City of Cornwall has an approximate net operating surplus for 2020 in the amount of \$313,427. The recommendation for contribution to/from reserves is the

following:

- I. That \$48,427 be transferred to the Working Reserve.
- II. That a savings of \$265,000 realized through operations at the Cornwall Public Library be transferred to the Municipal Building Reserve for the purposes of supporting future capital projects at the Library.

Environmental Services Water

The City of Cornwall has an approximate surplus for 2020 in the amount of \$313,396. The recommendation is to transfer the surplus to the Water Works Reserve. A summary of variances can be found on Schedule II.

Environmental Services Wastewater

The City of Cornwall has an approximate surplus for 2020 in the amount of \$228,633. The recommendation is to transfer the surplus to the Wastewater Works Reserve. A summary of variances can be found on Schedule II.

Supplementary Taxation

2020 Supplementary Taxation revenue is \$950,308 (budget \$1,000,000). For 2020, supplementary taxation had a shortfall of \$49,692, therefore no contribution to reserves is recommended.

Strategic Priority Implications

Fiscal responsibility is a key pillar to the City's strategic objectives. The details outlined within this report as well as the attachments have recommendations for contributions to/from reserves that can be used to mitigate unanticipated financial risks to the Corporation and reduce the impact to the tax base to fund this risk.

Background / Discussion

As noted in the third quarter financial report to Council, increased costs and the loss of service revenues as a result of the COVID-19 pandemic put significant pressures on the City's financial circumstances. The preliminary 2020 Year End report analyzes the financial effects of the COVID-19 pandemic.

Since the pandemic began, the City has taken a number of actions to respond to the financial impacts and risks related to this crisis, while considering continued service and safety measures for the residents of our community and the employees of the City. To monitor and mitigate the effects of COVID-19, the City:

- i. Provided staff with all necessary personal protective equipment (PPE) and implemented additional safety measures.

- ii. Suspended all non-critical recruitment until such time as we are able to return to normal operations and services.
- iii. Redirected staff to fill vacancies and seasonal positions.

The City received funding from the Province to assist with the financial impact to operations. As outlined in Schedule I, the City set up an activity within its general ledger to track expenses incurred due to the pandemic. The City received funding or recovered revenue for costs incurred in the amount of \$1,839,613 and \$1,001,987 respectively. This supported operations for Paramedic Services, GSDL, and other City departments who experienced increased expenditures relating to responding to the pandemic.

Revenue

The City also utilized \$2,592,765 of funding to support departments that experienced a loss in revenue and related expenditures, as follows:

<u>Department</u>	<u>Funding</u>
Clerk's Department	
Licencing & Vital Statistics	70,000
Financial Services	
Investment Income	500,000
Progress Fund Interest	120,000
POA	300,000
Registration Fees	15,000
Fire Services	
Training Fees	12,000
Transit Services	
Net Ridership	562,916
Parking Program	
Net Revenue	334,923
Planning Department	
Planning Applications	32,000
Committee of Adjustment	18,000
By-Law Enforcement	
Licencing and Fees	20,000
Tourism	
Net Revenue	177,155
Recreation Programming	
Net Revenue	430,771
	<u>2,592,765</u>

The Ministry of Health and Long-Term Care increased its base funding for Paramedic Services. This additional funding of \$559,004 brought the Provincial share closer to 50% of service operations. The additional funding resulted in a lower municipal contribution. The matter was discussed during the 2021 budget process with both City Council and SDG Council. It was approved that the municipal savings in the amount of \$468,990 be contributed to the Land Ambulance Reserve to support future capital purchases.

Expenditures

Schedule I further details variances as it relates to Salaries and Benefits, Purchase of Goods, Services and Rents.

Financial

As Council is aware, the City has settled several large outstanding assessment appeals. Taxes written off for assessment appeals and vacancy rebates were over budget by \$2,728,512.

The City has made a contribution to the Development Charges (DC) Reserve in the amount of \$1,752,934 for DC exemptions, both legislated and municipally approved. There is a requirement for the Reserve to be topped up so that the Reserve holds the necessary funds for the capital projects as outlined in the DC Study.

The City utilized \$537,500 from the Brownfields Reserve to fund a Small Business Emergency Support Loan Program. The Loan was an interest-free loan of up to \$5,000 for qualifying businesses to provide assistance and support to offset the effects of the COVID-19 crisis. Up to \$1,000 of that amount will be eligible for complete forgiveness if \$4,000 is fully repaid on or before December 31, 2022. One half of the forgivable portion, \$53,750, has been included and funded through the 2021 budget. The balance of the forgivable portion will be budget in 2022.

Social and Housing Services

As communicated to Council, Social and Housing Services received \$4,342,100 through the Social Services Relief Funding (SSRF). This funding is to financially assist the City of Cornwall, the United Counties of SDG, Akwesasne, and Community Social Service Providers to support, enhance, or expand a wide range of services and supports for vulnerable populations in responding to the COVID-19 pandemic. Funding provided under the SSRF was provided to help municipalities and social service providers such as shelters, food banks,

emergency services, community and supportive housing providers, charities and non-profits continue to deliver their critical services while promoting social distancing and self-isolation to keep people safe and healthy. In 2020, \$3,468,680 of this funding was utilized.

Unspent COVID Funding to Reserves at Year End

To offset ongoing COVID-19 financial challenges, unspent grant funding has been transferred to a temporary Reserve. The funding will assist the City in managing the long-term financial impacts of this pandemic and provide the City with greater flexibility to respond in 2021.

<u>Funding Program</u>	<u>Amount Received</u>	<u>Amount Utilized</u>	<u>Balance to Reserves</u>
Social Services Relief Funding	4,342,100	3,468,680	873,420
Transit Safe Restart Funding	714,792	645,946	68,846
Safe Restart Funding	2,686,300	2,002,289	684,011
	<u>7,743,192</u>	<u>6,116,915</u>	<u>1,626,277</u>

The pandemic caused significant impacts to the City's 2020 operations and continues to significantly impact City operations in 2021. The City continues to have revenue loss from Transit, Parking, Recreation, and other traditional sources of revenue.

The above financial matters have been reviewed with the City's external auditors. Prior to completing the 2020 Year End, approval for the transfer of funds to/from Reserves is required by Council.

While the full financial impact of COVID-19 on municipal operations won't be known for some time, City Administration will continue to monitor and adapt its fiscal planning where necessary.

Document Title:	2020 Fourth Quarter Financial Overview - 2021-41-Financial Services.docx
Attachments:	<ul style="list-style-type: none"> - 2020 Preliminary Report (excluding Wate and Wastewater).pdf - 2020 Preliminary Report Water and Wastewater.pdf - Reserves December 31 2020.pdf
Final Approval Date:	May 5, 2021

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

Tracey Bailey - May 5, 2021 - 7:04 PM

Maureen Adams - May 5, 2021 - 7:28 PM

City of Cornwall - Excluding Water and Wastewater
2020 Year End Report (Preliminary and Unaudited)
Explanation of Variances

favourable/(unfavourable)

Community Emergency Response (COVID-19)

COVID-19 Funding	\$ 1,839,613	
Recoveries Other	1,001,987	
GSDL	(1,060,497)	
Paramedic Services	(1,053,919)	
City Departments	(727,184)	\$ -

2020 Estimated Surplus	\$ 313,427
Contributions to Reserves:	
Working Reserve	\$ 48,427
Building Reserve (Library Surplus)	265,000

Revenue

COVID-19 Funding	\$ 2,592,765	
Clerk's Licencing and Vital Statistics	(70,000)	
Interest Income	(518,890)	
Progress Fund Interest	(120,000)	
Provincial Offences (POA)	(306,498)	
Transit Revenue	(617,023)	
Parking Revenue	(389,355)	
Municipal Accommodation Tax	(325,701)	
Recreation Revenue	(1,471,578)	
Supplementary Taxation/School Boards	(70,274)	
Ministry of Health Paramedic Services	545,674	
Recoveries - Sale of Surplus Equipment/Land	441,033	
Recycled Material Revenue/Tipping Fees	450,408	
Permit/Planning Revenue	298,541	\$ 439,102

Salaries and Benefits

Council, CAO, HR, Clerks, Financial Services	\$ 215,814	
Glen-Stor-Dun Lodge	181,899	
Paramedic Services	(27,196)	
Fire Services	363,849	
Municipal Works, Transit, Waste Management and Engineering	(105,590)	
Economic Development, Bylaw and Planning	227,823	
Recreation Services and City Facilities	2,003,886	
Arbitrations, Grievances, Contract Negotiations	(447,967)	\$ 2,412,518

Salaries and Benefits (excluding departments listed below)

In 2020, the City budgeted \$55,338,094 for Salaries and Benefits for these departments. Year End actuals were \$52,477,609 resulting in a savings of \$2,860,485. Due to the COVID-19 pandemic a number of facilities and programs we closed and cancelled. The City also had savings in School Crossing Guard salaries and in the delay of recruitments. The City incurred costs related to various Union activities and investigations.

Purchase of Goods

Health Supplies	(75,431)	
Operating Supplies	71,206	
Gasoline and Fuel	427,438	
Utilities	527,211	\$ 950,424

Purchase of Goods (excluding departments listed below)

Fuel prices were lower than budgeted. The Corporation budgeted \$1.10 per litre; the average cost was 78¢ per litre. There were savings throughout the Corporation at City Facilities for utilities due to COVID-19 and facilities being closed to the public.

Services and Rents

Conferences/Courses	228,901	
Contracted Services	(174,557)	
Legal Fees/Other professional	(102,185)	\$ (47,841)

Contracted Services (excluding departments listed below)

Overall the City saw a savings in Conferences and Courses (cancelled or held virtually). Contracted Services was overspent in Facilities, where some additional preventative maintenance was completed, and in Waste Management as the City closed a cell with final cover and had an increase in recycling processing on site.

Financial

Taxes Written Off	\$ (2,728,512)	
Contribution to Reserves	(1,752,934)	
Principle and Interest	80,695	
Library Surplus	265,000	
Other	(18,502)	\$ (4,154,253)

Financial (excluding departments listed below)

Taxes written off was over budget by \$2.7M due to some large refunds in 2020 pertaining to 2020 and prior tax years. There was a contribution to the DC reserve for the 2019 and 2020 Municipal top-up for exemptions. The Library reported a surplus of \$265K due to reduced services during 2020

Social and Housing Services

Social Housing	\$ 112,132	
Social Support Services	199,305	
Child Care	354,078	\$ 665,515

Social and Housing Services

In 2020, the budget for Social and Housing Services was \$7,347,504. Year End actuals were \$6,681,989 or 90.94%, a net savings of \$665,515. Social and Housing Services received \$4,342,100 in SSRF funding to support the community during the COVID-19 pandemic.

Police Services

Other Ontario	\$ 191,796	
COVID-19 Funding/Recoveries	206,045	
Clearance Letters/Other Revenue	(121,183)	
Salaries and Benefits	(190,333)	
Other Professional Services	(230,346)	
Training/Conference and Memberships	33,977	
Vehicle and Equipment Mtce/Fuel	108,314	
Other	49,692	\$ 47,962

Cornwall Police Services (CPS)

In 2020, the budget for CPS was \$20,212,231. Year End actuals were \$20,164,269 a savings of \$47,962 or 99.76%. There was a shortfall in revenues due to COVID-19. The Department was overspent on professional fees for labour relations. There was an offset savings in vehicle and equipment maintenance in 2020.

2020 surplus (excluding Water and Wastewater)

\$ 313,427

**City of Cornwall - Environmental Services Water and Wastewater
2020 Year End Report (Preliminary and Unaudited)
Explanation of Variances**

favourable/(unfavourable)

2020 Water Works Surplus

Revenue

Water Billings	\$ 70,160	
Other Revenue	(33,802)	\$ 36,358

Expenses

Salaries and Benefits	\$ 275,494	
Chemicals	(2,047)	
Building Materials (Asphalt, Gravel, Sod, Concrete)	20,957	
Parts and Equipment	(51,423)	
Utilities	41,757	
Contracted Services/City Equipment Rentals	(22,455)	
Corporate Costs/Other	(21,981)	240,302

2020 Water Works Operating Surplus **\$ 276,660**

Capital Projects:

Watermain Rehabilitation Improvements	\$ 24,087	
Water Purification Plant Upgrades	\$ 12,649	

2020 Water Works Capital Surplus **\$ 36,736**

2020 Water Works Operating and Capital Surplus **\$ 313,396**

Contribution to the Water Works Reserve

2020 Wastewater Works Surplus

Revenue

Wastewater Billings	\$ 83,607	
Recoveries	66,867	\$ 150,474

Expenses

Salaries and Benefits	\$ 139,316	
Building Materials (Asphalt, Gravel, Sod, Concrete)	17,994	
Chemicals	(117,384)	
Equipment Parts/Replacement	(16,811)	
Utilities	(14,001)	
Contracted Services/City Equipment Rentals	114,431	
Principle and Interest LTD (Culvert Replacement)	127,695	
Corporate Costs/Other	(45,381)	205,859

2020 Wastewater Works Operating Surplus **\$ 356,333**

Capital Projects:

Culvert Replacement	(127,700)	
---------------------	-----------	--

2020 Wastewater Works Capital Deficit **\$ (127,700)**

2020 Wastewater Works Operating and Capital Surplus **\$ 228,633**

Contribution to the Wastewater Works Reserve

2020 SUMMARY OF RESERVES
December 31, 2020

	Opening Balance	Net Transactions	Balance at Dec 31/20	Targeted Balance
<u>Operating Reserves</u>				
Working Reserves	2,275,221	590,041	2,865,262	
Tax Stabilization Reserve	300,000	0	300,000	
Winter Control Reserve	325,719	0	325,719	
Health and Safety Reserve	76,022	0	76,022	
Municipal Elections Reserve	45,000	45,000	90,000	
Renaissance Reserve	88,826	30,000	118,826	
Medical Recruitment Reserve	<u>611,496</u>	<u>102,027</u>	<u>713,523</u>	
	3,722,284	767,068	4,489,352	7,198,143
<u>Capital Reserves</u>				
Equipment and Vehicles Reserve	274,434	626,302	900,736	
Recreation Facilities Reserve	220,082	(57,075)	163,007	
Municipal Buildings Reserve	870,958	1,484,929	2,355,887	
Fire Equipment Reserve	74,321	0	74,321	
Land Ambulance Reserve	465,545	220,030	685,575	
Waste Management Capital Reserve	487,755	55,258	543,013	
Land Reserve	(2,206,667)	227,093	(1,979,574)	
Road Infrastructure Reserve	<u>320,167</u>	<u>(353,488)</u>	<u>(33,321)</u>	
	506,595	2,203,049	2,709,644	5,003,401
<u>Restricted Reserves (Municipal Funding)</u>				
Water Works Reserve	4,484,436	487,208	4,971,644	3,546,241
Wastewater Works Reserve	3,781,510	(23,912)	3,757,598	3,729,979
Building Surplus Reserve (permits)	813,352	159,439	972,791	1,366,761
CAHC Operating Reserve Fund	3,170,100	1,125,382	4,295,482	Not Defined
Brownfields Reserve	576,468	(18,555)	557,913	2,000,000
Landfill Closure and Post Closure Reserve Fund	0	0	0	16,705,318
Waterfront Development Fund	240,000	0	240,000	Not Defined
WSIB - Estimated Future Benefit Costs Reserve	2,068,404	220,250	2,288,654	3,821,468
Downtown Investment Reserve Fund	3,512,453	(12,453)	3,500,000	3,500,000
ODRP / Heart of City Reserve	(132,722)	22,465	(110,257)	200,000
Social Housing - Regeneration Reserve	0	928,137	928,137	Not Defined
Parking Reserve Fund	122,146	6,867	129,013	Not Defined
Progress Fund	<u>25,649,612</u>	<u>93,184</u>	<u>25,742,796</u>	25,000,000
	44,285,759	2,988,012	47,273,771	
<u>Restricted Reserves (Funded Externally)</u>				
(a targeted reserve balance is not applicable)				
Provincial Gas Tax Reserve (Transit)	123,703	(54,445)	69,258	
Federal Gas Tax Reserve (Infrastructure)	5,276,940	(1,544,014)	3,732,926	
Development Charges Reserve	1,109,916	(2,241,336)	(1,131,420)	
Social Housing Providers Reserve	2,318,002	123,487	2,441,489	
Social Housing Capital Reserve Fund	1,109,982	18,818	1,128,800	
Employment Assistance Retained Surplus Reserve	641,357	0	641,357	
Child Care ELCD Reserve	95,394	0	95,394	
Consolidated Homelessness CHPI Reserve	39,927	0	39,927	
Parkland Reserve Fund	207,106	(13,845)	193,261	
COVID Funding Reserve	0	1,626,277	1,626,277	
Winter Games/Legacy Trust Fund	60,119	(1,600)	58,519	
Arts and Culture Trust Fund	<u>316,614</u>	<u>214,334</u>	<u>530,948</u>	
	11,299,060	(1,872,324)	9,426,736	
TOTAL RESERVES AND RESERVE FUNDS	59,813,698	4,085,805	63,899,503	

2020 DETAIL OF RESERVES
December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
OPERATING RESERVES				
Working Reserves	2,275,221			
Carry Forward 2019 - GSDL Resource Materials		(25,000)		
Carry Forward 2019 - Recreation - PerfectMind		(28,000)		
Carry Forward 2019 - ITT Servers and Applications		(91,000)		
Carry Forward 2019 - Fire Bunker Gear		(16,630)		
Council Chambers Cameras		(10,000)		
Fund Roadway Lighting Improvements		(66,788)		
Fund Si Miller Expenses		(9,271)		
2020 Bridge Infrastructure Inspections			15,000	
Repay Taxes Written Off in 2019 (Balance to repay \$1,399,263)			500,000	
Repay EORN (2020-2026)			28,367	
Repay GSDL Fire Panel Replacement (2014-2024)			18,310	
Repay Refurbished Transit Bus (2018-2020)			18,658	
Repay Accounting Software Upgrade (2020-2027)			50,000	
Repay Dual Stream Recycling - Public Spaces			43,500	
Council ITT Requirements for 2022			5,500	
Planning Department - Plans Review		(112,022)	90,000	
Beyond 21 Capital Funding		(100,000)		
Audit Review of Municipal Works Yard		(15,264)		
Carry Forward 2020 - Indigenous Training			30,000	
Carry Forward 2020 - Fire Services Bunker Gear			18,500	
Carry Forward 2020 - EMS Ambulance Docking Stations			9,000	
Carry Forward 2020 - EMS ACETech Mobile Hotspot			36,500	
Carry Forward 2020 - EMS CADLink			32,000	
Carry Forward 2020 - CPS Inside Building Maintenance			5,400	
Carry Forward 2020 - CPS Peer Support Training			5,000	
Carry Forward 2020 - Planning Office Furniture			3,300	
Carry Forward 2020 - Parking Pay & Display Machine			10,000	
Carry Forward 2020 - Waste Mgmt Public Space Recycling Receptables			10,000	
Carry Forward 2020 - Municipal Grants Program Unused Funds			86,554	
2020 Operating Surplus			48,427	2,865,262
Tax Stabilization Reserve	300,000			300,000
Winter Control Reserve	325,719			325,719
Health and Safety Reserve	76,022			76,022
Municipal Elections Reserve	45,000			
2022 Election Contribution			45,000	90,000
Renaissance Reserve	88,826			
Transfer Unspent Funds			30,000	118,826
Medical Recruitment Reserve	611,496			
Committed Funds (Medical Scholarships/Recruitment \$460,000)				
Budgeted Contribution			175,000	
Medical Recruitment Loan Pmnt		(25,000)	40,000	
Recognize 2020 Medical Scholarships		(15,000)		
Fund Expenditures		(72,973)		713,523
TOTAL Operating Reserves	3,722,284	(586,948)	1,354,016	4,489,352

2020 DETAIL OF RESERVES
December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
CAPITAL RESERVES				
Equipment and Vehicles Reserve	274,434			
Contributions from Sale of Surplus Equipment			155,096	
Police Contribution to Reserve			210,000	
Fire Contribution to Reserve			35,000	
MW Contribution to Reserve			75,000	
Capital Levy as per LTFP			348,100	
MW Fleet Renewal		(60,000)		
Fund Transit Bus Shelters and Bus Stop Accessibility		(11,000)		
Fund Transit Bus Surveillance System		(8,000)		
Fund Police Fleet		(183,594)		
Record Payment of MW Vehicles			65,700	900,736
Recreation Facilities Reserve	220,082			
Contribution from Recreation Facilities			328,498	
Life Cycle Costing - LTFP			250,000	
Benson Centre Arena Duct Work surplus			174	
Complex Compressor and Electrical Panels		(115,000)		
Complex Building Improvements		(43,150)		
Complex Arena Spectator Seat Replacement		(250,000)		
Benson Centre LED Lights		(208,307)		
Curling Club Taxes			2,607	
Proceeds from Sale of Surplus Equipment			3,103	
Carry Forward 2019 - Benson Centre - Flooring in Automotive Room		(25,000)		163,007
Municipal Buildings Reserve	870,958			
Contribution from Buildings			465,433	
Contribution for Library			75,000	
Justice Building Repayment			176,761	
EMS HQ			133,611	
Arc Flash Surplus			476	
Renovations at Various Buildings Surplus			15,617	
Fund Renovations at Various Municipal Buildings		(16,500)		
Fund LTD HVAC for Library (2018-2026)		(83,966)		
Justice Building Interior Repairs			3,497	
Library Surplus			265,000	
Reverse Justice HVAC Funding from 2018			450,000	2,355,887
Fire Equipment Reserve (Fire Marque)	74,321			74,321
Land Ambulance Reserve	465,545			
Fund Replacement Ambulances		(503,259)		
Fund Power Cots		(72,797)		
Fund Automatic CPR Devices		(16,498)		
Fund Paramedic Real-Time Data		(93,500)		
Fund Principal on LTD for Ambulances (2019-2022)		(96,408)		
Fund Purchase of Defibrillators		(303,147)		
Proceeds of Sale of Surplus Equipment			3,171	
Proceeds of Sale of Defibrillators			90,947	
'18-19 Defibrillators (PAD)			91,309	
Municipal Contribution			468,990	
Transfer Amortization			651,222	685,575
Waste Management Capital Reserve	487,755			
Transfer to Reserves based on Tonnage Recycling			85,258	
Budgeted Contribution			270,000	
Fund 2020 Capital Projects		(300,000)		543,013
Land Reserve	(2,206,667)			
Interest Paid on Business Park Land Purchase Loan		(31,000)		
Sale of Surplus Lands			275,305	
Fund Appraisal Fees on Surplus Lands		(3,792)		
Fund Legal Fees on Sale of Land		(13,420)		(1,979,574)
Road Infrastructure Reserve	320,167			
Marleau Properties Rental Surplus/(Deficit)			29,795	
Deposit R.O.W.			2,809	
LED Savings			50,000	
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
Fund Marleau Ave Reconstruction and Widening - Stage 2		(168,500)		
Fund Update Subdivision Manual and Subdivision Agreement		(75,000)		
Purchase of Marleau Property		(242,592)		
Budgeted Contribution			100,000	(33,321)
TOTAL Capital Reserves	506,595	(2,974,430)	5,177,479	2,709,644

2020 DETAIL OF RESERVES
December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Municipal Funding)				
Water Works Reserve	4,484,436			
Budgeted Contribution			250,000	
Interest Earned			51,370	
Fund WPP Secondary Redundant Raw Water Intake		(77,558)		
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
2020 Surplus			313,396	4,971,644
Wastewater Works Reserve	3,781,510			
Fund Asset Management Plan - Linear Infrastructure		(50,000)		
Purchase of Submersible Pump		(142,128)		
Interest Earned			42,274	
WWTP Emergency Repair		(102,691)		
2020 Surplus			228,633	3,757,598
Building Surplus Reserve (permits)	813,352			
Interest Earned			9,226	
2020 Operating Surplus			150,213	972,791
CAHC Operating Reserve Fund	3,170,100			
Interest Earned - Loan to Land Reserve			15,500	
Interest Earned			9,453	
CAHC 2020 Surplus			1,090,139	
Interest Paid on CAHC 1st Mortgage			10,290	4,295,482
Brownfields Reserve	576,468			
Fund Brownfields Programs		(106,631)		
Budgeted Contribution			400,000	
Fund Small Business Loans - Covid-19		(537,500)		
Transfer Unspent Funds			219,000	
Interest Earned			6,576	557,913
Landfill Closure and Post Closure Reserve Fund	0			0
Waterfront Development Fund	240,000			240,000
WSIB-Estimated Future Benefit Costs Reserve	2,068,404			
2020 WSIB Variance from Revenues			196,788	
Interest Earned			23,462	2,288,654
Downtown Investment Reserve Fund	3,512,453			
Interest Earned - CAHC 2nd Mortgage Tfr to HOTC Reserve			30,151	
Interest Paid on CAHC 1st Mortgage Tfr to HOTC Reserve			5,688	
Record CAHC Interest transferred to HoTC		(35,839)		
Investment income from Scotia Bank			59,747	
Reverse Accrued Interest Earned not Paid		(12,453)		
Record Investment interest transferred to HoTC		(59,747)		3,500,000
ODRP / Heart of City Reserve	(132,722)			
Capital Outlay			32,250	
Interest Earned - CAHC 2nd Mortgage Tfr to HOTC Reserve			30,151	
Interest Paid on CAHC 1st Mortgage Tfr to HOTC Reserve			5,688	
Tax Incentive Grant - Non-refundable			89,830	
Investment Income from Scotia Bank			59,747	
Loan Forgiveness		(36,715)		
Fund HOTC Programs		(158,486)		(110,257)
Social Housing - Regeneration Reserve	0			
Budgeted Contribution			400,000	
2020 Admin Savings			497,500	
2020 Registry Savings			26,100	
Interest Earned			4,537	928,137
Parking Reserve Fund	122,146			
Payment in Lieu			4,500	
Interest Earned			2,367	129,013
Progress Fund (Policy - 80% of Interest Earned)	25,649,612			
Benson Centre Debt Payments		(372,745)		
Interest Earned			465,929	25,742,796
TOTAL Restricted Reserves (Municipal Funding)	44,285,759	(1,742,493)	4,730,505	47,273,771

2020 DETAIL OF RESERVES
December 31, 2020

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Funded Externally)				
Provincial Gas Tax Reserve (Transit)	123,703			
Gas Tax Funding			677,562	
Fund Transit Operating Expenses		(327,028)		
2014 Handi Transit Buses (LTD 2016-2023)		(49,678)		
2015/2016 Conventional Buses (LTD 2016-2031)		(78,588)		
2016/2017 Handi Transit Buses (LTD 2017-2020)		(48,095)		
2017 Conventional Buses (LTD 2018-2026)		(108,227)		
2018 Conventional Buses (LTD 2020-2024)		(120,391)		
Interest Earned		0		69,258
Federal Gas Tax Reserve (Infrastructure)	5,276,940			
2020 Gas Tax Allocation			2,826,670	
2018 Asphalt Resurfacing		(582,601)		
2019 Asphalt Resurfacing		(493,603)		
2020 Asphalt Resurfacing		(1,690,702)		
Bicycle Path Asphalt - Bicycle Infrastructure		(123,745)		
Bicycle Path Repairs		(100,000)		
Fund Culvert Replacement - Boals Drain at Benny Ave		(26,654)		
Active Transportation - Bicycle Infrastructure		(116,224)		
Active Transportation - Sidewalks		(331,836)		
Fund Traffic Signal Upgrades		(323,821)		
Fund Water St Retaining Wall Rehab Balance		(303,362)		
Fund Big Ben Snow Making Equipment		(74,252)		
Fund Complex Parking Lot Lighting Replacement		(63,000)		
Fund Marina 200 Above Ground Fuel Tanks		(164,969)		
Interest Earned			24,085	3,732,926
Development Charges Reserve	1,109,916			
City Wide Residential			384,340	
City Wide Non-Residential			242,343	
Area Specific			0	
Nick Kaneb (Industrial Park to Tollgate)		(242,894)		
Fund Fire Headquarters and Training Centre		(26,020)		
Fund Library Strategic Plan		(21,853)		
Brookdale North Sanitary Sewer Project		(3,512,122)		
New Watermain (Power Dam)		(54,581)		
Recreation Master Plan		(38,045)		
Marleau Ave Project		(442,185)		
Municipal Works Yard Redevelopment		(306,745)		
Municipal Top Up for Exemptions			1,752,934	
Interest			23,492	(1,131,420)
Social Housing Providers Reserve	2,318,002			
Non Profit Surplus			37,430	
Provider 50% Surplus Share			59,764	
Interest Earned			26,293	2,441,489
Social Housing Capital Reserve Fund	1,109,982			
Interest Earned			3,318	
Interest Earned - Loan to Land Reserve			15,500	1,128,800
Employment Assistance Retained Surplus Reserve	641,357			641,357
Child Care ELCD Reserve	95,394			95,394
Consolidated Homelessness CHPI Reserve	39,927			39,927
Parkland Reserve Fund	207,106			
Interest Earned			3,955	
Fund Playground Structure Replacement		(30,000)		
Payment in Lieu			12,200	193,261
COVID Funding Reserve	0			
Unspent Social Support Services Relief Funding			873,420	
Unspent Transit Safe Restart Agreement Funding			68,846	
Unspent City Safe Restart Agreement Funding			684,011	1,626,277
Winter Games/Legacy Trust Fund	60,119			
Fund Plaques		(321)		
Legacy Awards		(2,000)		
Interest Earned			721	58,519
Arts and Culture Trust Fund	316,614			
Donations Received			210,430	
Interest Earned			3,904	530,948
TOTAL Restricted Reserves (Funded Externally)	11,298,060	(9,803,542)	7,931,218	9,426,736

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

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
Report Number: 2021-33-Infrastructure and Municipal Works
Prepared By: Jennifer Marjerrison, Project and Asset Management Supervisor
Meeting Date: May 10, 2021
Subject: Municipal Works Yard Redevelopment Quarterly Report

Purpose

To provide Council with an update on the current status and progress of the Municipal Works Yard Redevelopment Project.

Recommendation

That Council receive Report 2021-33-Infrastructure and Municipal Works.

Financial Implications

The attached Project Status Report for the Municipal Works Redevelopment Project outlines the budget approved to-date, expenditures incurred to-date, and projected costs for the multi-year plan to redevelop the Municipal Works Yard.

Strategic Priority Implications

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

Background / Discussion

At its meeting of May 11, 2020, Council approved a Motion to adopt a formal project management reporting plan for the Municipal Works Yard Redevelopment Project, as per the recommendation from MNP LLP and the Audit Committee.

The key recommendations from MNP LLP and the Audit Committee were as follows:

- The Project Status should be reported to Council on a quarterly basis (monthly by exception) in a dashboard format with attachments including a Change Register, Risk Register, Schedule, and Notes to explain variances in costs or schedule.
- A formal Project Management Plan (PMP) should be adopted and implemented to support the project. The PMP should include the following elements:
 - The identification and documentation of project risks, including mitigation strategies and the progress against those mitigations.
 - Decomposition of the current project into a high-level work breakdown structure in order to provide greater visibility into the tasks required to be conducted, the dependencies and the critical path.
 - Project change process for scope, schedule or cost changes (+/- 10% of annual spend or greater than \$50,000) including documentation and approval within a governance structure.

Please see the recommended Project Status report for the MW Yard Redevelopment Project (at December 31, 2020) attached to this report.

The MW Yard Redevelopment Project continues to move forward as planned and indicated in the project schedule; in addition, there have been no major project changes within the current reporting period.

Document Title:	Municipal Works Yard Redevelopment Project - Quarterly Report .docx
Attachments:	- Q4 2020 - MW Redevelopment Project Status Report.pdf
Final Approval Date:	May 5, 2021

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

Michael Fawthrop - May 5, 2021 - 4:57 PM

Bill de Wit - May 5, 2021 - 5:03 PM

Tracey Bailey - May 5, 2021 - 5:26 PM

Maureen Adams - May 5, 2021 - 7:16 PM

City of Cornwall Municipal Works Redevelopment Project - Status Report Dashboard as of December 31, 2020

Financial Summary									Project Milestones
Year	Original Class D Estimate	Annual Budget (A)	Revised Budget (B)	Outstanding Committed Funds (C)	Expenses To Date (D)	Forecast to Year End (E = User Input)	Total Spent and Forecast F=(D+E)	Variance (B - F)	<div>For additional information on completed and on-going Project Milestones, refer to the 'Project Milestones' Sheet</div> <div>PROJECT MILESTONES</div> <div>LEGEND</div> <ul style="list-style-type: none">COMPLETED PROJECT MILESTONESON-GOING PROJECT MILESTONESFUTURE PROJECT MILESTONES
2017	\$ 455,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ -	\$ 177,732.70	\$ -	\$ 177,732.70	\$ 822,267.30	
2018	\$ -	\$ 2,305,000.00	\$ 2,489,750.00	\$ 1,649,549.30	\$ 559,597.86	\$ -	\$ 559,597.86	\$ 1,930,152.14	
2019	\$ 1,304,750.00	\$ 4,080,000.00	\$ 6,053,623.00	\$ 4,597,868.95	\$ 1,572,360.54	\$ -	\$ 1,572,360.54	\$ 4,481,262.46	
2020	\$ 2,978,240.00	\$ 1,565,000.00	\$ 1,738,259.00	\$ 912,483.26	\$ 5,842,077.38	\$ -	\$ 5,842,077.38	-\$ 4,103,818.38	
2021	\$ 6,232,240.00		\$ 4,873,503.35						
2022	\$ 6,210,000.00		\$ 100,000.00						
2023	\$ 4,861,270.00		\$ 11,940,748.00						
2024	\$ 736,500.00		\$ 4,949,333.00						
2025	\$ 494,000.00		\$ 1,107,450.00						
2026	\$ 2,156,250.00		\$ 1,307,406.00						
2027	\$ 1,275,430.00		\$ 1,147,887.00						
Contingency	\$ 5,340,736.00	\$ -	\$ 2,055,282.40						
Project Total	\$ 32,044,416.00	\$ 8,950,000.00	\$ 38,763,241.75	\$ 7,159,901.51	\$ 8,151,768.48	\$ 28,556,190.87	\$ 36,707,959.35	-\$ 4,663,543.35	
General Comments									
<ul style="list-style-type: none">	The Original Class D Estimate prepared by AECOM in 2016 reflected the anticipated building demolition and construction costs for the redevelopment of the Municipal Works (MW) Yard, complete with a 20% contingency fund. The 2016 AECOM Class 'D' estimate was designed to provide the Corporation with an overall replacement value for each of the buildings within the MW Yard.								
<ul style="list-style-type: none">	According to <i>Public Services and Procurement Canada</i> , a Class 'D' (Indicative) Estimate is "to be in unit cost analysis format (such as cost per m² or other measurement unit) based upon a comprehensive list of project requirements (i.e. scope) and assumptions; the Class D estimate is evolved throughout the phases of the project identification stage, finally being incorporated into the cash flows in the Analysis Phase[...]" ¹ In other words, a Class D estimate is designed to provide a summary of projected costs and must be updated and evolve as the project progresses.								
<ul style="list-style-type: none">	The list of project requirements and assumptions included as part of the cost estimate prepared by AECOM consisted of only building construction and demolition costs, other project requirements were not included as part of the projected cost estimate. A summary of additional project requirements can be found under the 'Project Changes' sheet.								
<ul style="list-style-type: none">	The forecasted values indicated in the Financial Summary from 2021 to Project Completion are estimates only and will be updated as each phase of the project progresses and additional information becomes available.								
<ul style="list-style-type: none">	The forecasted costs for future years do <u>not</u> include the following: LEED or Net Zero building design and construction costs, reinforced and/or non-standard foundation designs, costs associated with the removal and disposal of contaminated soil/groundwater, designated substances or landfill material, unanticipated construction cost increases in future years or any additional interim measures required during each of the various phases of construction to ensure that the MW Yard and offices are fully functional and accessible for the duration of the project.								
Financial Summary Definitions									
<ul style="list-style-type: none">● Annual Budget: A projection of project costs approved by Council each year during budget deliberations				<ul style="list-style-type: none">● Forecast to Year End: Provides an estimate of expenditures to be spent by year end based on year to date results and other assumptions					
<ul style="list-style-type: none">● Revised Budget: Includes all approvals by Council (Annual Budget, Tenders, RFPs, etc.)				<ul style="list-style-type: none">● Total Spent and Forecast: Totals the expenditures to date and the estimated expenditures to year end to project the annual spend					
<ul style="list-style-type: none">● Outstanding Committed Funds: Funds committed through Tendering, RFPs, Purchase Orders, etc.				<ul style="list-style-type: none">● Variance: The difference between the revised budget (monies committed to the project) and projected annual spend, excluding contingency.					
<ul style="list-style-type: none">● Expenses To Date: Includes all expenditures incurred to date.				<ul style="list-style-type: none">● Project Total Row: Provides the total amounts of budget, forecast and spent for the entire project to date (Projected amounts including upcoming years are in grey and apply to the whole project)					
Project Risks									
Risk Description				Probability	Impact	Mitigation			
If contaminated soil is encounter it must be handled according to current regulations for soil management (Re: O.Reg 153/04 for additional information on soil regulations and requirements).				M	H	As part of the design for future phase of redevelopment, an environmental assessment will be completed to determine the likelihood of contaminated material within the project extents.			
If poor geotechnical conditions are encountered, non standard building foundations will be required.				M	H	A comprehensive geotechnical investigation will be completed as part of the design process for each of the proposed buildings in future phases; cost projections will be updated accordingly.			
Risk Level: L=Low Risk, M=Medium Risk, H=High Risk For additional information on Project Risks, refer to the 'Project Risk Register' Sheet.									
¹ Public Works and Government Services Canada, Public Services and Procurement Canada, Real Property Branch, https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-nprms/bi-rp/conn-know/couts-cost/definition-eng.html									

Financial Report										
	Site Servicing	Environmental Remediation	Site Reconfiguration	Salt Storage Facility	Rerouting of Utilities	Standby Power System	Parking Lot Construction	New Administration and Multiuse Building Design & CA	Total	Commentary
Year	C2	C3	C4	C5	C6	C7	C8	C9		
2017	\$425,000.00	\$300,000.00	\$150,000.00	\$125,000.00					\$1,000,000.00	2017 Annual Budget
2018		\$875,000.00		\$1,000,000.00	\$400,000.00	\$30,000.00			\$2,305,000.00	2018 Annual Budget
2019				\$2,500,000.00		\$900,000.00	\$230,000.00	\$450,000.00	\$4,080,000.00	2019 Annual Budget
2020								\$1,565,000.00	\$1,565,000.00	2020 Annual Budget
Total Annual Budgets (A)	\$425,000.00	\$1,175,000.00	\$150,000.00	\$3,625,000.00	\$400,000.00	\$930,000.00	\$230,000.00	\$2,015,000.00	\$8,950,000.00	
2017									\$0.00	
2018		\$184,750.00							\$184,750.00	Refer to Project Changes C3-5
2019	\$1,019,583.00		\$380,040.00	\$574,000.00					\$1,973,623.00	Refer to Project Changes C2-2, C4-2 and C5-5
2020	\$25,010.00	\$15,041.00	\$11,058.00	\$111,290.00		\$10,860.00			\$173,259.00	Refer to Project Changes C2-3, C3-8, C4-3, C5-6, C7-2
Project Changes (Budget/Cost)	\$1,044,593.00	\$199,791.00	\$391,098.00	\$685,290.00	\$0.00	\$10,860.00	\$0.00	\$0.00	\$2,331,632.00	
2017	\$425,000.00	\$300,000.00	\$150,000.00	\$125,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,000,000.00	
2018	\$0.00	\$1,059,750.00	\$0.00	\$1,000,000.00	\$400,000.00	\$30,000.00	\$0.00	\$0.00	\$2,489,750.00	
2019	\$1,019,583.00	\$0.00	\$380,040.00	\$3,074,000.00	\$0.00	\$900,000.00	\$230,000.00	\$450,000.00	\$6,053,623.00	Annual budget adjusted based on 19-T40 tender award
2020	\$25,010.00	\$15,041.00	\$11,058.00	\$111,290.00	\$0.00	\$10,860.00	\$0.00	\$1,565,000.00	\$1,738,259.00	
Revised Budget (B)	\$1,469,593.00	\$1,374,791.00	\$541,098.00	\$4,310,290.00	\$400,000.00	\$940,860.00	\$230,000.00	\$2,015,000.00	\$11,281,632.00	
2017	\$0.00	\$0.00	\$0.00	\$0.00					\$0.00	
2018		\$392,577.23		\$899,530.54	\$357,441.53	\$0.00			\$1,649,549.30	
2019	\$565,836.31		\$7,609.53	\$3,074,000.00		\$854,683.66	\$95,739.45		\$4,597,868.95	Tender 19-T40
2020	\$110,526.99	\$775,887.14	\$578.35	\$24,041.94	\$0.00	\$1,172.24	\$276.60	\$0.00	\$912,483.26	Remaining works under Tender 19-T40
Outstanding Committed Funds (C)	\$676,363.30	\$1,168,464.37	\$8,187.88	\$3,997,572.48	\$357,441.53	\$855,855.90	\$96,016.05	\$0.00	\$7,159,901.51	
2017	\$26,675.92	\$118,825.83	\$254.40	\$31,976.55					\$177,732.70	
2018	\$9,002.44	\$474,464.82	\$0.00	\$33,572.13	\$42,558.47				\$559,597.86	
2019	\$817,572.81	(\$2,971.79)	\$302,709.45	\$152,559.09	\$95,647.13	\$75,010.71	\$131,833.14		\$1,572,360.54	
2020	\$382,330.20	\$74,344.61	\$279,223.05	\$4,103,043.23	\$55,088.96	\$864,061.93	\$83,985.40		\$5,842,077.38	
Expenditures To Date (D)	\$1,235,581.37	\$664,663.47	\$582,186.90	\$4,321,151.00	\$193,294.56	\$939,072.64	\$215,818.54	\$0.00	\$8,151,768.48	
2017									\$0.00	
2018									\$0.00	
2019									\$0.00	
2020									\$0.00	
Forecast to Year End (E=User Input)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
2017	\$26,675.92	\$118,825.83	\$254.40	\$31,976.55	\$0.00	\$0.00	\$0.00	\$0.00	\$177,732.70	
2018	\$9,002.44	\$474,464.82	\$0.00	\$33,572.13	\$42,558.47	\$0.00	\$0.00	\$0.00	\$559,597.86	
2019	\$817,572.81	(\$2,971.79)	\$302,709.45	\$152,559.09	\$95,647.13	\$75,010.71	\$131,833.14	\$0.00	\$1,572,360.54	
2020	\$382,330.20	\$74,344.61	\$279,223.05	\$4,103,043.23	\$55,088.96	\$864,061.93	\$83,985.40	\$0.00	\$5,842,077.38	
Estimated Total Spent to Year End (F=D+E)	\$1,235,581.37	\$664,663.47	\$582,186.90	\$4,321,151.00	\$193,294.56	\$939,072.64	\$215,818.54	\$0.00	\$8,151,768.48	
2017	\$398,324.08	\$181,174.17	\$149,745.60	\$93,023.45	\$0.00	\$0.00	\$0.00	\$0.00	\$822,267.30	
2018	(\$9,002.44)	\$585,285.18	\$0.00	\$966,427.87	\$357,441.53	\$30,000.00	\$0.00	\$0.00	\$1,930,152.14	
2019	\$202,010.19	\$2,971.79	\$77,330.55	\$2,921,440.91	(\$95,647.13)	\$824,989.29	\$98,166.86	\$450,000.00	\$4,481,262.46	
2020	(\$357,320.20)	(\$59,303.61)	(\$268,165.05)	(\$3,991,753.23)	(\$55,088.96)	(\$853,201.93)	(\$83,985.40)	\$1,565,000.00	(\$4,103,818.38)	
Year End Variance (B-F)	\$234,011.63	\$710,127.53	(\$41,088.90)	(\$10,861.00)	\$206,705.44	\$1,787.36	\$14,181.46	\$2,015,000.00	\$3,129,863.52	
2021+	\$106,230.51	\$787,381.66	\$7,117.44	\$41,797.72	\$0.00	\$1,172.24	\$276.60	\$0.00	\$943,976.17	Values include outstanding committed funds and future estimated costs associated with the revised design of the noise barrier wall, temporary fence rentals, holdback releases, etc.
Project Variance	\$127,781.12	(\$77,254.13)	(\$48,206.34)	(\$52,658.72)	\$206,705.44	\$615.12	\$13,904.86	\$2,015,000.00	\$2,185,887.35	

Project Milestones

As of December 31, 2020

Phase	Milestone	Project Start Year	Project Completion Year	Status	Comments
C9	Administration & Multiuse Building Design and Construction Administration	2020	2022	In Progress	Refer to Project Schedule for Additional Information
C3	19-T40 - Noise Barrier Wall Construction	2020	2021	In Progress	Refer to Project Schedule for Additional Information
C5	19-T40 - Salt Storage Facility Construction	2020	2020	Complete	Salt Storage Facility construction substantially complete
C2/C4	19-T40 - Construction of MW Yard Site Servicing and Grading	2019	2020	Complete	MW Yard Site Servicing and Grading substantially complete

2021 Project Schedule					
As of December 31, 2020					
Phase	Project Component	Scope of Work	Proposed Start Date	Proposed Completion Date	Comments
C2/C4	Site Servicing and Grading	Install Natural Gas Main	April, 2020 (Q2)	September, 2020 (Q3)	Installation of gas main complete.
		Excavate existing road base and reinstate with new granular material.	October, 2020 (Q4)	December, 2020 (Q4)	Excavation and installation of new granular complete.
		Install new sidewalk parallel to Lemay Street and new concrete curbs at the MW Yard entrances.	July, 2021 (Q3)	July, 2021 (Q3)	Installation of new sidewalk and curbs scheduled for Summer, 2021 following the construction of the noise barrier wall.
C3	Construct Noise Attenuation Wall	Revise grading plan in area of utility compound and noise barrier wall.	January, 2020 (Q1)	March, 2020 (Q1)	Revised grading plan in area of proposed noise barrier wall complete.
		Review and Approval of Shop Drawings	April, 2020 (Q2)	November, 2020 (Q4)	Review of shop drawings complete.
		Excavation for Strip Footing Foundation	May, 2021 (Q2)	July, 2021 (Q3)	Excavation for strip footing foundation scheduled for May, 2021.
		Construct Strip Footing Foundation	May, 2021 (Q2)	July, 2021 (Q3)	Construction of strip footing foundation scheduled to begin May, 2021.
		Construct Noise Attenuation Wall	May, 2021 (Q2)	July, 2021 (Q3)	Installation of NBW delayed as a result of production delays at supplier as well as significant lead time. In order to avoid installation in cold weather, noise attenuation wall is scheduled for construction beginning in Spring, 2021 (Q2) with an estimated completion date of July, 2021 (Q3).
C5	Construct Salt Storage Facility	Install Gate System	July, 2021 (Q3)	July, 2021 (Q3)	Gate system in production; electrical conduits for automated controls in place. Gate systems to be installed following the installation of the noise barrier wall system.
		Review of Shop Drawings	January, 2020 (Q1)	March, 2020 (Q1)	Shop drawing review complete; wall panels in production.
		Demolition of Existing Salt Sheds and Equipment Storage Building	April, 2020 (Q2)	June, 2020 (Q2)	Demolition of existing salt sheds and equipment storage building is complete.
		Foundation Excavation	April, 2020 (Q2)	June, 2020 (Q2)	Foundation Excavation complete.
		Construction of Engineered Fill Foundation	April, 2020 (Q2)	June, 2020 (Q2)	Construction of Engineered Fill Foundation complete.
		Construction of Salt Storage Facility Foundation Walls and Footings	July, 2020 (Q3)	September, 2020 (Q3)	Construction of Salt Storage Facility Foundation Walls and Footings complete.
		Construct Pre-Engineered Fabric Covered Building	October, 2020 (Q4)	December, 2020 (Q4)	Construction of Pre-Engineered Fabric Covered Building complete.
		Interior Works - Electrical, Mechanical	October, 2020 (Q4)	December, 2020 (Q4)	Interior works complete.
C9	Design & Construction Administration of the Administration & Multiuse Building	Final Grading Works and Paving of Interior & Exterior	September, 2020 (Q3)	September, 2020 (Q3)	Final grading works complete.
		Prepare RFP for Design & Construction Administration	January, 2020 (Q1)	September, 2020 (Q3)	Preparation of RFP complete; terms of reference approved by Council.
		Issue RFP	October, 2020 (Q4)	December, 2020 (Q4)	RFP for design services approved and awarded by Council to J.L. Richards & Associates on January 25, 2021.
		Predesign Phase - Administration & Multiuse Buildings	January, 2021 (Q1)	March, 2021 (Q1)	
		Schematic Design Phase - Administration & Multiuse Buildings	April, 2021 (Q2)	June, 2021 (Q2)	
		Detailed Design Phase - Administration & Multiuse/Garage Buildings	June, 2021 (Q2)	December, 2021 (Q4)	
		Utility Relocations - Phase II of II			Timelines and schedule for detailed design and tendering to be continually updated.
		Contract Preparation & Tendering Phase			
		Construction of Administration Building			
		Construction of Multiuse Building			
		Site Servicing and Grading - Phase II			
		Noise Barrier Wall Construction - Phase II			

Project Changes									
As of December 31, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
N/A	Proposed Stores Building Module	NA-1	The construction of a new Stores building module was removed from the scope of work in the MW Yard Redevelopment Plan, as the need to maintain stocks of various materials and supplies to be consumed by Municipal departments has been minimized and the building is no longer required.	Scope	Budget	The removal of the Stores building module resulted in a cost savings of \$2,100,000. Funds allocated to the design/construction of the Stores module are allocated to other components of the MW Yard Redevelopment project to offset any budget overages incurred in other phases.	2018	Complete	
C2	Site Servicing and Grading	C2-1	Site Servicing and grading requirements were not identified as separate component in the 2016 AECOM Report. In order to ensure the successful redevelopment of the MW Yard, the servicing, grading and phasing of the individual components of the project must be designed and constructed as an interconnected system rather than independent services.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Site Servicing and Grading of the Municipal Works Yard.	2017	Complete	
		C2-2	The Site Servicing and Grading Plan included a four (4) phase plan for the redevelopment of the Municipal Works Yard, including temporary grading and servicing requirements throughout the duration of the project. Following the completion of the Site Servicing and Grading Plan, it was determined that approximately 50% of regrading and 80% of the construction of site services (watermain, storm sewer, sanitary sewer, gas main, communications, etc.) within the MW Yard should be completed as part of Phase I. Accordingly, Site Servicing Grading works (Phase I of III) were included as part of tender 19-T40; tender values exceeded the annual budget amount allocated to Phase C2.	Scope	Budget	Tender 19-T40 was submitted for review and approval to Council	2019	Complete	Council approved the tender amount for the construction of Phase I Site Servicing and Grading of the MW Yard.
		C2-3	The Proposal for Phase I Redevelopment of the Municipal Works Yard and Site Servicing and Grading Plan did not include a component for support during construction. The Consultant was retained to complete site reviews, review proposed design changes and provide clarification (when required).	Cost	Scope	The Consultant that prepared the Site Servicing and Grading Plan and Phase I Redevelopment of the MW Yard was retained to provide support during the construction phase of the project.	2020	Complete	
C3	Environmental Remediation	C3-1	Noise attenuation measures were not considered as part of the 2016 AECOM Report. Concerns were raised regarding the location of the Municipal Works Yard (zoned Residential) and impacts to neighborhood.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Environmental Remediation within the Municipal Works Yard.	2017	Complete	An RFP for the completion of a Noise Impact Assessment (17-P05) was prepared in 2017.
		C3-2	The Noise Impact Assessment completed in 2017 determined that a 3.0m attenuation fence along sections of the MW Yard perimeter would be required to meet the Ministry of Environment, Conservation and Parks standards for noise abatement.	Scope	Design	Costs associated with the design and construction of a noise attenuation fence were not considered in the 2016 AECOM Report and estimate.	2017	Complete	
					Budget				
		C3-3	A detailed geotechnical investigation of project area location(s) of the proposed noise attenuation fence was completed to determine if additional foundation requirements for the noise attenuation fence would necessary.	Scope	Design	The results of the geotechnical investigation concluded that specialized foundation requirements would be necessary to ensure the structural stability of the proposed noise barrier wall (NBW).	2018	Complete	The consultant retained for the design of the NBW was also retained to complete the detailed design of the proposed foundation.
					Budget	Reinforced foundation requirements were not included in the original scope of work for the NBW. In addition the cost of construction for the NBW would increase significantly with the addition of the specialized foundation.			
		C3-4	Detailed Design of Noise Attenuation Fence	Scope	Budget	A consultant was retained to complete the detailed design of the noise attenuation wall.	2018	Complete	
		C3-5	Excavation along the northern limits of the MW Yard uncovered a significant amount of landfill and contaminated material that required removal.	Cost	Budget	The landfill material encountered was transported the City Landfill on Vincent Massey Drive; the tipping fees associated with bringing the material to the Landfill were not budgeted for or taken into consideration in early phases of the MW Yard Redevelopment project.	2018	Complete	The removal and disposal of Landfill material and contaminated material encountered during excavation results in a number associated costs. Contaminated material must be tested to determine the levels of contaminants prior to being accepted at the City Landfill. In addition, there are costs associated with hauling the material to the landfill, as well as tipping fees.

Project Changes									
As of December 31, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
C3	Environmental Remediation (Continued)	C3-6	Additional funds for the construction of the noise attenuation fence were requested for construction following the completion of the detailed design and comprehensive estimate for the proposed noise attenuation wall.	Cost	Budget	Council approved the 2019 budget submission for Noise Remediation within the Municipal Works yard.	2019	Complete	
		C3-7	Additional landfill material was encountered during excavation for the construction of the proposed Twelfth St. Parking Lot. Contaminated material was also found during excavation for the construction of the watermain; all contaminated and landfill material was transported to the City Landfill.	Cost	Budget	The landfill material encountered was transported the City Landfill on Vincent Massey Drive; the tipping fees associated with bringing the material to the Landfill were not included in annual budget submissions.	2019	Complete	
		C3-8	Following the completion of the multi-phase grading plan within the Municipal Works Yard, it was noted that due to the significant changes in elevation in the south west quadrant of the Yard, it would be necessary to update the noise impact assessment previously completed in 2017.	Scope	Design	The Consultant that completed the Noise Impact Assessment in 2017 was retained to update the study in order to determine if changes to the proposed noise barrier wall (NBW) and foundation would be required. Following the completion of the Noise Impact Assessment Update, it was determined that the height of the proposed NBW could be reduced in multiple sections, resulting in an overall cost savings during construction.	2020	Complete	
C4	Site Reconfiguration	C4-1	Interim measures and the decommissioning of the section of Ontario St. that extended through the MW Yard was not identified as separate component in the 2016 AECOM Report.	Scope	Budget	In 2017 a budget submission sheet was prepared and approved for Site Reconfiguration works within the MW Yard.	2017	Complete	
		C4-2	Works associated with the reconfiguration of the site were included as part of Tender 19-T40; tender values exceeded the annual budget amounts allocated to Phase C4.	Cost	Budget	Tender 19-T40 was submitted for review and approval to Council in 2019.	2019	Complete	Council approved the tender amount for the construction of site reconfiguration works included in tender 19-T40.
		C4-3	Interim measures (temporary fencing) required long the perimeter of the Municipal Works Yard in order to ensure that the property is secure throughout the duration of construction.	Schedule	Budget	Costs associated with temporary fencing/security measures for the MW Yard were not included in tender documents for construction.	2020	In Progress	Temporary fencing will be required until the noise attenuation wall is constructed.
C5	Salt Storage Facility	C5-1	Complete additional geotechnical investigation to verify soil conditions in the area	Schedule	Budget	The results of the initial geotechnical investigation completed as part of the design of the salt storage facility concluded that due to poor soil conditions, a specialized building foundation would be required. An independent geotechnical engineering consulting firm was retained to complete additional testing within the project area and to provide options for the proposed foundation design of the structure. The additional geotechnical investigation was not included in the original project scope.	2018	Complete	
		C5-2	Determine preferred foundation design option based on summary of options presented by the geotechnical consultant	Scope	Budget	A specialized foundation was not included in the budget for the salt storage facility and impacts both design and construction costs.	2019	Complete	As part of the review process, the City considered alternative locations for the proposed salt storage facility. However, the MW Yard is located in a centralized area within the City and it was determined that current location is preferred for the proposed building.
					Design	A redesign of the salt storage facility and foundation was completed by the consultant and a detailed cost estimate was prepared.	2019	Complete	
		C5-3	Request additional funding as part of 2019 budget for salt storage facility construction	Cost	Budget	Council approved the 2019 budget submission for additional funding for the construction of the salt storage facility.	2019	Complete	
		C5-4	Complete a peer review of foundation design	Schedule	Time	An independent consultant was retained to complete a peer review of the structural design of the salt storage facility and to identify any possible changes or opportunities for cost savings. The time required to complete the peer review delayed issuing the tender.	2019	Complete	The peer review concluded that the proposed design met minimum standards and was the best option available to the City.
		C5-5	19-T40 - Salt Storage Facility Construction tender values exceeded the annual budget amount(s) allocated to Phase C5 for the work.	Cost	Budget	Tender 19-T40, which included the construction of the salt storage facility, was submitted for review and approval to Council in 2019.	2019	Complete	Council approved the tender amount for the construction of the salt storage facility









Project Changes									
As of December 31, 2020									
Project Phase	Project Component	Change No.	Change Description	Change Type	Impact Type	Impact Description	Year	Status	Additional Comments
C5	Salt Storage Facility (Continued)	C5-6	Complete Site Reviews and Materials Testing/Inspection for the Salt Storage Facility and Phase I works.	Cost	Budget	The geotechnical consulting firm retained for the foundation design of the salt storage facility (Morey Associates or MA) has been retained to complete geotechnical reviews/site inspections throughout the duration of construction to ensure that the intention of the design is met. In addition, if soil conditions vary throughout the site, MA will be responsible for providing recommendations and revising the design of the specialized foundation in order to ensure the overall success of the project. Due to the overall complexity of the project, it is crucial that the geotechnical consulting firm on site throughout the construction phase of the project is the same firm that completed the detailed design. Morey Associates will also be responsible for the completion of all Materials Testing (concrete, sieve analysis, environmental testing, etc.) throughout the duration of construction. It is essential that Morey Associates complete all materials testing services within the project area in order to ensure consistency throughout the project and minimize the likelihood of any oversights/issues occurring as a result of having multiple geotechnical consulting firms within a single construction site.	2020	Complete	
C6	Utility Relocations	C6-1	Utility relocation requirements were not identified as separate component in the 2016 AECOM Report. A significant number of utility relocations are required throughout the various phases of the MW Yard Redevelopment project. An overhead transmission line runs through the MW Yard adjacent to the former Ontario St. which requires relocation as part of the redevelopment project. In addition, there was also buried infrastructure owned by utilities that will require removal/relocation throughout the various phases of construction.	Scope	Budget	Funding for utility relocations were submitted as part of the 2018 budget.	2017	Complete	Council approved the budget submission for Phase I Utility Relocations in 2018.
C7	Standby Power System	C7-1	The design and installation of an independent standby power system was not identified in the 2016 AECOM Report. Following a review of the current standby power options in place and future requirements it was determined that it would be in the best interest of the City to install a standby power system that would service all future buildings within the Municipal Works Yard.	Scope	Budget	Funding for the design of standby power system for the MW Yard was submitted as part of the 2018 budget. Additional funds were allocated for construction as part of the 2019 budget.	2017	Complete	Council approved budget submission sheets in 2018 and 2019 for the design and construction of the standby power system.
		C7-2	As part of an ongoing review of the contract documents and overall Municipal Works Yard Redevelopment Project it was determined that it would be of benefit to the Corporation to connect the new Standby Power System to the existing Water/Sewer building and Fuelling station in case of power outage in lieu of purchasing an independent generator for the building. In addition, during the course of construction it was determined that modifications to the existing design of the precast buildings would be necessary in order to accommodate proposed equipment and future uses. The Consultant that completed the design of the Standby Power System was retained to complete the design of the modifications.	Scope	Design	A consultant was retained to complete the design modifications within the utility compound.	2020	Complete	

Project Risk Register As of December 31, 2020								
Phase	Risk	Impact Description	Impact L/M/H	Probability L/M/H	Cost Impact (if applicable)	Mitigation	Responsible	Status & Date Reviewed
C3	Contaminated Soil and/or Groundwater	If contaminated soil and/or groundwater is encountered it will impact both costs and project timelines during construction.	H	M	Yes; costs will be incurred in both the design phase (completion of a Phase II Environmental Site Assessment) and the construction phase (removal and disposal costs during construction).	A Phase II Environmental Assessment (EA) will be included as part of future phases of design; the EA will identify the presence and approximate quantity of contaminated material as well as procedures for removal and disposal. However, it will be difficult to anticipate the actual extents of contaminated material until excavation occurs during the construction phase of the project.	Project Manager/Consultant and on-site Project Supervisor	On-going
C3	Landfill Material	If landfill material is encountered during excavation it will increase the overall project cost and could impact construction timelines.	M	M	Yes; costs will be incurred in both the design phase (completion of a Phase II Environmental Site Assessment) and the construction phase (removal and disposal costs during construction).	A Phase II Environmental Assessment (EA) will be included as part of future phases of design; the EA will identify the presence and approximate quantity of landfill material as well as procedures for removal and disposal. However, it will be difficult to anticipate the actual extents of landfill material until excavation occurs during the construction phase of the project.	Project Manager/Consultant and on-site Project Supervisor	On-going
C3	Designated Substances	If designated substances are encountered during demolition it will increase the overall project cost and could impact construction timelines.	M	M	Yes; costs will be incurred in both the design phase (completion of a Designated Substance Study) and the construction phase (removal and disposal costs during construction).	A designated substances study will be included as part of future phases of design; the DSS will identify the presence and approximate quantity of designated substances as well as procedures for removal and disposal.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	Not applicable in current phase; to be assessed in future phases.
Various	Poor Geotechnical Conditions	If poor geotechnical conditions are encountered, project costs will be impacted significantly during both design and construction. Project timelines could also be impacted if the conditions are very poor and additional investigations/reviews are required.	M	H	Yes; costs will be incurred in the design phase if specialized foundation design requirements are required. Construction costs will also increase significantly if specialized foundation requirements are necessary.	A comprehensive geotechnical investigation will be included as part of future phases of design; the investigation will identify the soil conditions in the project area and provide design recommendations and corresponding detailed construction estimates as early as reasonably possible in the design process.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	On-going
Various	Increased Construction Costs	If construction costs increase, the overall project budget will be impacted.	H	H	Yes; increased construction costs will significantly impact the project budget and could potentially impact the project timelines.	Trends in construction costs will be tracked throughout the duration of the project and Forecast values will be updated accordingly.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	On-going
Various	Changes to Environmental Regulations and Building Code Requirements	If regulations change, design requirements will be impacted and both project costs and timelines will be impacted.	M	M	Yes; changing regulations will impact design requirements and standards as well as construction costs in situations where regulations become more stringent.	As part of the design phase of future phases of redevelopment the Consultant will be responsible for identifying any changes to regulations/standards.	Project Manager/Consultant assigned to each future phase of redevelopment and design.	Not applicable in current phase; to be assessed in future phases.

L=Low, M=Medium, H=High

A risk is uncertain events that, if it occurs, has an effect on the project (cost, schedule, scope/quality).
The purpose of risk management is to identify, assess, and control uncertainty - as a result it will improve the ability of the project to succeed.
Risk management begins with **identifying** all the possible risks that could affect the project - the goal is to find potential problems before they happen.
Once risks have been identified they need to be analysed. This consists of rating their potential **impact** and **probability** of occurring and assigning them a risk score accordingly.
Actions, risk responses, need to be planned and carried out to **mitigate**, **avoid**, or **consciously accept** identified risks. Risks need to be monitored, re-assessed, and new risks identified throughout the project.

Risk: A description of the risk event
Impact description: A description of what would happen if the risk event happens, what would the impact be on costs, schedule, scope/quality?
Impact L/M/H: If the risk occurs will it have a low, medium, or high impact on the project (cost, schedule, scope/quality)?
Probability L/M/H: How likely to occur is the risk event?
Mitigation: What actions will be taken to mitigate (reduce the potential impact or probability), avoid, or accept the risk?
Responsible: The risk should be assigned to someone to monitor and report on
Status and date reviewed: Whether the risk is still applicable or relevant and the last time the risk was reviewed

Municipal Works Yard Redevelopment Project Photos				
As of December 31, 2020				
				<p>The photograph above shows the installation of the endwalls of the new salt storage facility, following the installation of the new fabric covering of the building.</p> <p>The photograph above shows the installation of a new 150mm diameter watermain that is connected from Lemay Street to the new water dispensing station located on the west side of the salt storage facility.</p> <p>The photograph above is of the installation of a new granular base in the northern half of the Municipal Works Yard. The existing material was excavated and granular material was placed following the completion of the construction of the salt storage facility. In future phases of redevelopment the MW Yard will be paved.</p> <p>As part of the construction of the salt storage facility an existing magnesium chloride tank was reused and installed in the new building. An additional (new) tank was also installed.</p>
				<p>The interior of the salt storage facility is paved with hot mix asphalt. The photograph above was taken during paving operations.</p> <p>In the photograph above, staff are installing electrical wiring in cable trays and lighting along the interior of the roof of the building.</p> <p>The photograph above is of emergency light packs that are installed throughout the interior of the building. The horizontal yellow line that runs along the concrete walls on the inside of the building indicates the 'maximum fill line' for salt and/or any other materials stored in the building.</p> <p>The photograph above showcases the new 'Cornwall' logo signs installed at each end of the new salt storage facility.</p>

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-17-Council Members
Meeting Date: May 10, 2021
Subject: Rainbow Crosswalk in Celebration of Pride Week

Proposed by: Councillor Carilyne Hébert

Seconded by: Councillor Todd Bennett

Whereas Diversity Cornwall promotes equality and wellness for 2SLGBTQ+ individuals in the Stormont, Dundas, and Glengarry area through community events, education, and advocacy. Their goal is to foster diversity, unity, and visibility; and

Whereas Pride celebrations take place every year with intentions to reduce isolation and increase awareness of issues faced by the 2SLGBTQ+ community. It allows Diversity Cornwall to educate and advocate through programs and services promoting inclusion, visibility and improvement of mental health. The 2SLGBTQ+ community faces disproportionately high rates of anxiety, depression, suicidal ideation and suicide. A contributing factor to these mental health concerns is the lack of inclusion, understanding and acceptance from the broader community. Diversity Cornwall is a non-profit organization who has made leaps and bounds in the past few years in supporting the 2SLGBTQ+ community. They have impacted many lives in Cornwall, Akwesasne and SD&G

and aim for more success stories. These pride celebrations are the foundations to all of this. In parts, it shows the 2SLGBTQ+ individuals that the community supports them, reducing segregation and increasing acceptance. It raises funds for the year-round programs and services as their largest source of funds. It encourages tourists and new residents to come to Cornwall as it promotes diversity, inclusion and improves the perception of our community as a progressive and accepting city; and

Whereas the current pandemic has halted many opportunities of celebration including Pride Marches and parades as we have traditionally seen during Pride Month. Although gatherings of people are prohibited it does allow our community to celebrate in other creative ways; and

Whereas many cities worldwide have shown their Pride and support for creating fully inclusive communities by painting crosswalks as the pride rainbow which is also an excellent example of placemaking; and

Whereas placemaking can foster a community's sense of pride in, and ownership of, their public spaces. It can inspire people to collectively reimagine and reinvent public spaces, and strengthens the connection between people and the places; and

Whereas Diversity Cornwall have a volunteer base ready and willing to paint the crosswalk to reduce the cost if collective agreements allow it; and

Whereas urban planning practitioners and advocates say that claims that crosswalk art makes intersections less safe are not rooted in evidence and some communities have found that they can improve safety.

Now therefore be it resolved that Administration prepare a report by Monday June 14, 2021 that outlines the feasibility, cost, potential crosswalks or alternative locations and any other key details required to support Diversity Cornwall in celebrating Pride week by painting a rainbow crosswalk in a prominent location in our city.

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-18-Council Members
Meeting Date: May 10, 2021
Subject: Beach Volleyball Courts in Lamoureux Park

Proposed by: Councillor Dean Hollingsworth

Seconded by: Councillor Eric Bergeron

Whereas Lamoureux Park is a key part of the City of Cornwall's recreation program; and

Whereas the more recreational amenities located in Lamoureux Park will only increase the amount of users in the park; and

Whereas volleyball is an excellent outdoor summer sport played by people of all ages.

Now therefore be it resolved that Administration prepare a report on the feasibility of building beach volleyball courts in Lamoureux Park.

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-19-Council Members
Meeting Date: May 10, 2021
Subject: Use of Surveillance Cameras on Private Property

Proposed by: Councillor Todd Bennett

Seconded by: Councillor Dean Hollingsworth

Whereas with the advancement of surveillance technology in recent years, there is now the possibility of a gross violation of privacy of neighboring properties when the use of this equipment is used for other purposes than protecting one's own property; and

Whereas there are instances of cameras on private property being pointed into neighboring properties for harassment purposes and taking away the enjoyment of one's own personal space and being made to feel uncomfortable using their own private property; and

Whereas the criminal code as it stands today, does not cover the use of surveillance equipment by private citizens in regard to the protection of neighboring properties. It is left to a property owner to go through small claims court process to stop a neighbor from using surveillance equipment against their own property.

Now therefore be it resolved that Administration draft a report for the purpose of creating a By-law for Council's review by the last meeting in June, to protect the rights of our residents from the improper use of surveillance equipment and infringing on a neighbour's right to privacy in their own homes and on their own property.

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-046

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-046
Report Number: 2021-69-Planning, Development and Recreation
Meeting Date: May 10, 2021
Subject: Northwoods Forest Draft Plan of Subdivision By-law – Phases
3 -10

Whereas, the Council of the Corporation of the City of Cornwall is desirous of amending By-law #751-1969, more specifically the lands indicated on the Draft Plan of Subdivision prepared by Kirk L. Stidwill, O.L.S., dated February 17th, 2021; and

Whereas, the Council of the Corporation of the City of Cornwall approve an application to remove the “Hold” category on the Residential 20 (RES 20) lands, and

Whereas, the Council of the Corporation of the City of Cornwall rezones the subject lands from Residential 20 with a Hold (RES 20 (H)) to Residential 10 (RES 10) and Residential 15 with Exceptions (RES 15 EXC); and

Whereas, the Council of the Corporation of the City of Cornwall approves an application for a Draft Plan of Subdivision regarding the Northwoods Forest Subdivision, Phases 3 -10; to develop 127 single detached lots, 39 small lot singles, and 24 semi-detached lots as well as dedicated municipal roads; and

Whereas, Council by By-law, shall authorize the Mayor and Clerk to execute all documents related to this subdivision, as required under the Planning Act.

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

1. That the Zoning Atlas attached to this By-law# 751-1969, as amended, be and the same, is hereby further amended, as set out in Schedule “A” attached hereto; and
2. That Zoning on the 14.41 hectares (35.6 acres) depicted in the City’s Comprehensive Zoning By-law #751-1969, as amended, be and the same, is further amended to remove the H (Hold or Holding category) affixed to the Residential 20 (RES 20) zoning on the Northwoods Forest Draft Plan of Subdivision development site, situated north east of Pitt Street and south of South Branch Road; and
3. That “Notwithstanding anything else in this By-law, the following site-specific exceptions will apply:
 - i. Phase 5, Lot 36 rear yard setback of 8 metres
 - ii. Phase 8, Lots 1, 2, 3, 4, 5, 18, 19 and 20 rear yard setback of 9 metres
 - iii. Phase 6 will have an increase in percentage of SLS from 25% to 27%, which include: Lots 9, 12, 17, 20, 25, 27, 28 and 19.
4. That this By-law shall take effect on the date thereof, subject to applicable subsections 34, 36, and 51 of the Planning Act, RSO 1990, as amended, if no objections are received or subject to receiving the approval of the Local Planning Appeal Tribunal (LPAT) if any objection(s) are received.

Read, signed, and sealed in open Council this 10th day of May 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

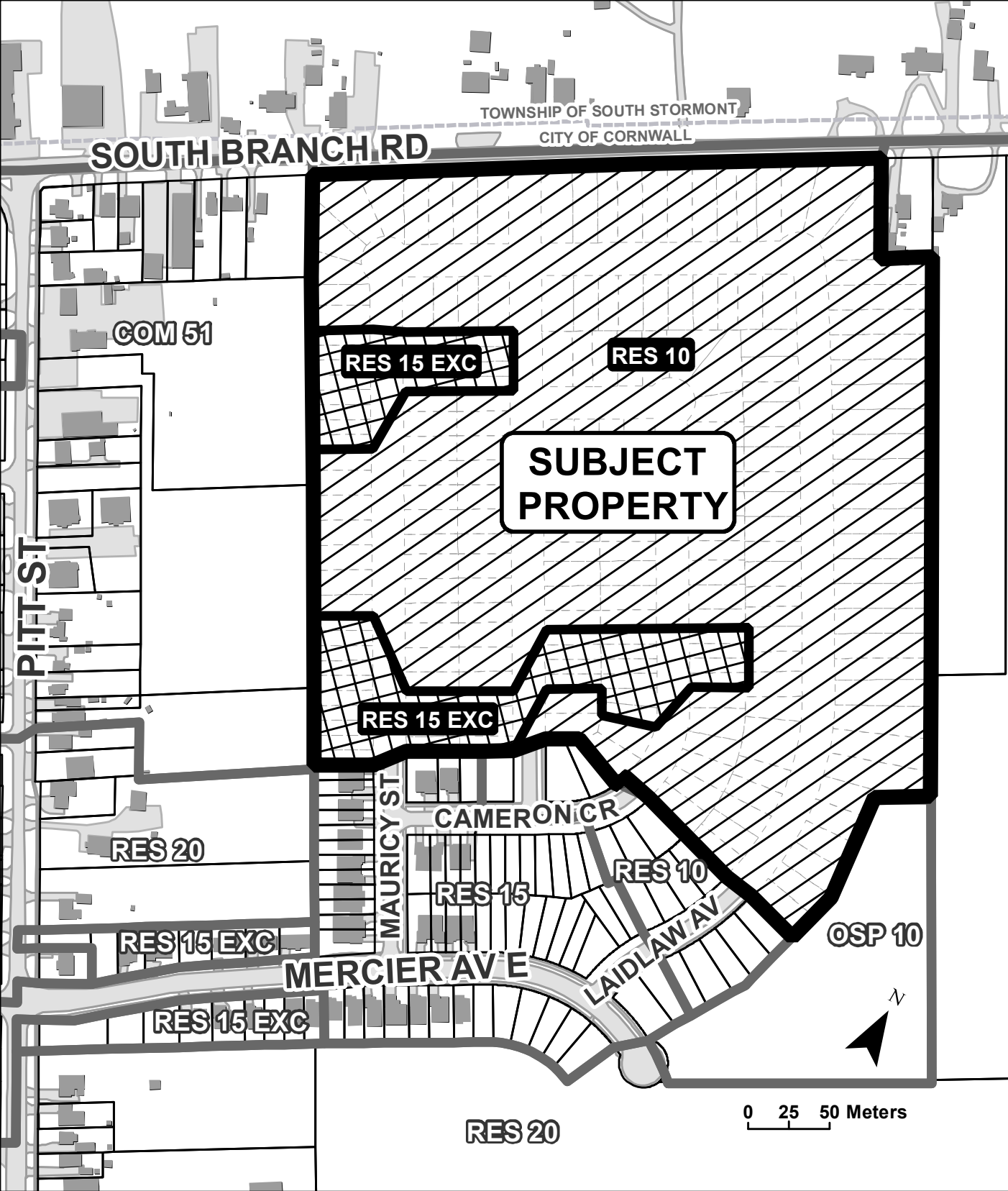
Document Title:	By-law 2021-046 - Northwoods Forest Subdivision - Phases 3-10 - 2021-69-PDR.docx
Attachments:	- Bylaw Schedule for Northwoods Forest Phases 3-10 new.pdf
Final Approval Date:	May 5, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:31 AM

Mark A. Boileau - May 4, 2021 - 1:59 PM

Maureen Adams - May 5, 2021 - 7:53 AM



THIS IS SCHEDULE 'A' TO BY - LAW NO. 2021-
 PASSED THIS th DAY OF MAY 2021

 MAYOR



SUBJECT PROPERTY TO BE REZONED FROM
 RESIDENTIAL 20 WITH A HOLD (RES 20 H) TO
 RESIDENTIAL 10 (RES 10) AND RESIDENTIAL 15
 WITH EXCEPTIONS (RES 15 EXC).

 CLERK

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-71-Planning, Development and Recreation
Prepared By: Lindsay Parisien, Development Planner
Meeting Date: May 10, 2021
Subject: Note - Northwoods Forest Subdivision – Phases 3 – 10

Purpose

The purpose and effect of this By-law is to remove the “Hold” category affixed to the Residential 20 (RES 20) zoning lands and rezone the subject lands from Residential 20 (RES 20) to Residential 10 (RES 10) and Residential 15 (RES 15) with Exceptions. This By-law also refers to the Draft Plan of Subdivision approval prepared by Kirk L. Stidwill O.L.S. dated February 17th, 2021. The subject lands are comprised of 14.41 hectares (35.6 acres) as illustrated in By-law# 2021-XX.

Recommendation

That Council remove the “Hold” provision applied to the residential lands, rezone the subject lands, and approve the Draft Plan of Subdivision (Northwoods Forest Subdivision, Phases 3-10). The subject lands are located northeast of Pitt Street, south of South Branch Road and are legally described as being Part of Lot 8 and Part of the east half of Lot 9, Concession 3, City of Cornwall.

Background / Discussion

The Draft Plan of Subdivision and accompanying Rezoning application to remove the “Hold” and rezone the subject lands were reviewed by the Planning Advisory and Hearing Committee at the April 19th, 2021 meeting.

The Urban Residential (U.RES) designation and low-density residential zoning was previously established with the development of Phases 1 and 2 of the Northwoods Forest Subdivision. The requirements of Official Plan Policy 14.7.5 have been addressed and the removal of the “Hold” category is appropriate for the subject lands to be rezoned to Residential 10 and Residential 15 with Exceptions, in addition, to the approval of the Draft Plan prepared by Kirk L. Stidwill, O.L.S.

Report Approval Details

Document Title:	Note - Northwoods Forest Subdivision - Phases 3-10 - 2021-71-PDR.docx
Attachments:	
Final Approval Date:	May 5, 2021

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

Mary Joyce-Smith - May 4, 2021 - 11:32 AM

Mark A. Boileau - May 5, 2021 - 10:17 AM

Maureen Adams - May 5, 2021 - 1:39 PM

The Corporation of the City of Cornwall

Regular Meeting of Council

By-law 2021-047

Department: Infrastructure and Municipal Works
Division: Infrastructure Planning
By-law Number: 2021-047
Report Number: 2021-34-Infrastructure and Municipal Works
Meeting Date: May 10, 2021
Subject: A By-law to lift one foot reserves on Cameron Crescent and Laidlaw Avenue in the Northwoods Forest Phase 2 subdivision and dedicate them as Public Highway

Whereas the Corporation of the City of Cornwall is desirous of lifting one-foot reserves legally described as Block 49, Registered Plan 52M-39 and Block 19, Registered Plan 52M-47, in the City of Cornwall, County of Stormont, and dedicate it as public highway under the Public Highway and Transportation Act; and

Whereas the lifting of the one-foot reserves is required to allow property owners and developers to gain access to their property for the development of the Northwoods Forest Subdivision Phase 2b.

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

1. That the one foot reserve legally described as Block 49, Registered Plan 52M-39, City of Cornwall, County of Stormont be designated as public highway under the Municipal Act, 2001, S.O. 2001, C.25, S.31(1) and be named Cameron Crescent, and

2. That the one foot reserve legally described as Block 19, Registered Plan 52M-47, in the City of Cornwall, County of Stormont be designated as public highway under the Municipal Act, 2001, S.O 2001, C.25, S.31(1) and be named Laidlaw Avenue
3. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 10th day of May, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	By-law 2021-047 - Dedicate Block 49, M-39 and Block 19, M-47 as Public Highway - 2021-34-IMW.docx
Attachments:	- NorthwoodsForestPhase2B_Subdivision_Blocks.pdf
Final Approval Date:	May 6, 2021

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

Emma Vanier - May 5, 2021 - 9:22 PM

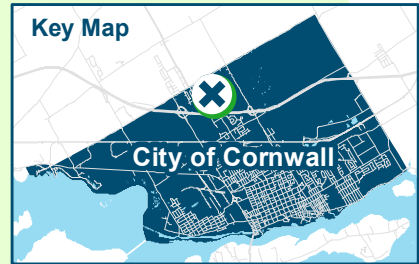
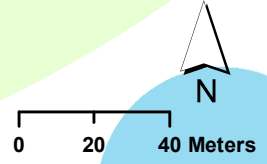
Michael Fawthrop - May 6, 2021 - 8:59 AM

Bill de Wit - May 6, 2021 - 10:23 AM

Maureen Adams - May 6, 2021 - 10:34 AM

Block 49
Plan 52M-39

Block 19
Plan 52M-47



Northwoods Forest - Phase 2B

Phase 2B - Lifting of One Foot Reserves

234

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-048

Department: Glen Stor Dun Lodge
By-law Number: 2021-048
Report Number: 2021-03-Glen Stor Dun Lodge
Meeting Date: May 10, 2021
Subject: A By-law to authorize The Corporation of the City of Cornwall, on behalf of Glen Stor Dun Lodge, to enter into a Transfer Payment Agreement with Her Majesty the Queen in right of Ontario, as represented by the Minister of Long-Term Care

Whereas ICIP is a federal infrastructure program designed to create long-term economic growth, build inclusive, sustainable and resilient communities, and support a low-carbon economy.

Whereas The Corporation of the City of Cornwall has applied to the Province for ICIP funds to assist in carrying out COVID-19 Resilience Infrastructure Stream – Long-Term Care Intake stream projects.

Whereas this Agreement with respect to transfer payment funding related to Investing in Canada Infrastructure Program (“ICIP”): COVID-19 Resilience Infrastructure Stream – Long-Term Care (“LTC”) Intake Stream Projects is for Air Supply Units.

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

1. That The Corporation of the City of Cornwall on behalf of Glen Stor Dun Lodge, be and is hereby authorized to enter into a Transfer Payment Agreement with Her Majesty the Queen in right of Ontario, as represented by the Minister of Long-Term Care; and
2. That the CAO and General Manager of Financial Services be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 10th day of May, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	By-law 2021-048 Transfer Payment Agreement for Glen Stor Dun Lodge - 2021-03-GSDL .docx
Attachments:	
Final Approval Date:	May 5, 2021

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

Steven Golden - May 4, 2021 - 2:32 PM

Tracey Bailey - May 5, 2021 - 1:46 PM

Maureen Adams - May 5, 2021 - 3:21 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
Confirming By-law 2021-049

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-049
Report Number 2021-57-Corporate Services
Meeting Date: May 10, 2021
Subject: Confirming By-law for the Meeting of May 10, 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, May 10, 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 #2021-13 of Monday, April 26, 2021

(b) That the following Minutes of the In Camera Meeting pertaining to the security or part of the property of the Municipality or Local Board, personal matters about an identifiable individual, including municipal or Local Board employees, a proposed or pending acquisition or disposition of land by the Municipality or Local Board, labour relations or employee negotiations, litigation or potential litigation, including matters before administrative tribunals, affecting the Municipality or Local Board, advice that is subject to solicitor-client privilege, including communications necessary for the purpose, a matter in respect of which a Council, Board, Committee other body may hold a closed meeting under another Act, or for the purpose of educating or training the members and where no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee, be and the same are hereby adopted:

(i) Regular In-Camera Committee of Council #2021-05 of Monday, March 22, 2021

(c) That the actions of the Council at its meetings held on Monday, May 10, 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;

(d) That the above-mentioned actions shall not include any actions required By-law to be taken by resolutions.

2. That where no By-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned Minutes or with respect to the exercise of any powers by the Council in the above mentioned Minutes, then this By-law shall be deemed for all purposes to be the By-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.
3. The Mayor and proper officials of The Corporation of the City of Cornwall are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.
4. Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Corporation of the City of Cornwall to all documents necessary to give effect to the above mentioned actions.
5. It is declared that notwithstanding that any section or sections of this By-law or parts thereof, may be found by any court of law to be bad or illegal or beyond the power of the Council to enact, such section(s) or part(s) hereof shall be deemed to be severable and that all other sections or parts of this By-law are separate and independent there from and enacts as such.

Read, signed and sealed in open Council this 10th day of May, 2021.

Manon L. Levesque
City Clerk

Bernadette Clement
Mayor

Report Approval Details

Document Title:	Confirming By-law for the Meeting of May 10, 2021 - 2021-57-Corporate Services.docx
Attachments:	
Final Approval Date:	May 4, 2021

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

Manon L. Levesque - May 4, 2021 - 1:06 PM

Geoffrey Clarke - May 4, 2021 - 3:02 PM

Maureen Adams - May 4, 2021 - 6:55 PM