

Agenda
Cornwall City Council

Meeting #: 2021-25
Date: August 9, 2021, 7:00 PM
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall, Ontario, K6H 6G4, Salon B, Lower Level
Chair: Glen G. Grant, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

Pages

In-Camera Session / Rise and Report from the In-Camera Meeting of Monday, August 9, 2021

Motion to move into a Closed Meeting at 5:30 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, Report 2021-20-CAO Lease Agreement

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.

Moment of Personal Reflection

Réflexion personnelle

National Anthem

Hymne national

The Acting Mayor for this month is Councillor Maurice Dupelle.

Opening

Ouverture

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

Roll Call

Appel nominal

Additions, Deletions or Amendments

Ajouts, retraits ou modifications

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

Adoption of Agenda

Ratification de l'Ordre du jour

The following Agenda is being presented for adoption as presented / amended.

Disclosures of Interest

Déclarations d'intérêts pécuniaires

Committee of the Whole

Séance de commission étendue à la chambre entire

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

Adoption of Minutes

1

Ratification des procès-verbaux

The following Minutes are being presented for adoption:

Thursday, July 8, 2021

Monday, July 12, 2021

Monday, July 26, 2021

Presentations

Présentations

1. 2021 ITT Master Plan, 2021-78-Financial Services

18

Delegations

Délégations

Consent Reports

Rapports sur le consentement

- 1. Petition – Sidewalk on Dunkirk Street, 2021-98-Corporate Services** 29

Action Recommended
That Council refer the petition for the removal of the sidewalk on Dunkirk Street to Administration for a report.
- 2. Proclamation – Childhood Cancer Awareness Month, 2021-99-Corporate Services** 34

Action Recommended
That Council proclaim the month of September, 2021, as "Childhood Cancer Awareness Month" in the City of Cornwall.
- 3. Flag Raising for United Way Month, 2021-102-Corporate Services** 38

Action Recommended
That Council approve the United Way / Centraide SDG flag to be raised at 340 Pitt Street on Friday, September 10, 2021.
- 4. Temporary Street Closure for Cornwall Art Walk 2021, 2021-101-Corporate Services** 45

Action Recommended
That Council receive Report 2021-101-Corporate Services.
- 5. 2021 Annual Housing and Homelessness Plan Update, 2021-25-Social and Housing Services** 65

Action Recommended
That Council receive Report 2021-25-Social and Housing Services.
- 6. Elected Officials Expense Statements for the Period of April 1 to June 30, 2021, 2021-79-Financial Services** 93

Action Recommended
That Council receive the Statement of Expenses for Elected Officials for the period of April 1 to June 30, 2021.
- 7. Second Quarter Non-Competitive Procurement Report 2021, 2021-80-Financial Services** 104

Action Recommended
That Council receive the Second Quarter Non-Competitive
Procurement Report for the period ending June 30, 2021.

8. Second Quarter Financial Report 2021, 2021-81-Financial Services 108

Action Recommended
That Council receive the Second Quarter Financial Report for the
period ending June 30, 2021

9. Request for Removal of Part Lot Control from Falcon Home Construction Inc. on Lots 2, 7 and 15 of Registered Plan 52M-53 – Eastridge Subdivision., 2021-118-Planning, Development and Recreation 162

Action Recommended
That Council approve the following:

- a. That Part Lot Control be removed from Lots 2, 7 and 15 of Registered Plan 52M-53 – Eastridge Subdivision; and
- b. That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

10. Request for Removal of Part Lot Control from Falcon Home Construction Inc. on Lots 11 and 12 Plan 52M-33 – Eastridge Subdivision, 2021-119-Planning, Development and Recreation 183

Action Recommended
That Council approve the following:

- a. That Part Lot Control be removed from Lots 11 and 12 of Registered Plan 52M-33 – Eastridge Subdivision; and
- b. That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Resolutions

Résolutions

1. Resolution 2021-13 - Support for 988 Crisis Line, 2021-96-Corporate Services 198

Whereas the Federal Government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline; and

Whereas the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200 per cent; and

Whereas existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold; and

Whereas in 2022 the United States will have in place a national 988 crisis hotline; and

Whereas the City of Cornwall recognizes that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help

Now therefore be it resolved that the City of Cornwall endorses this 988 crisis line initiative and that staff be directed to send a letter indicating such support to the local MP, MPP, Federal Minister of Health, the CRTC and local area municipalities to indicate our support.

2. Resolution 2021-14 - Council Vacancy, 2021-93-Corporate Services

201

Whereas the Council of The Corporation of the City of Cornwall, on Thursday, July 8, 2021, selected Glen G. Grant to be its Mayor leaving a vacancy on Council; and

Whereas, pursuant to section 262(1) of the *Municipal Act*, Council shall declare the seat vacant; and

Whereas, once declared vacant, Council shall select the manner in which it shall fill the vacancy.

Where a report is being presented to Council at this same Meeting of August 9, 2021, outlining the options on how to fill the vacancy.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall now declare the seat of Councillor vacant.

Reports from Unfinished Business and Unfinished Business Listing

Rapports des affaires incompletes

The Unfinished Business Listing for Monday, August 9, 2021, is being presented to Council to receive.

1. Parking Working Group Summary Report and Recommendations, 2021-107-Planning, Development and Recreation

203

Action Recommended

That Council:

- a. Receive Report 2021-107-Planning, Development and Recreation
- b. Consider the recommendations presented under each subject of the following report and vote on them in turn:
 1. Complimentary 15-Minute Parking Stalls
 2. Parking Stalls and Lots: Pay-Per-Hour Service
 3. Parking Stalls and Lots: Single-Use Overnight Parking Service
 4. Day-Use Parking Permits
 5. 24-Hour Parking Permits
 6. Private Property Parking Lot Leases
 7. Establish New Public Parking Locations: On-Street
 8. Establish New Public Parking Locations: Parking Lots
 9. Pay-By-Plate Machines: Expanding Machine Service
 10. Public Parking Initiatives Promotional Strategy
 11. Development Fees: Cash-In-Lieu Of Parking
 12. Parking Signage and Renaming Municipal Parking Lots
 13. Active Forms Of Transportation
 - a. Following the decisions from Council on the above recommendations, that Council direct Administration to amend all By-Laws as required.
 - b. Dissolve the Parking Working Group.

2. Unfinished Business Listing for August 9, 2021, 2021-95-Corporate Services

276

Action Recommended

That Council receive the Unfinished Business Listing for August 9, 2021.

Communication Reports

Communications et rapports

1. ITT Master Plan, 2021-77-Financial Services

279

Action Recommended
That Council receive the City's Information Technology and Telecommunications Master Plan.

2. Process to Fill a Vacant Seat of Council, 2021-94-Corporate Services 473

Action Recommended
That Council choose from one of the following three options:

- a. Appoint the first non-elected candidate for the position of Council Member during its last municipal election to fill the vacancy, subject to conditions in accordance to the *Municipal Election Act*, or
- b. Require a by-election to be held to fill the vacancy in accordance with the *Municipal Election Act, 1996*; or
- c. Fill the vacancy by appointing a person who has consented to accept the office if appointed.

3. Affordable Housing Complex Update, 2021-26-Social and Housing Services 477

Action Recommended
That Council receive Report 2021-26-Social and Housing Services.

New Business Motions

Nouvelles affaires

By-laws

Règlements municipaux

By-laws 2021-084 to 2021-094 inclusive, listed on the Agenda, are being presented to Council for adoption.

- 1. By-law 2021-084 Appoint a Council Member to the Cornwall Harbour Development Corporation, 2021-103-Corporate Services 488**
- 2. By-law 2021-085 Appoint Members of Council to Boards, Committee and Commissions for this term of Council (Cornwall Community Police Service Board) (Glen Stor Dun Lodge Board of Management) (Eastern Ontario Health Unit), 2021-104-Corporate Services 491**
- 3. By-law 2021-086 Appoint Jean Marcil, Manager of Transit, as the Recognized Authority under the Driver Certification Program (DC) and to repeal By-law 2013-201, 2021-66-Infrastructure and 494**

Municipal Works

- | | | |
|-----|---|-----|
| 4. | By-law 2021-087 One Year Agreement for Auditing Services with MNP LLP, 2021-82-Financial Services | 496 |
| 5. | By-law 2021-088 HOTC 134 Montreal Road Program 2, 2021-113-Planning, Development and Recreation, 2021-114-Planning, Development and Recreation | 499 |
| 6. | By-law 2021-089 Part Lot Control Removal - Lot 2 on Plan 52M53, City of Cornwall, EastRidge, 2021-122-Planning, Development and Recreation, 2021-124-Planning, Development and Recreation | 504 |
| 7. | By-law 2021-090 Part Lot Control Removal - Lot 7 on Plan 52M53, City of Cornwall - EastRidge, 2021-121-Planning, Development and Recreation, 2021-125-Planning, Development and Recreation | 516 |
| 8. | By-law 2021-091 Part Lot Control Removal - Lot 11 on Plan 52M33, City of Cornwall - EastRidge, 2021-127-Planning, Development and Recreation, 2021-129-Planning, Development and Recreation | 528 |
| 9. | By-law 2021-092 Part Lot Control Removal - Lot 12 on Plan 52M33, City of Cornwall - EastRidge, 2021-128-Planning, Development and Recreation, 2021-130-Planning, Development and Recreation | 540 |
| 10. | By-law 2021-093 Part Lot Control Removal - Lot 15 on Plan 52M53, City of Cornwall - EastRidge, 2021-123-Planning, Development and Recreation, 2021-126-Planning, Development and Recreation | 552 |
| 11. | By-law 2021-094 Lease Agreement Renewal with the Cornwall Colts Hockey Club , 2021-131-Planning, Development and Recreation, 2021-132-Planning, Development and Recreation | 564 |

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 2021-095, 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, August 9, 2021, is being presented to Council for adoption.

1. **Confirming By-law for the Meeting of August 9, 2021, 2021-97-Corporate Services**

569

Adjournment and Next Regular Meeting of Council

Ajournement et prochaine séance ordinaire du Conseil

The next Special Public Meeting of Council will be held on Monday, August 16, 2021.

The next Regular Public Meeting of Council will be held on Monday, September 13, 2021.



Minutes
Cornwall City Council

Meeting #: 2021-22
Date: Thursday, July 8, 2021, 5:00 PM
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall,
Ontario, K6H 6G4, Salon B, Lower Level
Chair: Eric Bergeron, Acting Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

Attendance
Committee
Members: 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, Mellissa Morgan, Manager, Social and Housing
Services

1. Roll Call

2. Opening

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

3. Adoption of Agenda

Moved By: Maurice Dupelle, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to adopt the Agenda as presented.

Motion Carried

4. Disclosures of Interest

There were no Disclosures of Interest.

5. Committee of the Whole

Moved By: Elaine MacDonald, Councillor

Seconded By: Glen Grant, Councillor

Motion to go into the Committee of the Whole.

Motion Carried

6. Resolution and Report

1. Proclamation – Acknowledgement and Support to the Indigenous Communities, 2021-18-CAO

Moved By: Todd Bennett, Councillor

Seconded By: Justin Towndale, Councillor

Motion to acknowledge the injustice to the Indigenous people in our national past and present in the recent discoveries of unmarked graves of children at residential schools and to fly orange flags in our community to support the Indigenous communities and our neighbours in Akwesasne.

Motion Carried

2. Resolution 2021-12 - Appointment of Presiding Officer, 2021-89-Corporate Services

Moved By: Todd Bennett, Councillor

Seconded By: Maurice Dupelle, Councillor

Motion to appoint Manon L. Levesque, City Clerk as the Presiding Officer for the Special Council Meeting of July 8, 2021.

Motion Carried

3. Filling a Vacancy – Head of Council, 2021-88-Corporate Services

Ms. Levesque, City Clerk outlined the process that would be followed for nominations for the position of Mayor and that those nominated would be provided up to five minutes to speak on the nomination.

The successful candidate must receive a majority of votes (6). Process will be conducted by a recorded vote.

The Clerk opened the floor for nominations.

Moved By: Elaine MacDonald, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to nominate Councillor Glen Grant for the position of Mayor.

Moved By: Eric Bergeron, Councillor

Seconded By: Dean Hollingsworth, Councillor

Motion to nominate Councillor Justin Towndale for the position of Mayor.

After three calls for additional nominations, the Clerk closed nominations.

Councillor Glen Grant accepted the nomination.

Councillor Justin Towndale accepted the nomination.

A recorded vote resulted as follows:

	Nominee Glen Grant	Nominee Justin Towndale
Claude E. McIntosh, Councillor	X	
Elaine MacDonald, Councillor	X	
Syd Gardiner, Councillor	X	
Dean Hollingsworth, Councillor		X
Carilyne Hébert, Councillor	X	
Maurice Dupelle, Councillor	X	
Todd Bennett, Councillor	X	
Eric Bergeron, Councillor		X
Results	6	2

Vote Results (6 to 2)

The Clerk declared Councillor Glen Grant as Mayor for the balance of this term of Council.

7. Adjournment

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

Moved By: Dean Hollingsworth, Councillor

Seconded By: Todd Bennett, Councillor

Motion to adjourn the Special Meeting of Council of Thursday, July 8, 2021, at 5:50 p.m.

Motion Carried

Manon L. Levesque, City Clerk

Eric Bergeron, Acting Mayor



Minutes
Cornwall City Council

Meeting #: 2021-23
Date: Monday, July 12, 2021, 7:00 PM
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall, Ontario, K6H 6G4, Salon B, Lower Level
Chair: Glen G. Grant, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

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

Regrets: Maurice Dupelle, Councillor, Todd Bennett, Councillor

Attendance Administration: Maureen Adams, CAO, Manon L. Levesque, City 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, Mellissa Morgan, Manager, Social and Housing Services, Paul Scrimshaw, Manager, Accounting, Katherine Wells, Strategic Planning Coordinator, Emma Meldrum, Public Information Coordinator

Guests: Senator Bernadette Clement, Darryl Adams, President Cornwall Kinsmen Club, Grand Chief Abram Benedict, Mohawk Council of Akwesasne, Adrian Bugelli, Executive Assistant to MP Eric Duncan, MPP Jim McDonnell

1. In-Camera Session / Rise and Report from the In-Camera Meeting of Monday, July 12, 2021

There was no In-Camera session for Monday, July 12, 2021.

2. Moment of Personal Reflection

3. National Anthem

The Acting Mayor for this month is Councillor Eric Bergeron.

4. Opening

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

5. Declaration/Oath of Office

Manon L. Levesque, City Clerk administered the Oath of Office to Mayor-select Glen G. Grant.

Immediately following the Oath of Office, Senator Bernadette Clement presented the gavel to Mayor Grant. Darryl Adams, President of the Cornwall Kinsmen Club, followed by placing the Chain of Office around Mayor Grant's neck.

Words of congratulatory were extended to Mayor Grant by Grand Chief Abram Benedict, Mohawk Council of Akwesasne, Adrian Bugelli, Executive Assistant for MP Eric Duncan, MPP Jim McDonell and Warden Allan Armstrong.

Following taking the Oath of Office, the meeting was turned over to Mayor Grant.

6. Roll Call

7. Additions, Deletions or Amendments

1. Communication Item #17.1, 2020 Financial Statements, to be dealt with immediately following the Presentation on the same subject manner.

8. Adoption of Agenda

Moved By: Syd Gardiner, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to adopt the Agenda as amended.

Motion Carried

9. Disclosures of Interest

There were no Disclosures of Interest.

10. Committee of the Whole

Moved By: Elaine MacDonald, Councillor

Seconded By: Justin Towndale, Councillor

Motion to go into the Committee of the Whole.

Motion Carried

11. Adoption of Minutes

Moved By: Justin Towndale, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt the following Minutes as presented:

- Thursday, June 23, 2021
- Monday, June 28, 2021

Motion Carried

12. Presentations

1. 2020 Financial Statements Presentations by Tracey Bailey, General Manager, Financial Services and Jamie Pollock, MNP LLP, 2021-64-Financial Services

a) Tracey Bailey, Chief Financial Officer presented an overview of the 2020 Financial Statements that resulted in an overall surplus of \$855,456. In accordance with City policy, the surplus will be transferred to reserves. Ms. Bailey spoke on the three items (COVID-19, Tax Refunds, and Future Liability for Post-Retirement

Benefits and Workers' Compensation Benefits) that impacted the 2020 financial position.

b) Jamie Pollock from MNP LLP reviewed key financial statements that contributed to the City's surplus and financial position. Mr. Pollock stated that the City is in a strong financial position with the amount of reserves and reserve funds that is held. MNP put forth two recommendations: (1) the Reserves and Reserve Funds Policy be expanded to stipulate that the working reserve balance be maintained at a pre-determined minimum dollar level and (2) the establishment of a financial plan to minimize any large increases on future taxation when the costs are incurred to close the landfill site.

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

Motion to receive the Presentation.

Motion Carried

2. 2020 Financial Statements, 2021-65-Financial Services

Communication item #17.1, 2020 Financial Statements, was moved to be dealt with immediately following the Presentation

Moved By: Claude E. McIntosh, Councillor
Seconded By: Syd Gardiner, Councillor

Motion to approve the 2020 Audited Financial Statements.

Motion Carried

13. Delegations

There were no Delegations.

14. Consent Reports

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

Motion Carried

1. Proclamation - Cornwall's Eco Day, 2021-17-CAO

Motion to proclaim Saturday, August 7, 2021, as "Eco Day" in the City of Cornwall.

2. Optimist Club of Cornwall – Cornwall Ribfest, 2021-92-Corporate Services

Motion to recognize the Cornwall Ribfest from July 22 to July 25, 2021, as an event of municipal significance.

15. Resolutions

There were no Resolutions.

16. Reports from Unfinished Business and Unfinished Business Listing

1. Town Hall Meeting – Electoral System Review, 2021-91-Corporate Services

Moved By: Justin Towndale, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to direct Administration to move forward with a Town Hall Meeting on Thursday, August 12, 2021, at 7:00 p.m.

Motion Carried

2. Unfinished Business Listing for July 12, 2021, 2021-81-Corporate Services

Moved By: Dean Hollingsworth, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to receive the Unfinished Business Listing for July 12, 2021.

Motion Carried

17. Communication Reports

1. 2020 Financial Statements, 2021-65-Financial Services

This matter was moved to be dealt with immediately following the Presentation on the same subject matter.

2. 2020 Annual Report on the Status of City Reserves, 2021-66-Financial Services

Moved By: Syd Gardiner, Councillor

Seconded By: Justin Towndale, Councillor

Motion to receive Report 2021-66-Financial Services on City's reserves and reserve funds as at December 31, 2020.

Motion Carried

3. 2020 Annual Report on Development Charges Reserve Fund, 2021-68-Financial Services

Moved By: Justin Towndale, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to receive Report 2021-68-Financial Services prepared in accordance with Section 12 of O.Reg. 82/98 of the Development Charges Act, 1997 (Act).

Motion Carried

4. 2020 Annual Report on Municipal Debt Limits, 2021-67-Financial Services

Moved By: Eric Bergeron, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to adopt Report 2021-67-Financial Services as required under the Municipal Act, 2001, Ontario Regulation 403/02.

Motion Carried

5. 2021 Audit, 2021-72-Financial Services

Moved By: Elaine MacDonald, Councillor

Seconded By: Syd Gardiner, Councillor

Motion to direct Administration to enter into a one-year contract extension with MNP LLP to conduct the 2021 annual audit for the City, its Agencies, Boards, and Commissions.

Motion Carried

18. New Business Motions

There were no New Business Items.

19. By-laws

Moved By: Justin Towndale, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to adopt By-laws 2021-079 and 2021-080 as listed on the Agenda.

Motion Carried

1. By-law 2021-079 To lift one-foot reserves on Blocks 51, 53 and 54 on Registered Plan M-53, 2021-61-Infrastructure and Municipal Works, 2021-63-Infrastructure and Municipal Works
2. By-law 2021-080 Transfer of an Easement over Parts 1 and 2 on Reference Plan 52R-8419 for an Existing Sanitary Sewer, 2021-62-Infrastructure and Municipal Works, 2021-64-Infrastructure and Municipal Works

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

1. Councillor Syd Gardiner provided an update on the Eastern Ontario Health Unit's vaccination program. To date, 80% of the region has been vaccinated with a push for the age group 12 and over to be vaccinated for the upcoming school year.
2. Councillor Elaine MacDonald announced that the nomination deadline for the Arts Hall of Fame has been extended to September 1, 2021. The nomination form and protocols are available on the Cornwall and Area Hall of Fame website.

21. Notices of Motion

There were no Notices of Motion.

22. Confirming By-law

1. Confirming By-law for the Meeting of July 12, 2021, 2021-90-Corporate Services

Moved By: Elaine MacDonald, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to adopt the Confirming By-law for the Meeting of July 12, 2021.

Motion Carried

23. Adjournment and Next Regular Meeting of Council

The next Regular Public Meeting of Council will be held on Monday, August 9, 2021.

Moved By: Elaine MacDonald, Councillor

Seconded By: Claude E. McIntosh, Councillor

Motion to adjourn the Public Meeting of Council of July 12, 2021 at 9:00 p.m.

Motion Carried

Manon L. Levesque, City Clerk

Glen G. Grant, Mayor



Minutes
Cornwall City Council

Meeting #: 2021-24
Date: Monday, July 26, 2021, 5:00 PM
Location: Cornwall Civic Complex, 100 Water Street East, Cornwall,
Ontario, K6H 6G4, Salon B, Lower Level
Chair: Glen G. Grant, Mayor
Prepared By: Debbie Caskenette, Deputy Clerk

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

Regrets: Maurice Dupelle, Councillor, Eric Bergeron, Councillor

Attendance Administration: Maureen Adams, CAO, Manon L. Levesque, City Clerk, Debbie Caskenette, Deputy Clerk, 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, Michael Fawthrop, Division Manager, Infrastructure Planning

1. Roll Call

2. Opening

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

3. Adoption of Agenda

Moved By: Syd Gardiner, Councillor

Seconded By: Dean Hollingsworth, Councillor

Motion to adopt the Agenda as presented.

Motion Carried

4. Disclosures of Interest

There were no Disclosures of Interest.

5. Committee of the Whole

Moved By: Claude E. McIntosh, Councillor

Seconded By: Elaine MacDonald, Councillor

Motion to go into the Committee of the Whole.

Motion Carried

6. Consent Reports and By-laws

Moved By: Dean Hollingsworth, Councillor

Seconded By: Carilyne Hébert, Councillor

Motion to approve the Consent and By-law Items as listed on the Agenda.

Motion Carried

1. Tender 21-T13 Brookdale Avenue North Reconstruction, 2021-75-Financial Services

Motion to award Tender 21-T13 to Cornwall Gravel Company Limited, from Cornwall, Ontario, at the total bid price of \$857,457.85 (net cost to the Corporation - \$772,167.35) being the best bid meeting the tender specifications.

2. Tender 21-T17 Reconstruction of First Street from Gloucester Street to Marlborough Street and the Reconstruction of Third Street from Gloucester Street to Marlborough Street., 2021-76-Financial Services

Motion to award Tender 21-T17 to Cornwall Gravel Company Limited, from Cornwall, Ontario, at the total bid price of \$1,579,932.67 (net cost to the Corporation - \$1,422,778.30) being the best bid meeting the tender specifications.

3. Tender 21-T19 Installation of Insulated Cladding at the Justice Building, 2021-73-Financial Services

Motion to award Tender 21-T19 to C.M.G. Innovation, from Summerstown, Ontario at the total bid price of \$592,400.00 (net cost to the Corporation - \$538,448.00) being the best bid meeting the tender specifications.

4. Request for Proposal 21-P07 Electronic Document and Records Management System Implementation, 2021-74-Financial Services

Motion to award RFP 21-P07 to StoneShare Incorporated, from Ottawa, Ontario at the total bid price of \$247,470.00 (net cost to the Corporation - \$222,854.44) being the best Proposal meeting the specifications.

5. By-law 2021-082 Agreement with Ministry of Agriculture, Food and Rural Affairs, 2021-115-Planning, Development and Recreation

6. By-law 2021-083 Agreement with Ministry of Agriculture, Food and Rural Affairs, 2021-116-Planning, Development and Recreation

7. Adjournment

The next Regular Public Meeting of Council will be held on Monday, August 9, 2021.

Moved By: Todd Bennett, Councillor

Seconded By: Justin Towndale, Councillor

Motion to adjourn the Public Special Meeting of Council of July 26, 2021 at 5:05 p.m.

Motion Carried

Manon L. Levesque, City Clerk

Glen G. Grant, Mayor

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

Department: Financial Services
Division: Information Technology and Telecommunications
Report Number: 2021-78-Financial Services
Prepared By: Tracey Bailey, General Manager, Financial Services
Meeting Date: August 9, 2021
Subject: 2021 ITT Master Plan

Presentations

From a virtual platform, the project team from RSM Canada will present the ITT Master Plan.

The RSM team:

Rhett Nussey, Project Manager
Prashanth Raghavan, Technical Subject Matter Expert
Austin Allanach, Project Consultant
Jake Salpeter, Project Consultant

Document Title:	2021 ITT Master Plan - 2021-78-Financial Services.docx
Attachments:	- ITTMP Presentation.pdf
Final Approval Date:	Aug 3, 2021

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

Tracey Bailey - Aug 1, 2021 - 9:46 PM

Maureen Adams - Aug 3, 2021 - 12:49 PM



Information Technology & Telecommunications Master Plan (ITTMP)

August 2021



<https://www.cornwall.ca/en/live-here/2019-construction.aspx>

RSM Team Introductions

RSM Canada is the Canadian member firm of RSM International, a global network of independent audit, tax and consulting firms with more than 43,000 people in over 120 countries. As the leader in middle market providing audit, tax and consulting services, RSM strives to be your trusted advisor.



RHETT NUSSEY

Project Manager



PRASHANTH RAGHAVAN

Technical Subject Matter Expert



AUSTIN ALLANACH

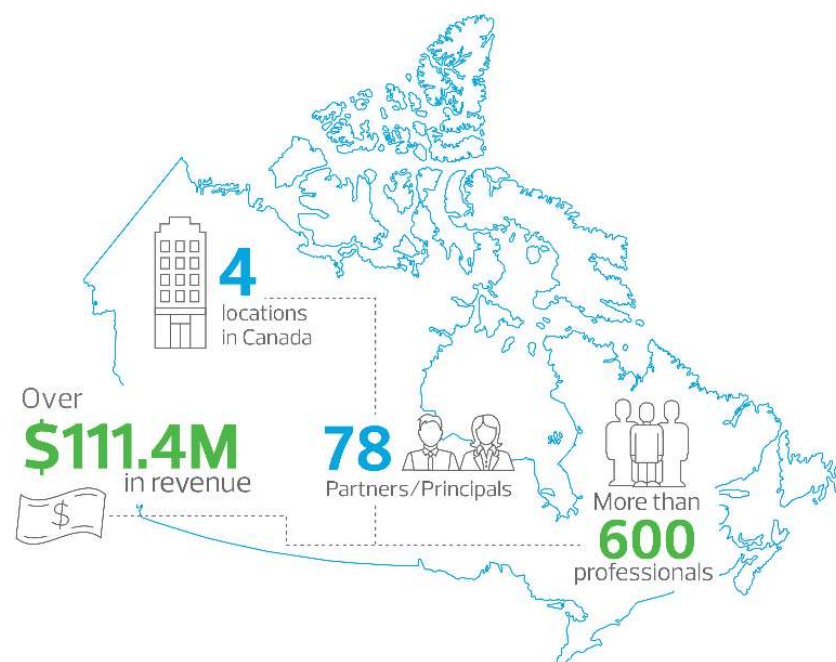
Project Consultant



JAKE SALPETER

Project Consultant

First-choice advisors to Canada's municipal sector



Project Approach & Objectives

Developing the ITTMP

The City of Cornwall (“the City”) engaged RSM to develop an Information Technology & Telecommunications Master Plan (“ITTMP”) to provide the required insight, planning, and actions to ensure that the ITT Division is able to adapt to and meet the future needs of the organization.

	PHASE ONE Current State Assessment & Immediate Opportunities	PHASE TWO Desired Future State Assessment	PHASE THREE Detailed Implementation Plan & ITTMP
PHASE ACTIVITIES	<ul style="list-style-type: none"> ✓ Reviewed existing and available material ✓ Conducted Current State Workshops with ITT, Senior Management, and Departmental Staff ✓ Conducted One-on-One ITT Interviews ✓ Reviewed ITT job descriptions ✓ Developed SWOT analysis of ITT environment 	<ul style="list-style-type: none"> ✓ Conducted Future State Workshops with ITT and Senior Management ✓ Conducted Municipal Scan with comparator municipalities ✓ Produced a Business Solutions Assessment Model & Methodology ✓ Conducted gap analysis and developed recommendations 	<ul style="list-style-type: none"> ✓ Prioritized recommendations ✓ Consolidated recommendations into initiatives ✓ Reviewed the current funding model ✓ Detailed change management considerations ✓ Developed implementation plan ✓ Developed ITTMP
DELIVERABLES	<ul style="list-style-type: none"> ✓ Current State Assessment & Immediate Opportunities Report ✓ SWOT Analysis 	<ul style="list-style-type: none"> ✓ Desired Future State Report ✓ Business Solutions Assessment Model & Methodology 	<ul style="list-style-type: none"> ✓ Detailed Implementation Plan Report ✓ Draft & Final ITTMP ✓ Final Presentations

Definition of the City's Desired Future State

As a result of our analysis...

The City is uniquely positioned to emerge from the pandemic as an innovative and forward-looking organization, bolstered by strong governance and passionate staff. Four main themes emerged which will guide the City's future state.



Position ITT as an Innovator

Desire from both ITT and the City for ITT to play a department-focused role.

This includes working with departments to understand their **ITT needs** and providing **innovative strategic direction** to the City with respect to technology.



Progress Towards a Digitally-Enabled City

Expectations from stakeholders and industry **trends** are driving this future state.

COVID-19 has shown the **importance** of being digitally enabled.
The move to **"cloud-based"** technology can be a driver.



Develop Holistic ITT Governance

Best practices cannot be ensured without **proper governance**, including policies, procedures, and service levels.

Software procurement, use of technology, and escalation of issues should all be controlled through **robust** ITT governance.



Utilize ITT as a Stakeholder

A direct result of ITT becoming an innovator.




Organizational desire for ITT to become a **partner to departments**.

This will shift the perception of ITT from a resource for departments to valued partner and **stakeholder**.

Achieving the Desired Future State

Critical Gaps & Immediate Opportunities for Improvement

As a result of the assessments, RSM identified critical gaps and immediate opportunities for the City of Cornwall to address in order to achieve their desired future state. These findings were categorized under People, Process, and Technology.

 People	 Process	 Technology
<ul style="list-style-type: none"> ITT is understaffed leading to capacity constraints Future state resource planning would be needed to address long term capacity needs ITT's structure does allow for the necessary support and strategic outlook Job descriptions do not accurately reflect current or future roles and responsibilities 	<ul style="list-style-type: none"> The necessary ITT governance is not in place Need more ITT involvement and enterprise planning in technology projects No formal communication pipeline between departments and ITT Capacity constraints prevents ITT from analyzing service desk data and resolving recurring issues Security decisions remedy immediate concerns but may not factor in holistic impacts to users long-term 	<ul style="list-style-type: none"> Functionality gaps and overlaps exist with City's suite of enterprise applications No complete understanding of the criticality and availability needs of the current suite of enterprise applications The City lacks digital citizen-facing services that are increasingly expected from the public There is a gap in strategic planning around how the City provisions technology now and into the future

Prioritized Recommendations & Initiatives

Developing Recommendations to Address the Gaps

Pursuant to the gap analysis, RSM developed recommendations that would enable the City to address the gaps and immediate opportunities in the short, medium, and long term. In alignment with the gaps, the recommendations were categorized under **People, Process, and Technology** and subsequently **grouped into initiatives** along the implementation plan roadmap.

The following definitions were used to group recommendations under people, process, and technology and the naming convention example represents the how recommendations were differentiated.



People: Represents recommendations related to structure, roles and responsibilities, capacity, and capabilities



Process: Represents recommendations related to governance, service delivery, and operational support








Technology: Represents recommendations related to enterprise applications and technology provisioning

This number is an assigned sequential digit. This number has no meaning beyond being a unique identifier

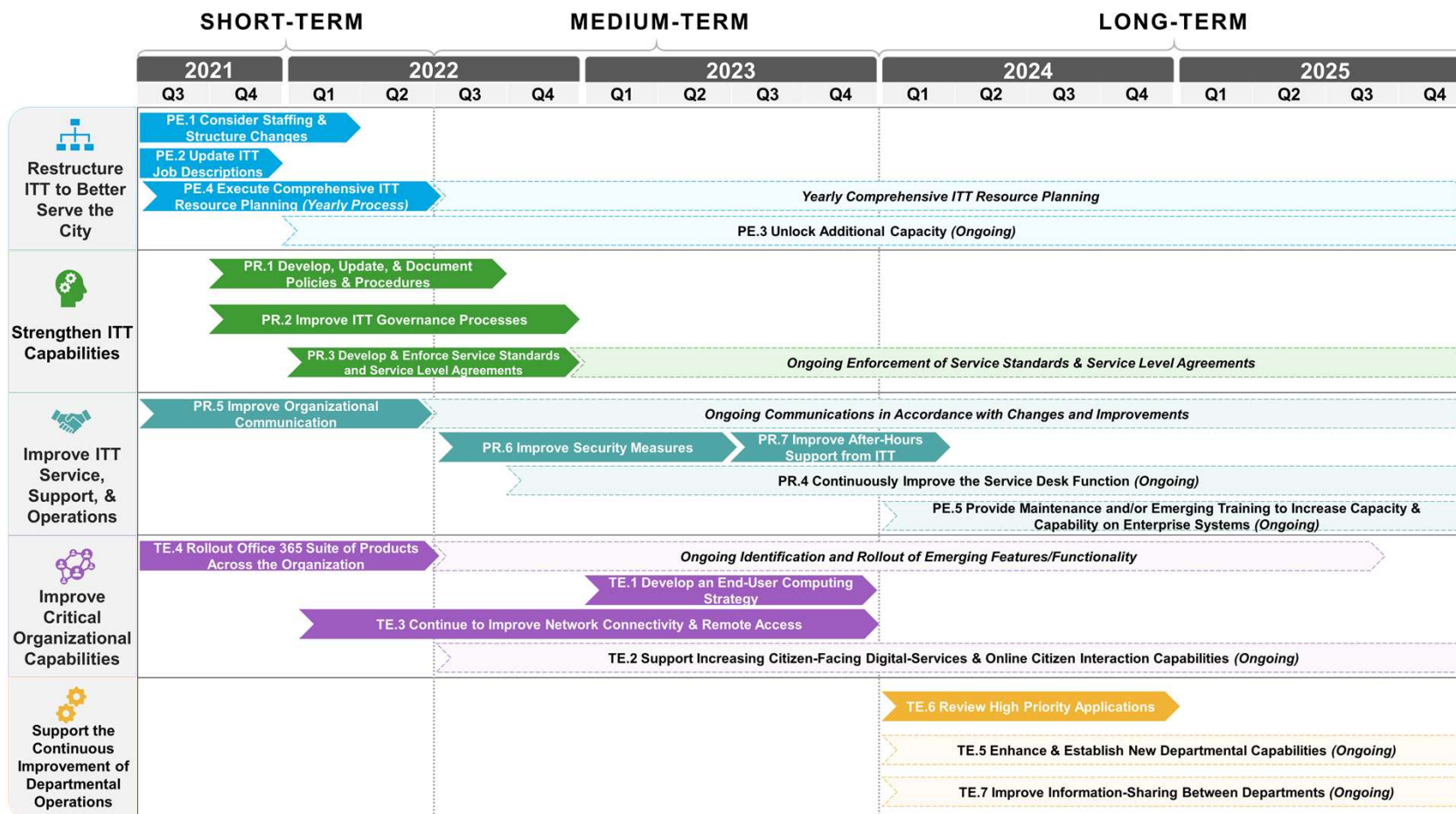
PE.1

These letters signify whether an organizational gap falls under People “PE”, Process “PR”, or Technology “TE”

Prioritized Recommendations & Initiatives

Initiative	Category	ID	Recommendations Included
 Restructure ITT to Better Serve the City	PEOPLE	PE.1	Consider Staffing & Structure Changes
	PEOPLE	PE.2	Update ITT Job Descriptions
	PEOPLE	PE.3	Unlock Additional Capacity
	PEOPLE	PE.4	Execute Comprehensive ITT Resource Planning
 Strengthen ITT Capabilities	PROCESS	PR.1	Develop, Update, & Document Policies & Procedures
	PROCESS	PR.2	Improve ITT Governance Processes
	PROCESS	PR.3	Develop & Enforce Service Standards & Service Level Agreements
 Improve ITT Service, Support, & Operations	PEOPLE	PE.5	Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems
	PROCESS	PR.4	Continuously Improve the Service Desk Function
	PROCESS	PR.5	Improve Organizational Communication
	PROCESS	PR.6	Improve Security Measures
	PROCESS	PR.7	Improve After-Hours Support from ITT
 Improve Critical Organization Capabilities	TECHNOLOGY	TE.1	Develop an End-User Computing Strategy
	TECHNOLOGY	TE.2	Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities
	TECHNOLOGY	TE.3	Continue to Improve Network Connectivity & Remote Access
	TECHNOLOGY	TE.4	Rollout Office 365 Suite of Products Across the Organization
 Support the Continuous Improvement of Departmental Operations	TECHNOLOGY	TE.5	Enhance & Establish New Departmental Capabilities
	TECHNOLOGY	TE.6	Review High-Priority Applications
	TECHNOLOGY	TE.7	Improve Information-Sharing Between Departments

Implementation Plan





THANK YOU FOR
YOUR TIME AND
ATTENTION

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-98-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: August 9, 2021
Subject: Petition – Sidewalk on Dunkirk Street

Purpose

To present Council with a Petition to remove the sidewalk on Dunkirk Street.

Recommendation

That Council refer the petition for the removal of the sidewalk on Dunkirk Street to Administration for a report.

Background / Discussion

A petition for the removal of the sidewalk was received from the residents of Dunkirk Street.

Document Title:	Petition - Removal of Sidewalk on Dunkirk Street - 2021-98-Corporate Services.docx
Attachments:	- Petition - Sidewalk on Dunkirk Street_Redacted.pdf
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Aug 3, 2021 - 10:53 AM

Geoffrey Clarke - Aug 3, 2021 - 11:37 AM

Maureen Adams - Aug 3, 2021 - 12:46 PM

Reason for removal

1. Our side of the street has two extra houses than the west side. We were originally granted an informal parking exemption to park over the sidewalk during the winter months. Chris Rogers and Glen Grant were part of the original exemption but it was an informal agreement for all houses on our side of the street. This can create issues between neighbours.
2. There are serious safety issues during the summer months also for all the children in the neighbourhood as family and friends have to park on the road and the shoulder over the grass and kids are on bicycles and their view is blocked from oncoming traffic. I have witnessed many close calls when kids are coming off the sidewalk and being blocked by the multiple vehicles.
3. The sidewalk was removed on the other side of 12th st. on both side and they have no sidewalk on either side of the street. We have a sidewalk on the other side of the street which is much further away from the houses than on our side so there is no justifiable reason to keep our path. The city should treat us the same way they treated the home owners on the other side of 12th Street.
4. The sidewalk on our side is not up to code, its more of a narrow pathway which hadnt been shovelled in 10 years until we started getting parking tickets this past winter. So any argument about it being neccessary in the winter is bogus.
5. If ever there was a fire or any emergency workers needed access to any houses on our side it would most likely be blocked.
6. There are many new residents in this neighbourhood and we all have the same problem as 10 years ago. You could give us a parking exemption until the matter of a sidewalk removal is resolved. We had one for 17 years so

there is no reasonable argument not to help us...eg I have a new neighbour who purchased her home and I had to explain I own more of the driveway than her and her boyfriend who lives out of town will get tickets when he comes on the weekends, Our the school teacher who moved in down the road and his girlfriend gets tickets when she stays overnight on the weekends...We deserve the right to have this resolved..

Thanks for your consideration

Kevin Coleman 613-662-4079.

July 18, 2021

This is a petition to the City of Cornwall signed by the residents of Dunkirk Street to either have the sidewalk removed or given a winter parking exemption on the east side of Dunkirk St.

[illegible]

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-99-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: August 9, 2021
Subject: Proclamation – Childhood Cancer Awareness Month

Purpose

To proclaim the month of September, 2021, as "Childhood Cancer Awareness Month" in the City of Cornwall.

Recommendation

That Council proclaim the month of September, 2021, as "Childhood Cancer Awareness Month" in the City of Cornwall.

Background / Discussion

Cheryl Tourangeau, a Cancer Mom, is requesting that Council declare the month of September, 2021, as "Childhood Cancer Awareness Month" in the City of Cornwall. To bring awareness of this childhood disease, the flag will be flown at 340 Pitt Street during the month of September and the lights at the city's fountains will be flooded with gold lights for the first week of September. If there are no other requests in that particular month, the gold color of lights will stay longer.

Document Title:	Proclamation - Childhood Cancer Awareness Month - 2021-99-Corporate Services.docx
Attachments:	- Proclamation - Childhood Cancer Awareness Month.pdf
Final Approval Date:	Aug 5, 2021

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

Manon L. Levesque - Aug 5, 2021 - 10:12 AM

Geoffrey Clarke - Aug 5, 2021 - 10:36 AM

Maureen Adams - Aug 5, 2021 - 11:44 AM

From: noreply@esolutionsgroup.ca <noreply@esolutionsgroup.ca> **Sent:** Thursday, February 4, 2021 2:13 AM
To: Emma Meldrum <EMeldrum@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 Thursday February 4th 2021 2:13 AM with reference number 2021-02-04-002.

- **Your name:**
Cheryl Tourangeau
- **Your organization:**
Paint Cornwall Gold
- **Phone number:**
613 362 3856
- **Email address:**
Cheryl.tourangeau@gmsil.com
- **Your special event:**
September is Childhood Cancer Awareness month
- **Date(s) of the event:**
September
- **My organization is interested in...**
Proclamation at Council, Flag-Raising, Lights at Clock Tower/Fountains
- **Requested text for proclamation:**
I will email the document to you separately
- **Requested date for proclamation (council is held the 2nd and 4th Monday of each month with the exception of March, July and August):**
August

- **Requested date(s) and time for flag-raising:**
Sep 1 12pm
- **Requested City representative(s) for flag-raising:**
Mayor Clement
- **Requested colours for Clock Tower/Fountains:**
Gold
- **Requested dates to have these colours in place:**
September
- **Any additional comments?**
Feb 1 another child from Cornwall was diagnosed. We need to continue to raise awareness

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-102-Corporate Services
Prepared By: Debbie Caskenette, Deputy Clerk
Meeting Date: August 9, 2021
Subject: Flag Raising for United Way Month

Purpose

To request that the United Way / Centraide SDG flag be raised at 340 Pitt Street to kick off the United Way Centraide SDG Campaign on Friday, September 10, 2021.

Recommendation

That Council approve the United Way / Centraide SDG flag to be raised at 340 Pitt Street on Friday, September 10, 2021.

Background / Discussion

The United Way / Centraide SDG is requesting that its flag be raised at 340 Pitt Street on Friday, September 10, 2021, to coincide with and kick-off its Community Campaign period.

Document Title:	United Way Flag Raising- 2021-102-Corporate Services.docx
Attachments:	- United Way Flag Raising Request.pdf
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Jul 30, 2021 - 10:55 AM

Geoffrey Clarke - Aug 3, 2021 - 11:38 AM

Maureen Adams - Aug 3, 2021 - 12:43 PM

Debbie Caskenette

From: Manon Levesque
Sent: Thursday, July 29, 2021 10:00 AM
To: Debbie Caskenette
Subject: FW: United Way Centraide SDG Campaign Kickoff

September 10 is the preferred date.

Sincerely,

Manon L. Levesque, CMO
City Clerk / Greffière municipale
Manager, Clerk's Division / Directrice, Division du secrétariat
Corporate Services / Services corporatifs
The Corporation of the City of Cornwall
360, rue Pitt Street, Cornwall, ON, K6J 3P9
613-930-2787 ext 2316 Phone
613-933-1860 Fax
mlevesque@cornwall.ca

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From: Stephanie Lapointe <stephanie@unitedwaysdg.com>
Sent: Thursday, July 29, 2021 9:44 AM
To: Diane Brown <DBrown@cornwall.ca>; Manon Levesque <MLevesque@cornwall.ca>
Subject: RE: United Way Centraide SDG Campaign Kickoff

[External E-mail]

Hi Diane,

Thank you for confirming! Our preference for the flag raising would be Friday, September 10.

Have a wonderful day,
Steph

Stephanie Lapointe, she/her



**United Way
Centraide**
Stormont, Dundas
& Glengarry

Campaign & Communication Coordinator

T: 613-932-2051 x21 | M: 613-806-6450 | stephanie@unitedwaysdg.com

55 Water St. W, Suite 240, Cornwall, ON K6J 1A1

<https://unitedwaysdg.com/giving/ways-to-give/>



Together, we are possibility

From: Diane Brown <DBrown@cornwall.ca>

Sent: July 29, 2021 7:53 AM

To: Stephanie Lapointe <stephanie@unitedwaysdg.com>; Manon Levesque <MLevesque@cornwall.ca>

Subject: RE: United Way Centraide SDG Campaign Kickoff

Good morning Stephanie,

Either date is good with Mayor Grant to attend. Please let us know your preference, and we can arrange this for late morning (10:30 or 11:00 a.m.)

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: Stephanie Lapointe <stephanie@unitedwaysdg.com>

Sent: July-28-21 12:41 PM

To: Manon Levesque <MLevesque@cornwall.ca>

Cc: Diane Brown <DBrown@cornwall.ca>

Subject: RE: United Way Centraide SDG Campaign Kickoff

[External E-mail]

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Hi Manon,

Thank you for your quick response! We would be happy to have our flag ceremony in the Courtyard. Would it be possible to change the requested date to Friday, Sept 10 or Monday, Sept 13?

Thank you!
Steph

Stephanie Lapointe, she/her



**United Way
Centraide**
Stormont, Dundas
& Glengarry

Campaign & Communication Coordinator

T: 613-932-2051 x21 | M: 613-806-6450 | stephanie@unitedwaysdg.com
55 Water St. W, Suite 240, Cornwall, ON K6J 1A1
<https://unitedwaysdg.com/giving/ways-to-give/>



*Together, we are **possibility***

From: Manon Levesque <MLevesque@cornwall.ca>
Sent: July 28, 2021 9:43 AM
To: Stephanie Lapointe <stephanie@unitedwaysdg.com>
Cc: Diane Brown <DBrown@cornwall.ca>
Subject: United Way Centraide SDG Campaign Kickoff

Good Morning Stephanie,

Thank you for submitting your request for a Flag Raising.

The City's Flag Policy calls for guest flags to be flown in the Courtyard at 360 Pitt Street. If you wish to have your flag raising ceremony at that location, I would be pleased to recommend to Council it approve the request at the Council Meeting of Monday, August 9, 2021.

I have copied Diane Brown, Mayor Glen Grant's Administrative Assistant, on this email so that she look after scheduling the Mayor to attend your event.

I look forward to hearing from you.

Sincerely,

Manon L. Levesque, CMO
City Clerk / Greffière municipale
Manager, Clerk's Division / Directrice, Division du secrétariat
Corporate Services / Services corporatifs
The Corporation of the City of Cornwall
360, rue Pitt Street, Cornwall, ON, K6J 3P9
613-930-2787 ext 2316 Phone
613-933-1860 Fax
mlevesque@cornwall.ca

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Debbie Caskenette

From: noreply@esolutionsgroup.ca
Sent: Tuesday, July 27, 2021 3:45 PM
To: Manon Levesque
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 Tuesday July 27th 2021 3:44 PM with reference number 2021-07-27-017.

- **Your name:**
Stephanie Lapointe
- **Your organization:**
United Way Centraide SDG
- **Phone number:**
6139322051
- **Email address:**
stephanie@unitedwaysdg.com
- **Your special event:**
United Way Centraide SDG Campaign Kickoff
- **Date(s) of the event:**
Sept 9, 2021
- **My organization is interested in...**
Flag-Raising
- **Requested date(s) and time for flag-raising:**
Sept 9, 2021 at 9 am
- **Requested City representative(s) for flag-raising:**
Mayor Glen Grant
- **Any additional comments? Please include a link to more information if possible.**
Hi there! Would it be possible to have the United Way flag raised at the Clock Tower? Our campaign kickoff is at Lamoureux Park from 8-9 on Sept 9 and we would love it to be part of our event if possible.

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-101-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: August 10, 2021
Subject: Temporary Street Closure for Cornwall Art Walk 2021

Purpose

To allow for a temporary closure of Pitt Street from Second Street to First Street and from First Street to 58 Pitt Street as requested by Cornwall Art Walk.

Recommendation

That Council receive report 2021-101-CS.

Background / Discussion

On June 28, 2021, Council approved the temporary street closure of Pitt Street, south of Second Street to the north side of First Street and also South of First Street to the north side of the Cornwall Square entrance during the summer weekends as requested by the Cornwall Downtown BIA.

On July 27, 2021, notice was received from the event organizers, wanting to cancel the remaining dates of the street closures.

In the meantime, Cornwall Art Walk had planned Cornwall Art Walk 2021 to take place on Friday, August 27, 2021, from 4:00 p.m. to 8:00 p.m. on the already closed portion of Pitt Street.

Although, the temporary street closures for the remainder of the summer have been cancelled, the closure of Pitt Street south of Second Street to the north side of First Street and also South of First Street to the north side of the Cornwall Square entrance will be reinstated on Friday, August 27, 2021, from 2:00 p.m. to 8:00 p.m. to allow for the Cornwall Art Walk 2021.

The organization will be responsible to comply with the aforementioned requirements and the City's Corporate Policy on Temporary Street Closures for Special Events including notification, public advertisement, contacting all emergency services, arrange for detour routes and temporary signage, commercial general liability, and indemnification. However, the Office of the City Clerk will assist in these endeavours.

The Organizer must demonstrate how they will comply with the applicable COVID-19 public health and workplace safety measures as outlined by the Province of Ontario's Roadmap to Reopen Regulation, which is enforced locally by the Eastern Ontario Health Unit.

Accessibility Impact

During the summer, patios have been extended to the sidewalks sometimes creating barriers to persons with disabilities who rely on assistive devices. The temporary road closure will allow persons with disabilities to move around freely on the road without fear of traffic.

Document Title:	Cornwall Art Walk 2021 and Pitt Street Closure Update - 2021-101-Corporate Services.docx
Attachments:	<ul style="list-style-type: none"> - 2021-79-CS.pdf - DBIA Summer Weekends.pdf - Temporary Street Closure Letter to Businesses.pdf - Letter to Cancel Street Closure.pdf - Letter to the city clerk - Cornwall Art Walk 2021.doc
Final Approval Date:	Aug 4, 2021

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

Manon L. Levesque - Aug 3, 2021 - 3:50 PM

Geoffrey Clarke - Aug 4, 2021 - 12:26 PM

Maureen Adams - Aug 4, 2021 - 4:19 PM

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-79-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: June 28, 2021
Subject: Temporary Closure of Pitt Street for Summer Weekends

Purpose

To allow for a temporary closure of Pitt Street from Second Street to First Street and from First Street to 58 Pitt Street as requested by the Chamber of Commerce, the Downtown BIA and Schnitzel's European Flavours.

Recommendation

That Council authorize the temporary closure of Pitt Street from Second Street to First Street and from First Street to 58 Pitt Street on the dates requested.

Background / Discussion

The Cornwall Downtown BIA wishes to host a temporary weekend(s) closure(s) of Pitt Street, south of Second Street to the north of First Street and also South of First Street to the north side of the Cornwall Square entrance.

The request was circulated to all Departments and the organizer provided written notice to all merchants and businesses within the geographical area of the suggested street closure giving them the opportunity to provide their comments.

Cornwall Transit

Although only two (2) bus stops are within the requested blocked area, the detour will affect many more bus stops on Montreal Road including the Cornwall Square, the Cornwall Civic Complex and the Aquatic Centre.

The actual detours for the Montreal Road route and the Riverdale routes will be:

- From Pitt and Second to:
- East on Second Street
- North on Sydney
- West on Third Street
- South on Augustus Street
- East on Water Street (Montreal Road Route)
- West on Water Street (Riverdale Route)
- And regular route

Fire Services

We always have a concern regarding street closures and pedestrians in the street concerning emergency responses. We are in support of the closure as long as the entry is maintained open with temporary barriers and seating from the restaurants does not impede the street access for our apparatus. Foot traffic is fine, but we need to ensure our vehicles can still access the street in the case of an emergency.

Cornwall Police Service

There may be slight increases in response times and the need for barriers to be movable in the event emergency vehicles required urgent access. Our concerns would not stand in the way of the approval of such a closure, however, we would want the ability to document the potential concerns and have them on record, to alert Council or Administration to any liability concerns.

Traffic

From a traffic perspective, this is feasible as long as the appropriate 'road closure' signage is in place and access is provided for emergency vehicles.

Access to the Mall from Pitt Street should remain open.

Planning

Because of the insurance requirements, Downtown BIA will be the organizer and will be responsible for its provision.

In order to accommodate any emergency vehicles, the curb-to-curb portion of the right-of-way would be for pedestrians only and could be cleared for emergency vehicles if necessary.

As with other encroachments to date, vendors or eateries will be required to enter into a Temporary Encroachment Agreement with the City if they propose to utilize the sidewalk or bricked areas for sales apparatus, seating, etc. In these situations, they may also be required to provide insurance coverage.

Insurance Coverage

The DBIA will secure a policy for insurance coverage in which the City will be named as additional insured. In the event that there is a claim in which the City is named, the DBIA policy will respond first.

To clarify, the City has identified the following insurance requirements for this activity:

- Broad form Commercial General Liability policy for a limit of not less than \$5 Million dollars on a per occurrence basis with respect to third party liability claims for bodily injury, property damage, and personal injury. The policy needs to include and show:
 - Premises and operations liability, contractual liability, liquor liability (if serving alcohol), cross liability, several liability, and severability of interest clause
 - The Corporation of the City of Cornwall to be added as an additional insured

- If the insurance policy is to be amended, cancelled, or allowed to lapse, the City of Cornwall is to be provided with thirty (30) days prior written notice by Registered Mail

Merchants

One request was received from the owner of Echo Trends to stop the closure at 58 Pitt Street in order to allow access to a shared driveway to parking between Echo Trends and Pot of Gold located at 54 Pitt Street and 44 Pitt Street respectively. Accordingly, the closure would include the area directly in front of 58 Pitt Street and would not continue to the front of 54 Pitt Street and 44 Pitt Street to the entrance of the Cornwall Square.

Proposed Time(s) of closure hours:

1. Thursday, July 1, 2021, from 11:00 a.m. to Sunday, July 4, 2021
2. Friday, July 9, 2021, at 4:00 p.m. to Sunday, July 11, 2021, at 8:00 p.m.
3. Friday, July 16, 2021, at 4:00 p.m. to Sunday, July 18, 2021, at 8:00 p.m.
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10. Friday, September 3, 2021, at 4:00 p.m. to Sunday, September 5, 2021, at 8:00 p.m.

Should this request be approved, the organization will be responsible to comply with the aforementioned requirements and the City's Corporate Policy on Temporary Street Closures for Special Events including notification, public advertisement, contacting all emergency services, arrange for detour routes and temporary signage, commercial general liability, and indemnification.

The Organizer must demonstrate how they will comply with the applicable COVID-19 public health and workplace safety measures as outlined by the Province of Ontario's Roadmap to Reopen Regulation, which is enforced locally by the Eastern Ontario Health Unit.

Accessibility Impact

During the summer, patios have been extended to the sidewalks sometimes creating barriers to persons with disabilities who rely on assistive devices. The temporary road closure will allow persons with disabilities to move around freely on the road without fear of traffic.

Document Title:	Temporary Closure of Pitt Street for Summer Weekends - 2021-79-Corporate Services.docx
Attachments:	- DBIA Summer Weekends.pdf - Temporary Street Closure Letter to Businesses.pdf
Final Approval Date:	Jun 24, 2021

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

Geoffrey Clarke - Jun 24, 2021 - 2:02 PM

Maureen Adams - Jun 24, 2021 - 4:30 PM

APPENDIX A
TEMPORARY STREET CLOSURE
APPLICATION FORM

Date: 2021-06-18

Organizing committee name: Cornwall Downtown BIA

Mailing address: 158 Pitt Street, Cornwall, ON

Contact person: Hassan Rafiei

Phone number: 613-938-8844

Purpose of Street Closure: To allow businesses to have patios and retail outside on the sidewalks and to bring lost revenue back to downtown business due to the Covid restrictions.

Proposed date(s) of closure beginning: July 1st, 2021

Terminating: September 5th, 2021

Proposed Time(s) of closure hours:

1. Thursday, July 1, 2021, from 11:00 a.m. to Sunday, July 4, 2021
2. Friday, July 9, 2021, at 4:00 p.m. to Sunday, July 11, 2021, at 8:00 p.m.
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Geographical area suggested to be closed:

Pitt Street, south of Second Street to north of First Street. South of First Street to North of Cornwall Square entrance.

Signature of Authorized Committee Member

Title _____

Signature of Authorized Committee Member

Title _____

APPENDIX B
TEMPORARY STREET CLOSURE

Schnitzels European Flavours
158 Pitt St, Cornwall Ontario
613-938-8844
hassan@schnitzels.ca

2021-06-18

General Notice
Temporary street closure

We Cornwall Downtown BIA wish to host a temporary weekend(s) closure as of July 1st, 2021 at 11:00am to Sunday July 4th at 8:00pm and every weekend till September 5th, 2021 between the hours of 4:00pm Friday to 8:00pm Sunday and will be asking Municipal Council endorsement for permission to close, on a temporary basis, Pitt Street, south of Second Street to north of First Street and also South of First Street to the north side of the Cornwall Square entrance.

As part of the Municipal a Temporary Street Closure Policy, we wish to notify you of our pending request. In accordance to Section 11 (a) (b), you have an opportunity to provide your comments no later than (7 days from date of letter) in writing and address it to the Clerk's Office located at 360 Pitt Street, Cornwall, ON, K6H 3P9, by fax 613-933-1860 or by email mlevesque@cornwall.ca.

The proposed Detour Route, suggested by the Municipal Transportation Section is enclosed for information purposes.

Respectfully,

Signature of Two Authorized Committee

Committee Member PRINT

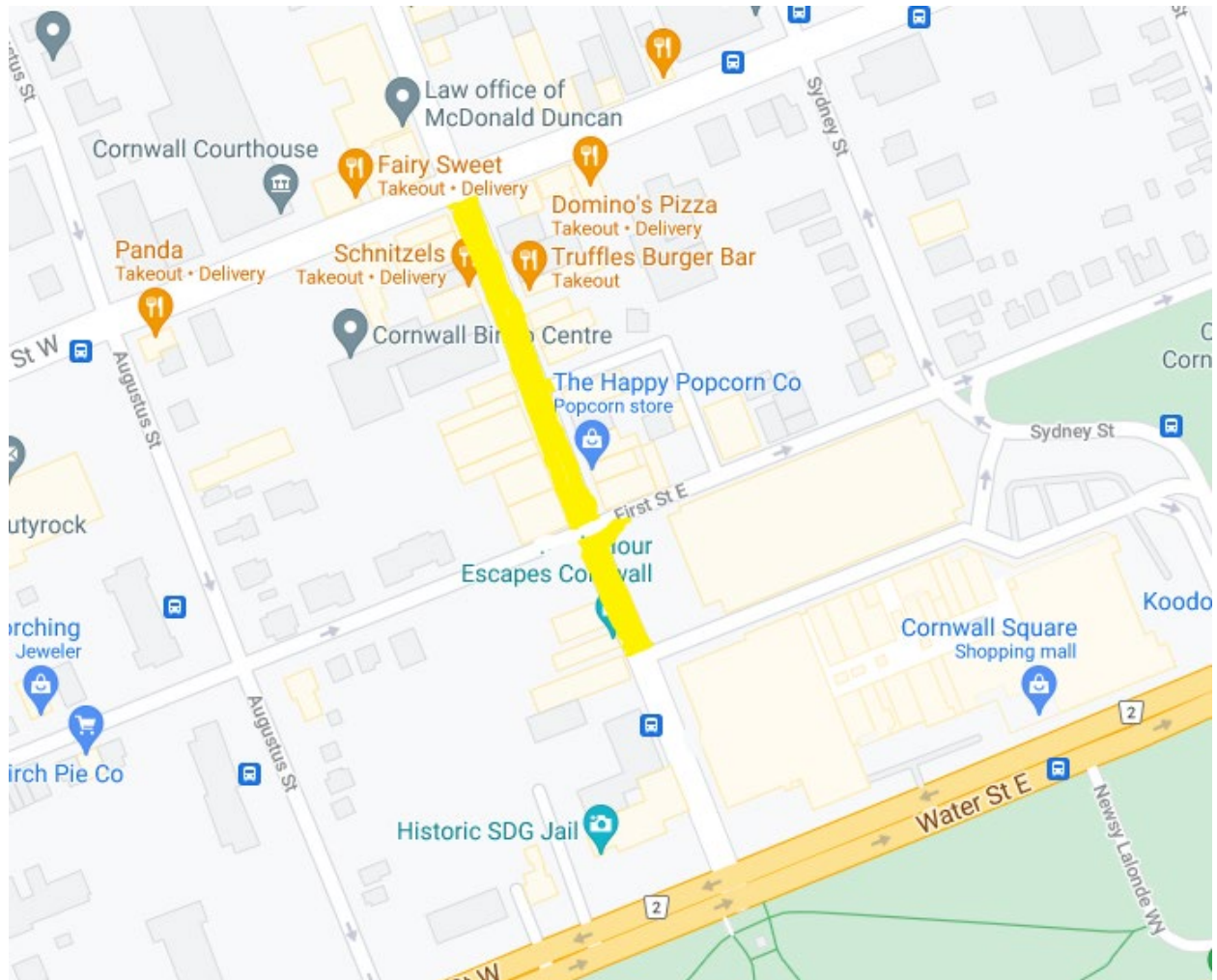
Members Required Title

Committee Member

PRINT

Cc: Municipal Clerk's Department

Temporary Street Closure on Pitt Street. In yellow it will indicate the area that is being requested for weekend closures during the summer months. Pitt Street, south of Second Street to north of First Street. South of First Street to North of Cornwall Square entrance.



Manon Levesque

From: noreply@salesforce.com on behalf of Greg Pietersma
<pietersma@cornwallchamber.com>
Sent: Friday, June 18, 2021 2:22 PM
To: Manon Levesque
Subject: General Notice Temporary street closure

[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.

June 16th, 2021

Official application form with complete details can be viewed

here: <https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:136c9d31-5634-4e20-b745-1ac95ac7acbc>

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Respectfully,

Josh Casselman
President
DBIA



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Members Required

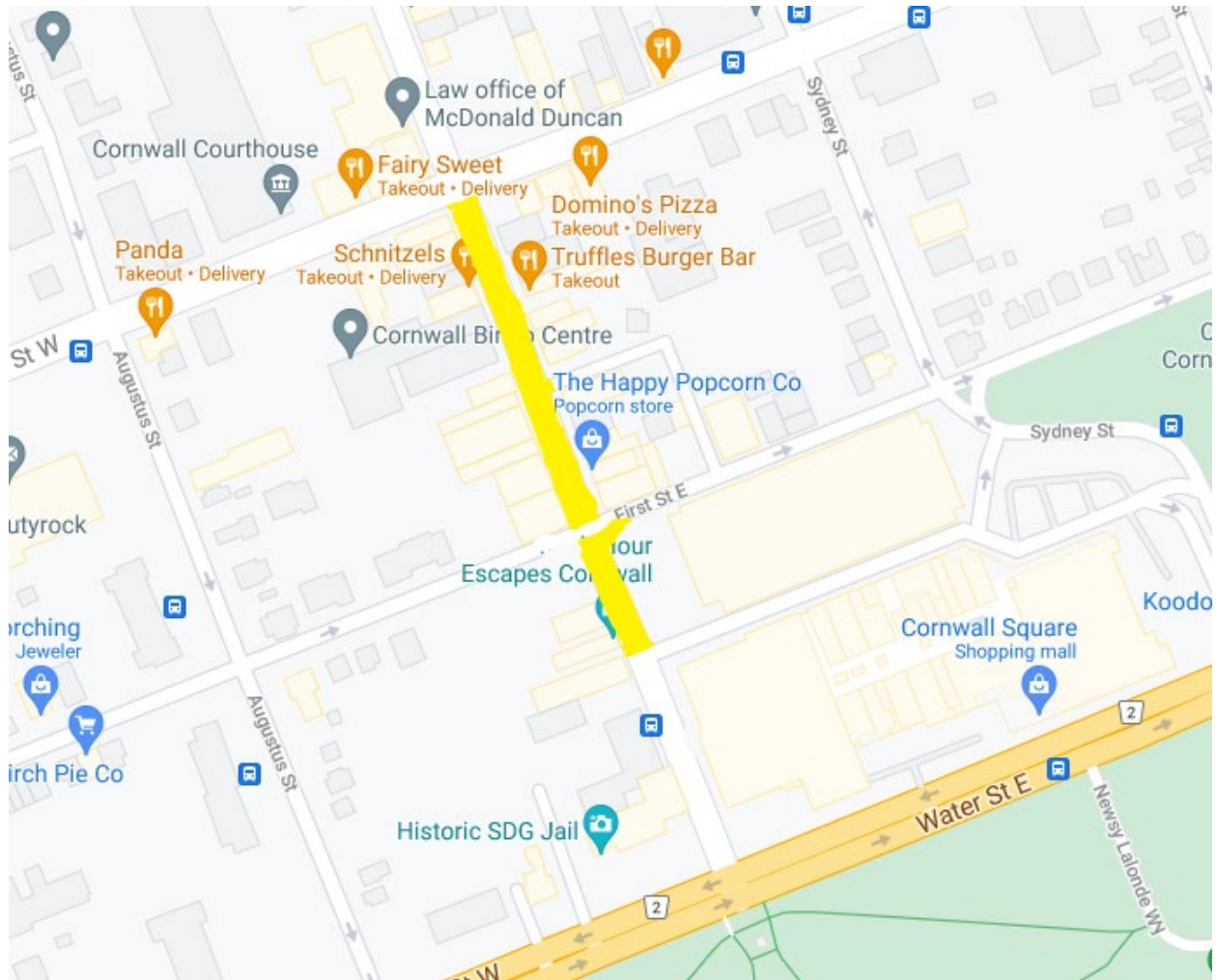
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Respectfully,

Josh Casselman
President
DBIA



Manon Levesque

From: Greg Pietersma - Executive Director <pietersma@cornwallchamber.com>
Sent: Tuesday, July 27, 2021 10:39 AM
To: Manon Levesque
Cc: Joshua Casselman; Shannon Tierney; Eric Bergeron; Justin Towndale; Hassan Rafiei
Subject: Pitt Street Closure

[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.

Hi Manon,

Thank you and the City staff for working so hard to get this initiative off the ground. Creating the Promenade provided the Pitt Street businesses between First and Second the opportunity to expand on the sidewalk to appeal to more customers in a manner that respected COVID-19 Guidelines.

With the Province moving to Stage 3 of the reopening plan and the introduction of indoor dining and greater instore capacity, the continued closure of Pitt Street is no longer required. My fellow Pitt Street business owners and I would ask that the remaining dates to close the section of Pitt Street between Second and the entrance to the mall be cancelled immediately.

Please extend our gratitude to all departments and individuals involved in making this a possibility.

Hassan Rafiei, Owner
Schnitzels European Flavours

Josh Casselman
President, DBIA

.....
GREG PIETERSMA

—————
Downtown BIA, Administration

☎ 613-933-4004

☎ 613-447-9025

✉ pietersma@cornwallchamber.com





July 29, 2021
Ms. Manon Levesque
Office of The City Clerk
340 Pitt Street
Cornwall, On. K6H 5T7

Re: Cornwall Art Walk

Dear Ms Levesque:

The Cornwall Art Walk has decided to host an art walk again this year in Downtown Cornwall. The event will transform Downtown Cornwall into its very own Art District on Friday August 27th from 4pm to 8pm. Downtown Pitt street will be lined with a diverse group of artists of all disciplines and skill levels, makers, live music, performances and interactive art stations. We request a street closure for the event on Friday August 27th from the hours of 2pm to 9pm along Downtown Pitt Street, starting from the south side of Mexis' to Second Street. We would also appreciate railings to barricade the area as well as street closure signage.

This event will be following all EOHU guidelines in order to provide the safest event for our community. In order to meet the EOHU guidelines we will have Hand sanitizer available at each artist's and vendor location. Artists and vendors will be safely distanced to a minimum of 2 meters. Volunteers will be assigned to each performance section to ensure no one will be within 4 meters and to disrupt any gathering. Other volunteers will ensure people are respecting all social distancing guidelines and encourage the flow of traffic. All performers will supply their own equipment and no equipment will be shared. If a tent is used, at least two sides will remain open. Many downtown businesses will be open and providing washrooms. In the event that social distancing is not available, we will enforce mask wearing. There will be clear and visible signage throughout the event to serve as a reminder to follow social distancing, as well as in any area where masks are required. All vendors, artists and musicians have been informed of and reminded of social distancing protocols.

Cornwall Art Walk transforms downtown Cornwall into its very own arts district, featuring the work of local and regional artists, live music, performing arts, merchant specials, and interactive art activities. Each year, Cornwall Art Walk, a Standing Committee of Your Arts Council, hosts this event to highlight the many talented artists in our community in addition to promoting our unique downtown area. The event encourages participants to take a walk through Downtown Cornwall and celebrate our vibrant community. This year is gearing up to be the best Art Walk yet.

There will be two stage locations, one at Pommier square and the other at the corner of First and Pitt Street where there will be live music. There will be a third stage location in front of the SDG building where performance art will be held along with family-g geared entertainment. This year we have added 3 traveling performers who will each have a designated performance-area and time within the parameters of event. There will be more than 10 makers and 20 artists with many new faces and art mediums participating. We are working with the downtown businesses who choose to stay open late to help promote visiting the downtown and their businesses. Cornwall Art Walk is building strong community partnerships with the downtown businesses along with various community organizations to create a bridge for collective growth. The August 2020 Cornwall Art Walk had an attendance of 750 people and we are estimating the same attendance rate this year. Last year's event provided the opportunity for the community to connect with Art and the downtown during the pandemic. You can find more information on last year's event by visiting our Facebook page <https://www.facebook.com/cornwallartwalk> or our website cornwallartwalk.ca

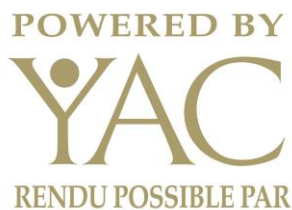
Please accept this letter as notification of our production of this event and our formal request for the street closure. We have been advised that we require a municipal resolution recognizing this event as a community festival.

We therefore ask that this resolution be granted and request a letter from your office stating such.

Thanking you for your support

Sincerely

Mandy Prevost
Executive Director
Cornwall Art Walk
(613)363-7441
cornwallartwalk@gmail.com



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

Department: Social and Housing Services
Division: Housing Services
Report Number: 2021-25-Social and Housing Services
Prepared By: Chantal Blanchard, Program Supervisor, Social Services
Meeting Date: August 9, 2021
Subject: 2021 Annual Housing and Homelessness Plan Update

Purpose

To provide Council with a review of the annual activities completed with respect to the Housing Plan as required by the Ministry. This review period covers June 1st, 2020, to May 31, 2021.

Recommendation

That Council receive Report 2021-25-Social and Housing Services.

Financial Implications

There will be no direct financial implications to the municipality because of this annual review.

Strategic Priority Implications

The Housing Plan continues to address the issue of growing quality of housing stock, including affordable housing.

Background / Discussion

Local housing plans were initially developed by Service Managers, in consultation with local community members, service providers and other stakeholders, and came into effect on January 1, 2014.

The *Housing Services Act, 2011 (HSA)* stipulates that, at least once every five years, Service Managers must review their plans and make amendments as necessary or advisable.

In 2019, Service Managers were not only required to complete and provide the Ministry with their annual review (2018-2019) of the current plan, but they were also required to complete a comprehensive five-year review of their plans by December 31, 2019. This 5 Year Review was presented to Council in July 2019.

Accessibility Impact

There are recommendations throughout the Housing Plan regarding the expansion of services relating to accessibility.

Document Title:	2021 Annual H and H Plan Update - 2021-25-Social and Housing Services.docx
Attachments:	- 2021 Annual Report (EN).pub.pdf
Final Approval Date:	Aug 3, 2021

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

Mellissa Morgan - Jul 27, 2021 - 4:11 PM

Maureen Adams - Aug 3, 2021 - 9:54 AM



VISION 2025

Taking The Next Step

2021 Annual Report

***Community Housing & Homelessness Plan
Cornwall, Stormont, Dundas and Glengarry***



June 2021

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Summary

The five-year update to the Housing and Homelessness Plan was completed and approved by Council on August 12th, 2019.

The Plan was subsequently submitted to the Ministry of Municipal Affairs and Housing in the Fall of 2019. In March 2020, the Social & Housing Services Department received correspondence from the Ministry acknowledging our successful implementation of this plan.

As a result of the approved updated plan, an implementation schedule was prepared which included, objectives, strategies, actions, measures, outcomes and timeframes. This was drafted in order to ensure that action items identified would be addressed over the next 5 years. This implementation of the plan officially commenced in September 2019.

Due to the ongoing impacts of COVID 19, including several lockdowns and reopening precautions, many of the action items in year 1 and 2 that have been delayed until we are able to resume normal operations. Subsequently, there are future action items that we have been able to address earlier than scheduled.

Community Visions Overview Chart

Building on the original vision statement for the Housing and Homelessness plan, the re-framed plan has four additional vision statements which speak to different segments on the housing continuum.

These vision statements serve to shape objectives for the re-framed plan, paving the way for specific strategies and actions that are proposed.

The specific vision statements and associated objectives are as follows:

Community Vision #1	People experiencing a housing crisis are housed or sheltered
Objective	To ensure a system of services and supports is in place to help those who are homeless or at risk of being homeless to obtain housing.

Community Vision #2	People who are currently housed but at risk of becoming homeless remain housed
Objective	To ensure a system of services and supports is in place to help those who are at risk of becoming homeless to maintain/stabilize their housing.

Community Vision #3	Suitable existing housing stock is maintained
Objective	To support and promote efforts that help maintain and preserve suitable existing housing stock in the community.

Community Vision #4	The supply of appropriate housing is enhanced
Objective	To encourage the development of appropriate and affordable new housing.

Community Vision #1

Community Vision #1	People experiencing a housing crisis are housed or sheltered
Objective	To ensure a system of services and supports is in place to help those who are homeless or at risk of being homeless to obtain housing.

Summary

People experiencing a housing crisis are among the most vulnerable in the community and they require services and supports to help secure housing or shelter. Work to date has helped to generally improve communication and awareness about available homelessness services. While there are an array of local service providers to help address these needs, plan consultations signalled the need for coordination of these resources in a more systematic way.

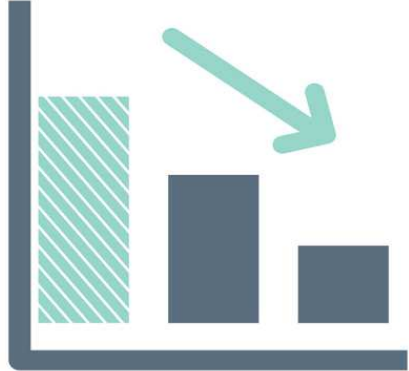
Building awareness and understanding of service provider roles within the housing system will help to create a more coordinated and effective homelessness service system. Expanding this awareness in the broader community will further help to connect individuals in need with appropriate resources.



To support plan objective #1, the following strategies and actions will be pursued by the City and its community partners:

STRATEGIES	ACTIONS
1) Develop and maintain a shared understanding of the homelessness service system among community partners	a) Undertake homelessness service system mapping to identify service providers, roles, priorities and gaps
	b) Form a roundtable of community stakeholders and establish a formal homelessness system framework with partner-defined goals and roles
2) Enhance the effectiveness of the homelessness system to better respond to needs as they change over time	a) Develop common system protocols among homelessness service providers regarding access to services and supports (e.g. no wrong door, Housing First principles, etc.)
	b) Hold a planning meeting of the roundtable annually to evaluate homelessness service system performance, enhance service approaches and plan responses to changing needs
3) Expand awareness of the homelessness service system among those in need, service providers and the broader public	a) Develop and use a range of information sharing tools to broaden awareness of the homelessness service system, the roles of service providers and how to access services when needed

Community Vision #1

Measures & Outcomes	
Measures	
<ul style="list-style-type: none"> ⇒ Number of homeless based on enumeration counts ⇒ Number of individuals seeking services ⇒ Demand for services by type ⇒ Number of individuals who are sheltered/housed on an emergency basis 	
Outcomes	
<ul style="list-style-type: none"> ⇒ Reduction in the number of homeless ⇒ A more coordinated/effective service system ⇒ Broader awareness on how to access the system ⇒ Quicker connections to appropriate services and providers 	

Community Vision #1 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S1	<p>Action - Undertake homelessness service system mapping to identify service providers, roles, priorities and gaps</p> <p>Update</p> <p>⇒ An update of our website was completed and updates are made regularly. Our social housing page is very robust and includes all the programs that we offer, contact information and applications (where applicable).</p> <p>⇒ Cornwall's Mayor has created a Housing Task Force and this committee (which represent many key areas) meet monthly to discuss various housing related issues.</p>
S1	<p>Action - Form a roundtable of community stakeholders and establish a formal homelessness system framework with partner-defined goals and roles</p> <p>Update</p> <p>⇒ Postponed until regular services resume, however, during the pandemic a Regional Emergency Response Committee was formed to address priorities and concerns presented as a result of the pandemic.</p>
S2	<p>Action - Develop common system protocols among homelessness service providers regarding access to services and supports (e.g. no wrong door, Housing First principles, etc.)</p> <p>Update</p> <p>⇒ The Social & Housing Services Department continues to work towards service integration with Child Care and Ontario Works.</p> <p>⇒ The Housing Access Centre Staff are represented on the Social Development Council's Vibrant Communities Committee which enables us to secure linkages with other community organizations in an effort to work collectively to create common system protocols.</p> <p>⇒ We are proceeding with an amalgamation with our local housing corporation which will provide a streamlined process and support for accessing programs (no wrong door).</p>
S2	<p>Action - Hold a planning meeting of the roundtable annually to evaluate homelessness service system performance, enhance service approaches and plan responses to changing needs</p> <p>Update</p> <p>⇒ Postponed until regular services resume.</p>

Community Vision #1 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S3	<p>Action - Develop and use a range of information sharing tools to broaden awareness of the homelessness service system, the roles of service providers and how to access services when needed</p> <p>Update</p> <ul style="list-style-type: none">⇒ In conjunction with the City of Cornwall, we have developed a Tenant Information Booklet that provides information to tenants regarding a number of items, including but not limited to fire safety, tenants rights, by-law enforcement, etc.⇒ We have strengthened our website information. This includes all programs offered within the Housing Access Centre, in an easy to read format in both official languages.⇒ 2021 Enumeration preparations have begun.⇒ We have had the opportunity to continue strengthening our partnership with external organizations, in an effort to provide additional education on homelessness initiatives and prevention.
-----------	--

Community Vision #2

Community Vision #2	People who are currently housed but at risk of becoming homeless remain housed
Objective	To ensure a system of services and supports is in place to help those who are at risk of becoming homeless to maintain/stabilize their housing.

Summary

Within the community, there are many households who face challenges that put them at risk of losing their housing, whether due to financial or other factors. Maintaining housing stability helps to ensure that households do not become homeless and subsequently require other supports and services. There are a range of preventative services available in the community that have proven to be successful but the coordination and effectiveness of service delivery among providers has been identified as an area for further evaluation.


Providing supports for at-risk households, both in community housing and in the private sector, helps to foster housing stability and minimizes the chance of cycling back through the housing system. Broadening awareness about these services among landlords, especially in the private sector can help promote greater housing stability. Advancing employment initiatives would also provide an innovative way to help stabilize income and break the cycle of poverty for at-risk households.



To support plan objective #2, the following strategies and actions will be pursued by the City and its community partners:

STRATEGIES	ACTIONS
1) Identify and assess the range of services that are currently provided to prevent housing loss	a) Document and evaluate the current system of housing loss prevention services and supports to identify areas that are working well, areas that need improvement and system gaps
	b) Undertake a review to determine the overall support needs specifically within the community housing portfolio
2) Improve the effectiveness of services and supports geared to preventing housing loss	a) Convene a roundtable of both housing and service providers to review prevention programs and how service outcomes can be improved
	b) Support housing stability for those most at risk of becoming homeless by securing and providing financial assistance on a priority basis (e.g. CHPI)
3) Expand the awareness of services for preventing housing loss and how to access them	a) Establish tools and resources that clearly identify how housing providers and service partners can access prevention services
	b) Provide community outreach to private landlords to foster awareness of available programs, providers and services supporting tenant stability
4) Improve household stability by enhancing employment assistance opportunities for tenants in the community housing portfolio	a) Engage employment assistance providers to assess opportunities for enhanced assistance among community housing tenants
	b) Where demand warrants, promote a pilot program to expand employment assistance for tenants in community housing
	c) Monitor employment trends among community housing tenants annually to assess trends and impacts

Community Vision #2

Measures & Outcomes	
Measures	
<ul style="list-style-type: none"> ⇒ Number of evictions prevented through intervention ⇒ Number of households stabilized through financial assistance ⇒ Number of households benefiting from support/service agreements ⇒ Number of people living in community housing that obtain employment through the employment initiative 	
Outcomes	
<ul style="list-style-type: none"> ⇒ People stay in community housing as long as needed/ appropriate ⇒ More coordinated and effective prevention system ⇒ Broader awareness of available prevention services/supports and how to access them ⇒ Appropriate supports for housing loss prevention are provided to tenants in need ⇒ Employment supports serve to create more financial and housing stability 	

Community Vision #2 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S1	<p>Action - Document and evaluate the current system of prevention services and supports to identify areas that are working well, areas that need improvement and system gaps</p> <p>Update</p> <p>⇒ The Housing Access Centre underwent a LEAN review to streamline the application process and reduced waste by 52%.</p> <p>⇒ Now fully implemented, this LEAN initiative also allowed us to update our corporate website page for social housing page which includes all the programs that we offer, contact information and applications (where applicable).</p>
S1	<p>Action - Undertake a review to determine the overall support needs specifically within the community housing portfolio</p> <p>Update</p> <p>⇒ The LEAN initiative also allowed us to determined that we are able to increase the available time (freed up the equivalent of at least ½ of one Case Manager's time) for more direct case management, including assistance with life stabilization, for clients. Due to the success, this initiative has become part of the regular work duties, instead of continuing it solely as a pilot project. In the future, we hope to expand this service, to tenants, within the community housing portfolio as well.</p>
S2	<p>Action - Convene a roundtable of both housing and service providers to review prevention programs and how service outcomes can be improved</p> <p>Update</p> <p>⇒ Postponed until regular services resume, however, during the pandemic a Regional Emergency Response Committee was formed to address priorities and concerns presented as a result of the pandemic.</p> <p>⇒ Through the SSRF Phase 1, we were able to reach out and support a significant number of community agencies and assist them with continued or new prevention and outreach programs during the pandemic.</p>

Community Vision #2 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S2	<p>Action - Support housing stability for those most at risk of becoming homeless by securing and providing financial assistance on a prioritized basis (e.g. CHPI)</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ Based on the CHPI Year End performance indicators, we were able to assist approximately 3,092 individuals stabilize their housing either through short term or long term prevention (including eviction prevention and utility arrears as an example). ⇒ With the addition of SSRF, we were able to extend/expand our prevention programs to include longer stays in non-traditional housing or secure pre-paid beds for COVID relief or self-isolation.
S3	<p>Action - Establish tools and resources that clearly identify how housing providers and service partners can access prevention services</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ We have worked with our various housing providers regarding different prevention programs, including but not limited to assistance with rent arrears through the SSRF.
S3	<p>Action - Provide community outreach to private landlords to foster awareness of available programs, providers and services supporting tenant stability</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ Cornwall's Mayor has created a Housing Task Force and this committee (which represent many key areas) meet monthly to discuss various housing related issues. ⇒ We continue to work with private landlords regarding eviction prevention for tenants. ⇒ We advertise our housing programs on social media, local cable television and via mass e-mail campaigns.

Community Vision #2 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S4	Action - Improve household stability by enhancing employment assistance opportunities for tenants in the community housing portfolio
	Update ⇒ We are working with our Local Housing Corporation on various initiatives. When they relocate to their new commercial space, they will be able to provide interview room space to external organizations which can include employment services or life stabilization.

Community Vision #3

Community Vision #3	Suitable existing housing stock is maintained
Objective	To support and promote efforts that help maintain and preserve suitable existing housing stock in the community.

Summary

The existing housing stock provides a range of options for households throughout Cornwall SDG, however, there are issues regarding supply gaps, affordability and the quality of available housing. With limited production of new rental supply, there is considerable and sustained demand for existing rental housing. Efforts have been made to maintain community housing stock as this rental housing is inherently affordable. These efforts must continue in order to protect and revitalize this important community resource, whether through provider supports, capital investment or asset leveraging.

In the private sector, the condition of some rental stock is of concern. Preserving this existing stock, where appropriate, and continuing to help low and moderate income homeowners maintain their housing, encourages a more stable supply of housing options. In addition, building greater awareness around repair needs and available resources, coupled with targeted financial supports for repairs and renovations will further help to preserve existing supply.

Energy and utility costs can have a real economic impact both on landlords and tenants in terms of cost and affordability. Progress has been made in focusing on energy efficiency when promoting stock improvements and priority should continue to be given to these initiatives.

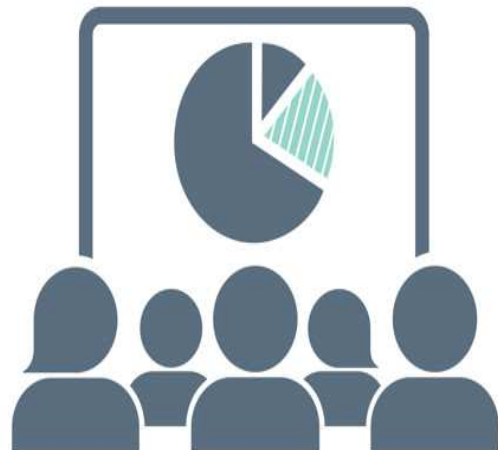


To support plan objective #3, the following strategies and actions will be pursued by the City and its community partners:

STRATEGIES	ACTIONS
1) Maintain and enhance the sustainability of assets within the community housing portfolio	a) Support community housing providers in their capital planning efforts by facilitating assistance to maintain current Building Condition Assessment reports
	b) Determine the capital needs for projects within the community housing portfolio and develop strategies for mitigating gaps in capital needs versus planned reserves
	c) Prioritize those areas identified within provider capital plans when determining how to allocate available funding/ resources, especially in regards to energy efficiency
	d) Support operational sustainability by working with community housing providers to increase revenues and decrease costs
2) Help to improve and enhance the supply of affordable housing in the private sector	a) Establish a dialogue with private landlords to identify renovation requirements and prospective assistance which could help to preserve rental housing stock that is affordable
	b) Create/facilitate appropriate financial supports to private landlords to preserve rental housing stock that is affordable while promoting energy efficiency
	c) Facilitate financial support to low income homeowners for renovations that enable them to remain in their homes
	d) Expand awareness of available programs that foster improvement and sustainability of housing stock that is affordable
3) Revitalize assets within the community housing portfolio to better meet future needs	a) Develop a revitalization plan for the community housing portfolio to help regenerate the current stock and expand housing options
	b) Utilize available equity, funding and resources to support priority revitalization actions, including energy efficiency improvements

Community Vision #3

Measures & Outcomes	
Measures	
<ul style="list-style-type: none"> ⇒ Reduction in net capital needs in the community housing portfolio ⇒ Improvement in the net operating position of providers in the community housing portfolio ⇒ Number of private sector rental units that are preserved or improved and compliant (e.g. OBC, fire code, property standards, etc.) ⇒ Number of homeowners served through renovation programs ⇒ Number of units in the community housing portfolio that are revitalized 	
Outcomes	
<ul style="list-style-type: none"> ⇒ Existing community housing stock continues to be maintained in good condition ⇒ The supply of affordable rental housing in the private sector is preserved or improved ⇒ Lower income home owners are able to remain in their homes longer ⇒ A plan is in place for revitalizing community housing stock 	



Community Vision #3 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S1	<p>Action - Maintain and enhance the sustainability of assets within the community housing portfolio.</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ As part of Ontario's Community Housing Renewal Strategy, the Service Manager received funding through the Ontario Priorities Housing Initiative (OPHI), to address local housing priorities, including affordability, repair and new construction. ⇒ In 2020, 12 Community Housing Providers benefited from \$125,475 which assisted with necessary repairs to 13 buildings and/or 693 units. ⇒ As part of the Housing Revitalization Plan recommendations, we hired a Project and Asset Management Coordinator who will assist our housing providers with asset management plans, annual capital budgets (related to their asset management plans), information regarding green sustainability programs and how to access funding for these initiatives. This will also align with the development of the City of Cornwall's Climate Action Plan. ⇒ We have successfully negotiated 2 new operating agreements, with existing social housing providers, following the end of their previous agreement.
S2	<p>Action - Help improve and enhance the supply of affordable housing in the private sector.</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ In 2020, we continued the Ontario Renovates Program. This program provides low-to-moderate income homeowners with financial assistance for urgent home repairs / accessibility modifications. We are able to assist 43 households last year and 837 households since the inception of the program in 2012. ⇒ Cornwall City Council has recently approved a site-specific Tax Increment Grant (TIG) to increase residential developments within the City which includes affordable housing units. ⇒ We have made several presentations to housing providers with respect to increases to market rents, in order to generate more revenues for continued viability and to increase their reserves for future needs. In addition, they would become less reliant on the Service Manager for higher subsidy needs.

Community Vision #3 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S2	<p>Action - Help improve and enhance the supply of affordable housing in the private sector.</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ Cornwall City Council has recently approved a site-specific Tax Increment Grant (TIG) to increase residential developments within the City which includes affordable housing units. ⇒ As part of the SSRF Phase 2, in addition to other funding sources, we are in the process of building a new 77-unit apartment building (65%+ of these units will be rent-geared-to-income or affordable).
S3	<p>Action - Revitalize assets within the community housing portfolio to better meet future needs</p> <p>Update</p> <ul style="list-style-type: none"> ⇒ In 2020, the City hired Colliers International to help draft a housing revitalization plan. In September 2020, a 10-year Housing Revitalization Plan was adopted. This will now form part of our long term strategic plans that provides clear and achievable goals to most effectively meet the current and future demand for social housing in Cornwall, Stormont, Dundas and Glengarry. The HRP's objective is to provide directions and recommendations for potential regeneration, refurbishment and repurposing of existing housing stock, as well as future acquisitions (including new builds). ⇒ Our new Project and Asset Management Coordinator will assist our housing providers with asset management plans, annual capital budgets (related to their asset management plans), information regarding green sustainability programs and how to access funding for these initiatives. This will also align with the development of the City of Cornwall's Climate Action Plan. ⇒ The City has also approved the creation of a Housing Regeneration Reserve Fund. Savings realized from the end or mortgages is added to the reserve and will be use for future new expansion of units or regeneration of existing buildings.

Community Vision #4

Community Vision #4	The supply of appropriate housing is enhanced
Objective	To encourage the development of appropriate and affordable new housing.

Summary

There are recognized issues regarding the current supply of housing stock, including condition, gaps and affordability. Despite modest growth in Cornwall SDG, there also remains a sustained need for affordable rental housing and there are signs that lack of suitable supply is starting to have an economic development impact on the community.

Facilitating solutions to housing needs both in the short and longer term is a critical component of any healthy, vibrant community. While general housing trends are evident, having a more detailed understanding of local market dynamics in Cornwall SDG would help to effectively plan for needs across the housing continuum and support the development of meaningful housing targets.

Some progressive land use and planning policies are already in place in Cornwall SDG to address housing needs but further consideration needs to be given to their consistency, alignment and implementation across the service area.

While senior government funding/programs have and will continue to help address local needs, the expanded use of innovative municipal tools and incentives would further assist in creating a more conducive environment for affordable housing development. This is especially true for the private sector where additional dialogue regarding housing opportunities, partnerships and incentives could help spur investment.

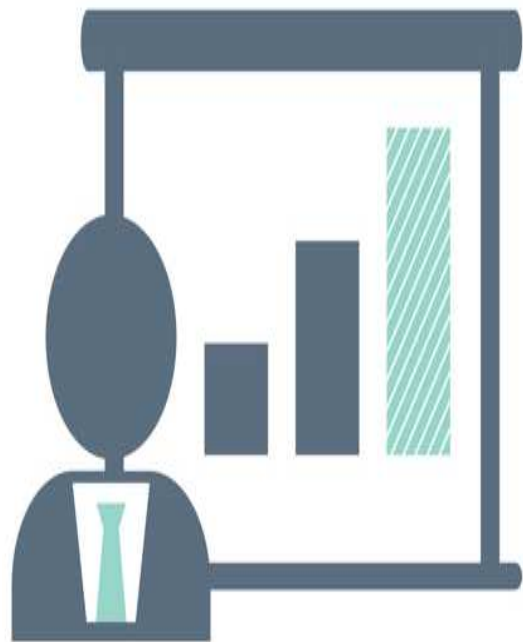


To support plan objective #4, the following strategies and actions will be pursued by the City and its community partners:

STRATEGIES	ACTIONS
1) Review and document priority housing needs within the regional housing market	a) Undertake a detailed needs study to determine and prioritize current and projected housing needs within the service area, both in the rental and ownership markets
2) Identify and expand regulatory tools to help foster affordable housing development	a) Engage in implementation of Official Plan policies that advance housing objectives/targets for the City and Counties
	b) Advocate for implementation of zoning provisions in the City and local Townships that support Official Building Plans and housing policies which encourage affordable housing development
	c) Streamline the process required to advance development approvals for affordable housing
3) Develop and use appropriate tools and incentives to help expand the supply of affordable housing	a) Establish a detailed inventory of surplus lands owned by various governments and public sector agencies which could present viable options for the creation of new affordable housing
	b) Dialogue with the local development industry on issues, opportunities and incentives for addressing local affordable housing needs
	c) Develop and expand tools/incentives to encourage private sector investment in affordable housing
	d) Explore opportunities to expand homeownership options for low/moderate income households
4) Broaden the support of the business community to advance affordable housing opportunities	a) Work with economic development officials at the City and Counties to develop strategies that promote the important links between housing, healthy communities and economic vitality

Community Vision #4

Measures & Outcomes	
Measures	
<ul style="list-style-type: none"> ⇒ Time required for development approvals ⇒ Number of units developed on properties secured for affordable housing development ⇒ Number of affordable housing units created (rental & ownership) ⇒ Number of units created using municipal tools/ incentives ⇒ Average incentive provided per unit and as a percentage of the overall unit cost 	
Outcomes	
<ul style="list-style-type: none"> ⇒ Clarified current profile of local housing needs and priorities ⇒ Clarified regulatory framework that supports affordable housing objectives ⇒ Inventory of potential properties which could be used for development of affordable housing ⇒ Expanded tools to support affordable housing development ⇒ Expanded production of affordable rental and ownership housing ⇒ More households accessing the home ownership market 	



Community Vision #4 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S1	<p>Action - Undertake a detailed needs study to determine and prioritize current and projected housing needs within the service area, both in the rental and ownership markets</p> <p>Update</p> <p>⇒ In 2020, the City hired Colliers International to help draft a housing revitalization plan. In September 2020, a 10-year Housing Revitalization Plan was adopted. This will now form part of our long term strategic plans that provides clear and achievable goals to most effectively meet the current and future demand for social housing in Cornwall, Stormont, Dundas and Glengarry. The HRP's objective is to provide directions and recommendations for potential regeneration, refurbishment and repurposing of existing housing stock, as well as future acquisitions (including new builds).</p>
S2	<p>Action - Identify and expand regulatory tools to help foster affordable housing development</p> <p>Update</p> <p>⇒ As part of our new build, our Project Team includes staff from various city departments, in an effort to minimize the timeline for approvals and/or eliminate costs for external resources, which in turns allows us to invest these savings into the actual building.</p>
S3	<p>Action - Establish a detailed inventory of lands owned by various governments and public sector agencies which could present viable options for the creation of new affordable housing</p> <p>Update</p> <p>⇒ In 2021, the Social Housing Division engaged with the various planning departments from the City and Counties to create an inventory of municipally owned vacant lands, including an interactive map and list of amenities located near those lands. We will merge this information with recommendations from our Housing Revitalization Plan which will assist us in addressing future areas for development of social and affordable housing.</p> <p>⇒ Cornwall City Council has recently approved a site-specific Tax Increment Grant (TIG) to increase residential developments within the City which includes affordable housing units.</p>

Community Vision #4 - Annual Progress

Action items to be reviewed or were actioned in Year 2, include the following:

S3	<p>Action - Establish a detailed inventory of lands owned by various governments and public sector agencies which could present viable options for the creation of new affordable housing</p> <p>Update</p> <p>⇒ We continue to provide Provincial funding, to Habitat for Humanity, towards the down payment of a house for an eligible family. With Year 4 - 6 OPHI/COCHI funding we would like to expand that program beyond Habitat for Humanity.</p>
S4	<p>Action - Broaden the support of the business community to advance affordable housing opportunities</p> <p>Update</p> <p>⇒ Cornwall's Mayor has created a Housing Task Force and this committee (which represent many key areas) meet monthly to discuss various housing related issues.</p>

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

Department: Financial Services
Division: Finance
Report Number: 2021-79-Financial Services
Prepared By: Paul Scrimshaw, Accounting Manager and Deputy Treasurer
Meeting Date: August 9, 2021
Subject: Elected Officials Expense Statements for the Period of April 1 to June 30, 2021

Purpose

To provide Council with a financial snapshot of expenses for the period April 1 to June 30, 2021.

Recommendation

That Council receive the Statement of Expenses for Elected Officials for the period of April 1 to June 30, 2021.

Financial Implications

All remuneration and expenses incurred are in compliance with the approved 2021 budget, corporate policies, accounting and reporting procedures.

Strategic Priority Implications

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

Background / Discussion

The accompanying schedules details expenses incurred up to June 30, 2021 of Council as a Whole and individual Council Members.

Document Title:	Elected Officials Expense Statements for Apr 1 to Jun 30, 2021 - 2021-79-Financial Services.docx
Attachments:	- Consolidated Apr-Jun 21 expenses.pdf
Final Approval Date:	Aug 3, 2021

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

Tracey Bailey - Aug 1, 2021 - 9:09 PM

Maureen Adams - Aug 3, 2021 - 12:38 PM

STATEMENT OF EXPENSES - ELECTED OFFICIALS
COUNCIL AS A WHOLE

for the period of April 1 to June 30, 2021

Council (as a whole)	<u>Food Provisions</u>	<u>Office Supplies</u>	<u>Office Equipment</u>	<u>Memberships, Association Fees</u>	<u>Promotion Costs</u>	<u>Public Relations</u>	<u>Cell Phone Charges</u>	<u>Other Services</u>	<u>Total Expenses</u>
Previous Expenses	\$600.18	\$16.27	\$74.30	\$37,997.79	\$0.00	\$125.00	\$1,768.13	\$0.00	\$40,581.67
April to June Statement	\$0.00	\$211.00	\$0.00	\$0.00	\$103.56	\$115.36	\$1,179.57	\$0.00	\$1,609.49
Total Expenses to Date	\$600.18	\$227.27	\$74.30	\$37,997.79	\$103.56	\$240.36	\$2,947.70	\$0.00	\$42,191.16
2021 Budget	\$7,000.00	\$2,000.00	\$0.00	\$41,100.00	\$3,000.00	\$7,000.00	\$8,677.00	\$7,500.00	

Cell Phone Charges

\$1,179.57

Office Supplies

\$211.00

Floral Arrangement

\$115.36

STATEMENT OF EXPENSES - ELECTED OFFICIALS CONFERENCES / PROFESSIONAL DEVELOPMENT

for the period of April 1 to June 30, 2021

Previous Expenses	\$0.00
April to June Statement	\$610.56
Total Expenses to Date	\$610.56
2021 Budget	\$25,000.00

AMO Annual Conference - August 15-18, 2021 (Mayor Glen Grant)

Registration	610.56	
Accommodation		
Transportation		
		\$610.56

STATEMENT OF EXPENSES - ELECTED OFFICIALS

SOUVENIRS

for the period of April 1 to June 30, 2021

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

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

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Former Mayor Bernadette Clément	Police Services Board Honorarium	Car Allowance	Corporate Travel	Public Relations	Miscellaneous	Total Expenses	Souvenirs
Previous Expenses	\$875.01	\$516.95	\$0.00	\$0.00	\$0.00	\$516.95	\$0.00
April to June Statement	\$875.01	\$443.10	\$0.00	\$0.00	\$68.13	\$511.23	\$103.56
Total Honorarium to Date	\$1,750.02						
Total Expenses to Date		\$960.05	\$0.00	\$0.00	\$68.13	\$1,028.18	\$103.56
2021 Budget	\$3,500.00	\$1,920.00	-----\$5,000.00-----				

Car Allowance (April - June 2021)

\$443.10

Cornwall Police Services Board

Honorarium (April - June 2021)

\$875.01

Municipal World Subscription

\$68.13

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Todd Bennett

	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2021 Budget	-----\$1,257.50-----				

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Eric Bergeron

	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2021 Budget	-----\$1,257.50-----				

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Maurice Dupelle

	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$234.73	\$234.73	\$0.00
April to June Statement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$234.73	\$234.73	\$0.00
2021 Budget	-----\$1,257.50-----				

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Syd Gardiner

	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
2021 Budget	-----\$1,257.50-----				

Municipal World Subscription

\$68.13

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Glen Grant

	<u>Outside Agencies Honourarium</u>	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$750.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$750.00	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
Total Expenses to Date	\$1,500.00	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
2021 Budget	\$3,000.00	\$1,257.50				

Municipal World Subscription

\$68.13

Cornwall Police Services Board

Honourarium (April - June 2021)

\$750.00

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Carilyne Hébert

	<u>Corporate Travel</u>	<u>Public Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
2021 Budget	\$1,257.50				

Municipal World Subscription

\$68.13

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Dean Hollingsworth

	Corporate <u>Travel</u>	Public <u>Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2021 Budget	-----\$1,257.50-----				

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Elaine MacDonald

	Corporate <u>Travel</u>	Public <u>Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
2021 Budget	-----\$1,257.50-----				

Municipal World Subscription

\$68.13

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Claude McIntosh

	Corporate <u>Travel</u>	Public <u>Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$58.99	\$58.99	\$0.00
April to June Statement	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$58.99	\$58.99	\$0.00
2021 Budget	-----\$1,257.50-----				

Office Supplies

STATEMENT OF EXPENSES - ELECTED OFFICIALS

for the period of April 1 to June 30, 2021

Councillor Justin Towndale

	Corporate <u>Travel</u>	Public <u>Relations</u>	<u>Miscellaneous</u>	<u>Total Expenses</u>	<u>Souvenirs</u>
Previous Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
April to June Statement	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
Total Expenses to Date	\$0.00	\$0.00	\$68.13	\$68.13	\$0.00
2021 Budget	-----\$1,257.50-----				

Municipal World Subscription

\$68.13

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

Department: Financial Services
Division: Purchasing
Report Number: 2021-80-Financial Services
Prepared By: Nicole Robertson, Supervisor, Purchasing
Meeting Date: August 9, 2021
Subject: Second 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 second quarter of 2021 pursuant to Section 5.14 of the Procurement of Goods and/or Services Policy.

Recommendation

That Council receive the Second Quarter Non-Competitive Procurement Report for the period ending June 30, 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 April 1, 2021 – June 30, 2021, Staff approved three (3) purchases through section 5.14 Non-Competitive Procurements, as follows:

Requesting Department	Glen-Stor-Dun Lodge
Supplier	Otis Canada Incorporated
Goods/Services Procured	Labour and material to furnish and install modernization of passenger elevator #2
Price	\$156,925.98, net cost to the Corporation \$141,316.71
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

Requesting Department	Paramedic Services
Supplier	Rowland Emergency Vehicle Products Incorporated
Goods/Services Procured	Emergency Response Vehicle
Price	\$104,044.75, net cost to the Corporation \$93,695.52
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

Requesting Department	Recreation and Facilities
Supplier	CBCI Telecom Canada Inc.
Goods/Services Procured	Sound system for arena at the Cornwall Civic Complex
Price	\$93,812.09, net cost to the Corporation \$84,480.69

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
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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:	Second Quarter Non-Competitive Procurement Report 2021 - 2021-80-Financial Services.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Nicole Robertson - Aug 1, 2021 - 4:27 PM

Tracey Bailey - Aug 1, 2021 - 9:43 PM

Maureen Adams - Aug 3, 2021 - 12:40 PM

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

Department: Financial Services
Division: Finance
Report Number: 2021-81-Financial Services
Prepared By: Paul Scrimshaw, Accounting Manager and Deputy Treasurer
Meeting Date: August 9, 2021
Subject: Second Quarter Financial Report 2021

Purpose

The purpose of this report is to provide Council with an update on the City's financial activity for the second quarter of 2021 and compare that activity with the 2021 Financial Plan.

Recommendation

That Council receive the Second Quarter Financial Report for the period ending June 30, 2021

Financial Implications

Managers have reviewed their respective financial reports for the period ending June 30, 2021. Variances known to-date as well as the expected departmental results to the end of the year are included in the departmental commentary.

Financial impacts in the form of increases in costs, savings in costs, and revenue losses as a direct result of the ongoing COVID-19 pandemic are included in this report. The effect of the pandemic on operations for the first half of 2021 can be seen most clearly in the variances to revenues throughout many City departments. Administration will continue to monitor and assess the evolving situation and take appropriate actions to respond to the financial situation.

The attached reports summarize the operations of the City for the period ending June 30, 2021.

1. Interim financial statements by Department for the period ending June 30, 2021 including comments from Managers with respect to their business unit operations.
2. Capital Report as at June 30, 2021.
3. Schedule of Reserves and Reserve Funds as at June 30, 2021.
4. Summary of Progress Funds as at June 30, 2021.

Further financial detail will be provided to Council in the next quarterly financial report to Council.

Strategic Priority Implications

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

Background / Discussion

Since the pandemic began the City, like other municipalities, has taken measures to mitigate the financial impact.

The pandemic caused significant impacts to the City's 2020 operations and continues to have an impact on City operations in 2021. The most significant impact on City finances is related to the loss of revenues. The City continues to have revenue loss from Transit, Parking, Recreation, and other traditional sources of revenue. This variance in revenues is partially offset by savings in operational expenditures due to reduced levels of service.

The City has incurred additional expenditures as a result of the pandemic, such as, the purchase of additional personal protective equipment (PPE), cleaning supplies and equipment, public advertisements, and in technology and telecommunication expenses.

As reported in 2020, the City received Safe Restart funding (\$2,686,300) and Transit Safe Restart funding (\$714,792) from the Province to be used to address COVID-19 related operating pressures. At Year End, the City contributed unused funding (\$684,011 and \$68,846 respectively) to a temporary reserve to help offset ongoing COVID-19 financial challenges in 2021.

In March 2021, the Ontario government announced that it would provide an additional \$500 million to help the province's 444 municipalities address ongoing COVID-19 operating costs. The 2021 allocation to the City is an additional \$1,432,263 in Safe Restart funding to help ensure the delivery of critical services. In addition, the Ministry of Transportation has provided another \$1,528,916 for Transit to help mitigate the effects of COVID-19.

All departments are proactively managing their respective budgets to ensure the City collectively meets budget at Year End. 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.

Municipal Works Yard Update

As reported in the first quarter report for the Municipal Works Yard redevelopment, the project continues to progress with the detailed design of the Administration Building and the Multi-Use/Garage Building. The engineering design consultant the City retained for the project, J.L. Richards & Associated Limited, is currently in the midst of preparing the Schematic Design Report for both facilities which includes various schematic design alternatives, a sustainable design feasibility study and associated cost estimates for both the Administration Building and Multi-use/Garage Building.

Upon completion, the Schematic Design Report and the Sustainable Design Feasibility Study will be presented to Council by Administration and J.L. Richards. The presentation will include an overview of both reports, the recommended schematic designs for both facilities, a review of the sustainable design alternatives which can be included in each facility, and the associated cost estimates for both facilities.

Once the preferred schematic design alternative is selected for both facilities, the detailed design will continue to progress such that the project can be issued for tender in early 2022. Administration has not completed a second quarterly report for the Municipal Works Yard project as there are currently no further updates to provide to Council until the Schematic Design Report is completed.

Document Title:	Second Quarter Financial Report 2021 - 2021-81-Financial Services.docx
Attachments:	<ul style="list-style-type: none"> - Operating June 30 2021.pdf - Capital Report June 2021.pdf - Reserves Jun 30 2021.pdf - Progress Fund June 30 2021.pdf
Final Approval Date:	Aug 4, 2021

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

Tracey Bailey - Aug 4, 2021 - 7:13 AM

Maureen Adams - Aug 4, 2021 - 4:14 PM

City of Cornwall
Financial Statement
as at June 30, 2021

Council

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$161,835	\$387,132	41.80%	\$218,141	\$434,277	50.23%
Purchase of Goods	\$3,903	\$19,000	20.54%	\$1,513	\$19,000	7.96%
Services and Rents	\$57,584	\$115,198	49.99%	\$57,255	\$118,115	48.47%
Financial and Transfers	<u>\$154,640</u>	<u>\$301,809</u>	<u>51.24%</u>	<u>\$162,438</u>	<u>\$315,555</u>	<u>51.48%</u>
Subtotal	\$377,962	\$823,139	45.92%	\$439,347	\$886,947	49.53%
Total Revenue	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$30,000</u>	<u>\$0</u>	<u>0.00%</u>
NET COSTS	<u>\$377,962</u>	<u>\$823,139</u>	<u>45.92%</u>	<u>\$409,347</u>	<u>\$886,947</u>	<u>46.15%</u>

Commentary

No significant variances to report.

Revenue

The revenue of \$30,000 is a 2020 carry forward for Indigenous training.

City of Cornwall
Financial Statement
as at June 30, 2021

Office of the Chief Administrator

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$198,433	\$394,757	50.27%	\$202,805	\$406,665	49.87%
Purchase of Goods	\$1,574	\$3,300	47.70%	\$1,651	\$3,300	50.03%
Services and Rents	\$60,532	\$87,022	69.56%	\$67,184	\$87,121	77.12%
Financial and Transfers	\$69,719	\$139,336	50.04%	\$68,864	\$139,136	49.49%
Subtotal	\$330,258	\$624,415	52.89%	\$340,504	\$636,222	53.52%
Total Revenue	\$336,109	\$624,415	53.83%	\$340,504	\$636,222	53.52%
NET COSTS	<u>(\$5,851)</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>

Commentary

No significant variances to report.

Services and Rents

Services and rents are high at this time due to expenses incurred for the Senior Friendly Program. There is offsetting revenue for this initiative.

City of Cornwall
Financial Statement
as at June 30, 2021

Clerk's Office

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$188,770	\$389,672	48.44%	\$190,344	\$399,362	47.66%
Purchase of Goods	\$9,284	\$33,775	27.49%	\$9,196	\$23,275	39.51%
Services and Rents	\$220,310	\$386,944	56.94%	\$190,783	\$405,699	47.03%
Financial and Transfers	<u>\$159,745</u>	<u>\$230,571</u>	<u>69.28%</u>	<u>\$156,558</u>	<u>\$226,431</u>	<u>69.14%</u>
Subtotal	\$578,109	\$1,040,962	55.54%	\$546,881	\$1,054,767	51.85%
 Total Revenue	 <u>\$320,549</u>	 <u>\$676,517</u>	 <u>47.38%</u>	 <u>\$247,357</u>	 <u>\$592,751</u>	 <u>41.73%</u>
NET COSTS	<u>\$257,560</u>	<u>\$364,445</u>	<u>70.67%</u>	<u>\$299,524</u>	<u>\$462,016</u>	<u>64.83%</u>

Commentary

Financial and Transfers

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

Revenue

Revenue for lottery and marriage licences and vital statistics are trending below budget at second quarter. The department will monitor and report any significant variances in the third quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Human Resources

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$653,594	\$1,334,434	48.98%	\$726,182	\$1,362,797	53.29%
Purchase of Goods	\$1,643	\$5,000	32.86%	\$1,713	\$4,500	38.07%
Services and Rents	\$201,286	\$281,059	71.62%	\$259,849	\$389,812	66.66%
Financial and Transfers	<u>\$555,031</u>	<u>\$980,896</u>	<u>56.58%</u>	<u>\$578,583</u>	<u>\$1,002,056</u>	<u>57.74%</u>
Subtotal	\$1,411,554	\$2,601,389	54.26%	\$1,566,327	\$2,759,165	56.77%
 Total Revenue	 <u>\$1,401,322</u>	 <u>\$2,582,951</u>	 <u>54.25%</u>	 <u>\$1,555,808</u>	 <u>\$2,740,825</u>	 <u>56.76%</u>
NET COSTS	<u>\$10,232</u>	<u>\$18,438</u>	<u>55.49%</u>	<u>\$10,519</u>	<u>\$18,340</u>	<u>57.36%</u>

Commentary

Services and Rents

Services and rents are high due to professional services regarding labour matters.

Financial and Transfers

Financial and transfers are currently trending high due to WSIB expenses being over budget. The department will monitor and report any significant variances in the third quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Financial Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$1,236,629	\$2,506,658	49.33%	\$1,240,816	\$2,583,752	48.02%
Purchase of Goods	\$47,202	\$209,550	22.53%	\$83,811	\$282,014	29.72%
Services and Rents	\$731,972	\$1,304,711	56.10%	\$957,114	\$1,331,826	71.86%
Financial and Transfers	<u>\$2,855,816</u>	<u>\$5,278,044</u>	<u>54.11%</u>	<u>\$4,097,010</u>	<u>\$4,508,692</u>	<u>90.87%</u>
Subtotal	\$4,871,619	\$9,298,963	52.39%	\$6,378,751	\$8,706,284	73.27%
 Total Revenue	 <u>\$43,727,144</u>	 <u>\$88,430,521</u>	 <u>49.45%</u>	 <u>\$44,959,614</u>	 <u>\$89,946,575</u>	 <u>49.98%</u>
NET COSTS	<u>(\$38,855,525)</u>	<u>(\$79,131,558)</u>	<u>49.10%</u>	<u>(\$38,580,863)</u>	<u>(\$81,240,291)</u>	<u>47.49%</u>

Commentary

Purchase of Goods

Purchase of goods are low at second quarter due to the timing of purchases of computer hardware and ITT equipment.

Services and Rents

Services and rents are high at this time due to software maintenance fees that are paid annually in the first two quarters of the year.

Financial and Transfers

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

City of Cornwall
Financial Statement
as at June 30, 2021

Social Support and Housing Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$2,966,925	\$6,454,366	45.97%	\$2,737,624	\$6,084,734	44.99%
Purchase of Goods	\$30,018	\$112,975	26.57%	\$65,866	\$84,919	77.56%
Services and Rents	\$6,120,281	\$13,934,645	43.92%	\$7,416,384	\$13,210,233	56.14%
Financial and Transfers	<u>\$15,461,486</u>	<u>\$32,243,977</u>	<u>47.95%</u>	<u>\$13,236,501</u>	<u>\$33,337,075</u>	<u>39.71%</u>
Subtotal	\$24,578,710	\$52,745,963	46.60%	\$23,456,375	\$52,716,961	44.49%
 Total Revenue	 <u>\$21,142,062</u>	 <u>\$45,398,459</u>	 <u>46.57%</u>	 <u>\$20,019,250</u>	 <u>\$45,220,805</u>	 <u>44.27%</u>
NET COSTS	<u>\$3,436,648</u>	<u>\$7,347,504</u>	<u>46.77%</u>	<u>\$3,437,125</u>	<u>\$7,496,156</u>	<u>45.85%</u>

Commentary

No significant variances to report.

City of Cornwall
Financial Statement
as at June 30, 2021

Glen-Stor-Dun Lodge

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$5,387,181	\$11,037,004	48.81%	\$5,399,170	\$11,527,218	46.84%
Purchase of Goods	\$681,407	\$1,485,794	45.86%	\$657,437	\$1,496,738	43.92%
Services and Rents	\$359,295	\$779,886	46.07%	\$393,446	\$728,658	54.00%
Financial and Transfers	<u>\$618,748</u>	<u>\$971,318</u>	<u>63.70%</u>	<u>\$541,765</u>	<u>\$869,479</u>	<u>62.31%</u>
Subtotal	\$7,046,631	\$14,274,002	49.37%	\$6,991,818	\$14,622,093	47.82%
 Total Revenue	 <u>\$5,909,887</u>	 <u>\$12,063,891</u>	 <u>48.99%</u>	 <u>\$5,768,491</u>	 <u>\$12,268,345</u>	 <u>47.02%</u>
NET COSTS	<u>\$1,136,744</u>	<u>\$2,210,111</u>	<u>51.43%</u>	<u>\$1,223,327</u>	<u>\$2,353,748</u>	<u>51.97%</u>

Commentary

Financial and Transfers

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

Revenue

Revenue is trending below budget due to the COVID-19 pandemic. Non-essential activities were not taking place within the Lodge.

City of Cornwall
Financial Statement
as at June 30, 2021

Fire Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$4,587,466	\$9,151,712	50.13%	\$4,675,930	\$9,144,899	51.13%
Purchase of Goods	\$161,238	\$275,757	58.47%	\$217,030	\$335,950	64.60%
Services and Rents	\$135,076	\$151,968	88.88%	\$140,895	\$326,665	43.13%
Financial and Transfers	<u>\$649,831</u>	<u>\$1,209,311</u>	<u>53.74%</u>	<u>\$662,075</u>	<u>\$1,277,589</u>	<u>51.82%</u>
Subtotal	\$5,533,611	\$10,788,748	51.29%	\$5,695,930	\$11,085,103	51.38%
 Total Revenue	 \$50,314	 \$92,000	 54.69%	 \$87,404	 \$67,000	 130.45%
NET COSTS	<u>\$5,483,297</u>	<u>\$10,696,748</u>	<u>51.26%</u>	<u>\$5,608,526</u>	<u>\$11,018,103</u>	<u>50.90%</u>

Commentary

Purchase of Goods

Purchase of goods are trending high due to the purchase of parts and accessories for the maintenance of the fleet. The department will monitor this item and offset it within the department.

Revenue

Revenue is over budget due to a contribution from reserves for a 2020 carry forward for bunker gear and a one time Provincial grant of \$16,000 for increased training opportunities.

City of Cornwall
Financial Statement
as at June 30, 2021

Cornwall SDG Paramedic Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$6,146,283	\$11,909,142	51.61%	\$6,440,739	\$12,775,828	50.41%
Purchase of Goods	\$330,228	\$873,052	37.82%	\$382,394	\$1,018,971	37.53%
Services and Rents	\$494,588	\$1,133,325	43.64%	\$471,408	\$1,151,748	40.93%
Financial and Transfers	\$708,582	\$1,492,466	47.48%	\$855,152	\$1,680,740	50.88%
Subtotal	\$7,679,681	\$15,407,985	49.84%	\$8,149,693	\$16,627,287	49.01%
Total Revenue	\$5,943,745	\$11,988,572	49.58%	\$6,477,717	\$12,966,742	49.96%
NET COSTS	\$1,735,936	\$3,419,413	50.77%	\$1,671,976	\$3,660,545	45.68%

Commentary

Purchase of Goods

Increased fuel costs and mileage due to an increase in the Community Paramedic program may result in fuel exceeding budget. Fuel was budgeted at \$1.00 a litre. The average cost from January to June has been 96¢ a litre. For July, the average cost for fuel was \$1.07 a litre. Fuel prices have been trending up. The department will monitor and report any significant variances in the third quarter.

Revenue

Paramedic Services received the annual Ministry of Health (MoH) funding announcement. The department will receive \$66,581 (net City \$26,632) more than what was budgeted in 2021.

City of Cornwall
Financial Statement
as at June 30, 2021

Cornwall Police Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$9,376,370	\$18,621,434	50.35%	\$9,368,410	\$19,182,151	48.84%
Purchase of Goods	\$411,015	\$1,027,812	39.99%	\$358,904	\$958,688	37.44%
Services and Rents	\$580,867	\$1,092,472	53.17%	\$562,350	\$1,116,745	50.36%
Financial and Transfers	\$777,376	\$1,237,136	62.84%	\$830,505	\$1,278,161	64.98%
Subtotal	\$11,145,628	\$21,978,854	50.71%	\$11,120,169	\$22,535,745	49.34%
Total Revenue	\$714,088	\$1,766,624	40.42%	\$555,052	\$1,849,818	30.01%
NET COSTS	\$10,431,540	\$20,212,230	51.61%	\$10,565,117	\$20,685,927	51.07%

Commentary

Purchase of Goods

Increased fuel costs may result in the fuel expense exceeding budget. Fuel was budgeted at \$1.00 a litre. The average cost from January to June has been 96¢ a litre. For July, the average cost for fuel was \$1.07 a litre. Fuel prices have been trending up. The department is working at managing this variance to stay within the budget.

Financial and Transfers

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

Revenue

Revenue is below budget at this time due to the timing of Provincial grants.

In addition, due to COVID-19 restrictions in the first half of the year, there is an anticipated shortfall in clearance letter revenue as many of the schools and community groups had not resumed their activities. The department will monitor this and report any significant variances in the third quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Municipal Works and Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$974,563	\$2,376,258	41.01%	\$1,172,429	\$2,448,345	47.89%
Purchase of Goods	\$369,932	\$939,293	39.38%	\$405,918	\$883,972	45.92%
Services and Rents	\$615,236	\$1,300,321	47.31%	\$472,257	\$1,386,731	34.06%
Financial and Transfers	\$1,262,939	\$2,562,251	49.29%	\$1,609,316	\$3,193,142	50.40%
Subtotal	\$3,222,670	\$7,178,123	44.90%	\$3,659,920	\$7,912,190	46.26%
 Total Revenue	 \$1,711,036	 \$3,152,738	 54.27%	 \$1,789,735	 \$3,474,028	 51.52%
NET COSTS	\$1,511,634	\$4,025,385	37.55%	\$1,870,185	\$4,438,162	42.14%

Commentary

Purchase of Goods

Increased fuel costs may result in the fuel expense exceeding budget. Fuel was budgeted at \$1.00 a litre. The average cost from January to June has been 96¢ a litre. For July, the average cost for fuel was \$1.07 a litre. Fuel prices have been trending up. The department will monitor and report any significant variances in the third quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Roads

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$864,629	\$1,826,094	47.35%	\$879,607	\$2,034,533	43.23%
Purchase of Goods	\$676,402	\$1,425,114	47.46%	\$574,332	\$1,445,375	39.74%
Services and Rents	\$1,339,434	\$2,426,763	55.19%	\$1,093,019	\$2,776,058	39.37%
Financial and Transfers	\$456,664	\$762,210	59.91%	\$523,872	\$880,496	59.50%
Subtotal	\$3,337,129	\$6,440,181	51.82%	\$3,070,830	\$7,136,462	43.03%
Total Revenue	\$18,910	\$94,302	20.05%	\$59,868	\$269,898	22.18%
NET COSTS	\$3,318,219	\$6,345,879	52.29%	\$3,010,962	\$6,866,564	43.85%

Commentary

Summer Control

No significant variances to report. Summer activities are ongoing.

Winter Control

Winter Control activities are on target with budget. Winter Control is currently at 50.1% of budget. Weather conditions during the 4th quarter will impact overall savings or shortfalls. There is a budgeted contribution from the Winter Control Reserve of \$150,000 to support operating costs.

Traffic Flow Maintenance

No significant variances to report.

City of Cornwall
Financial Statement
as at June 30, 2021

Transit Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$1,867,628	\$3,812,253	48.99%	\$1,987,339	\$3,939,158	50.45%
Purchase of Goods	\$407,201	\$1,017,115	40.03%	\$540,751	\$983,439	54.99%
Services and Rents	\$154,567	\$400,221	38.62%	\$189,195	\$429,587	44.04%
Financial and Transfers	\$578,250	\$1,136,013	50.90%	\$682,904	\$1,393,615	49.00%
Subtotal	\$3,007,646	\$6,365,602	47.25%	\$3,400,189	\$6,745,799	50.40%
Total Revenue	<u>\$1,020,613</u>	<u>\$2,498,649</u>	<u>40.85%</u>	<u>\$914,063</u>	<u>\$2,643,417</u>	<u>34.58%</u>
NET COSTS	<u>\$1,987,033</u>	<u>\$3,866,953</u>	<u>51.38%</u>	<u>\$2,486,126</u>	<u>\$4,102,382</u>	<u>60.60%</u>

Commentary

Purchase of Goods

Increased fuel costs may result in the fuel expense exceeding budget. Fuel was budgeted at \$1.00 a litre. The average cost from January to June has been 96¢ a litre. For July, the average cost for fuel was \$1.07 a litre. Fuel prices have been trending up. For the first part of the year Transit was running a reduced service which resulted in a lower than anticipated fuel consumption which will help offset the increase in fuel cost. The department will monitor the fuel budget and report any significant variances in the third quarter.

Revenue

Due to COVID-19 restrictions for the first half of the year Transit Revenues are projected to be below budget at year end.

The Ministry of Transportation has provided funds through the Safe Restart Program which will help mitigate the lost revenue.

The Department will report significant variances in the third quarter.

City of Cornwall
Financial Statement
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Infrastructure Planning

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$797,427	\$1,900,503	41.96%	\$631,646	\$1,339,017	47.17%
Purchase of Goods	\$7,237	\$28,550	25.35%	\$9,875	\$28,150	35.08%
Services and Rents	\$31,728	\$73,822	42.98%	\$20,635	\$91,526	22.55%
Financial and Transfers	\$668,675	\$1,221,555	54.74%	\$573,632	\$1,100,766	52.11%
Subtotal	\$1,505,067	\$3,224,430	46.68%	\$1,235,788	\$2,559,459	48.28%
 Total Revenue	 \$1,403,789	 \$1,569,293	 89.45%	 \$660,521	 \$1,440,867	 45.84%
NET COSTS	\$101,278	\$1,655,137	6.12%	\$575,268	\$1,118,592	51.43%

Commentary

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies throughout the department. Variances will be reported in the third quarter.

Financial and Transfers

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

City of Cornwall
Financial Statement
as at June 30, 2021

Waste Management Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$50,399	\$181,590	27.75%	\$283,989	\$576,755	49.24%
Purchase of Goods	\$28,353	\$74,985	37.81%	\$42,388	\$87,167	48.63%
Services and Rents	\$2,271,588	\$5,045,310	45.02%	\$1,746,775	\$5,201,220	33.58%
Financial and Transfers	\$519,258	\$885,557	58.64%	\$786,527	\$1,181,619	66.56%
Subtotal	\$2,869,598	\$6,187,442	46.38%	\$2,859,679	\$7,046,761	40.58%
Total Revenue	\$1,396,871	\$3,286,359	42.51%	\$2,151,145	\$3,937,625	54.63%
NET COSTS	\$1,472,727	\$2,901,083	50.76%	\$708,534	\$3,109,136	22.79%

Commentary

Financial and Transfers

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

Revenue

Tipping fees increased by \$2 per tonne in 2021. The current tipping fee rate is \$81.00 per tonne.

Tipping fee revenue is trending above budget at the end of the second quarter. Tipping fee activity usually increases during the summer months. The department will monitor tipping fees and report any major variances in the third quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Planning Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$243,432	\$533,986	45.59%	\$239,581	\$546,851	43.81%
Purchase of Goods	\$1,642	\$13,300	12.35%	\$1,901	\$10,400	18.28%
Services and Rents	\$112,743	\$297,791	37.86%	\$96,181	\$324,917	29.60%
Financial and Transfers	\$149,183	\$203,098	73.45%	\$117,147	\$170,366	68.76%
Subtotal	\$507,000	\$1,048,175	48.37%	\$454,810	\$1,052,534	43.21%
Total Revenue	\$143,741	\$454,000	31.66%	\$220,739	\$489,000	45.14%
NET COSTS	\$363,259	\$594,175	61.14%	\$234,071	\$563,534	41.54%

Commentary

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies.

Services and Rents

Services and rents are below budget at second quarter. This is due to the timing of the studies being undertaken by the department in 2021. Planning staff are working on the RFP for the Archeological Management Plan which has a budget of \$200,000.

These studies are funded from reserves on an actual basis. Therefore, there is a corresponding shortfall in revenue at this time.

Financial and Transfers

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

Revenue

Revenues are on target at the second quarter.

City of Cornwall
Financial Statement
as at June 30, 2021

Economic Development

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$304,509	\$697,735	43.64%	\$340,484	\$679,016	50.14%
Purchase of Goods	\$7,787	\$26,980	28.86%	\$9,609	\$24,480	39.25%
Services and Rents	\$258,543	\$490,603	52.70%	\$186,792	\$460,478	40.56%
Financial and Transfers	\$697,646	\$558,183	124.99%	\$171,868	\$612,880	28.04%
Subtotal	\$1,268,485	\$1,773,501	71.52%	\$708,753	\$1,776,854	39.89%
Total Revenue	\$688,299	\$947,226	72.66%	\$291,554	\$919,956	31.69%
NET COSTS	\$580,186	\$826,275	70.22%	\$417,199	\$856,898	48.69%

Commentary

Financial and Transfers / Revenue

Financial and transfers and revenue are trending below budget due to the COVID-19 restrictions in the first half of the year. These restrictions limited the number of people traveling therefore the number of hotel stays was low. This has affected the MAT revenue as well as the transfer to the Tourism Corporation.

The department is optimistic with the restrictions beginning to be relaxed that overnight hotel stays will increase.

City of Cornwall
Financial Statement
as at June 30, 2021

Building Services

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used		2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES							
Salaries and Benefits	\$391,237	\$848,266	46.12%		\$373,436	\$896,713	41.64%
Purchase of Goods	\$5,253	\$31,600	16.62%		\$5,486	\$32,300	16.98%
Services and Rents	\$71,595	\$156,791	45.66%		\$68,734	\$159,192	43.18%
Financial and Transfers	<u>\$88,836</u>	<u>\$159,351</u>	<u>55.75%</u>		<u>\$171,304</u>	<u>\$166,537</u>	<u>102.86%</u>
Subtotal	\$556,921	\$1,196,008	46.56%		\$618,960	\$1,254,742	49.33%
 Total Revenue	 <u>\$308,700</u>	 <u>\$941,500</u>	 <u>32.79%</u>		 <u>\$593,647</u>	 <u>\$1,138,000</u>	 <u>52.17%</u>
NET COSTS	<u>\$248,221</u>	<u>\$254,508</u>	<u>97.53%</u>		<u>\$25,313</u>	<u>\$116,742</u>	<u>21.68%</u>

Commentary

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies.

Financial and Transfers

Financial and transfers are high due to the CityView - Portal & Electronic Plans project.

City of Cornwall
Financial Statement
as at June 30, 2021

Bylaw Enforcement

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$236,307	\$546,092	43.27%	\$235,696	\$506,873	46.50%
Purchase of Goods	\$7,898	\$9,900	79.78%	\$1,406	\$10,400	13.52%
Services and Rents	\$79,749	\$194,956	40.91%	\$54,588	\$151,671	35.99%
Financial and Transfers	<u>\$33,751</u>	<u>\$102,637</u>	<u>32.88%</u>	<u>\$30,311</u>	<u>\$102,780</u>	<u>29.49%</u>
Subtotal	\$357,705	\$853,585	41.91%	\$322,001	\$771,724	41.72%
 Total Revenue	 <u>\$64,663</u>	 <u>\$137,700</u>	 <u>46.96%</u>	 <u>\$74,515</u>	 <u>\$123,700</u>	 <u>60.24%</u>
NET COSTS	<u>\$293,042</u>	<u>\$715,885</u>	<u>40.93%</u>	<u>\$247,486</u>	<u>\$648,024</u>	<u>38.19%</u>

Commentary

Revenue

Revenue is currently high at the of end June. This is due to the timing of revenue from business licences and fence permits. It is anticipated the revenue will be on target at year end.

City of Cornwall
Financial Statement
as at June 30, 2021

Parking Program

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$137,241	\$264,627	51.86%	\$126,913	\$269,119	47.16%
Purchase of Goods	\$24,102	\$59,700	40.37%	\$9,222	\$62,000	14.87%
Services and Rents	\$44,430	\$118,193	37.59%	\$38,850	\$118,934	32.67%
Financial and Transfers	\$87,262	\$230,779	37.81%	\$64,361	\$243,567	26.42%
Subtotal	\$293,035	\$673,299	43.52%	\$239,346	\$693,620	34.51%
Total Revenue	\$161,629	\$673,299	24.01%	\$102,512	\$693,620	14.78%
NET COSTS	\$131,406	\$0	0.00%	\$136,834	\$0	0.00%

Commentary

Services and Rents

Services and rents are currently below budget due to a savings in contracted services. Due to COVID-19 restrictions during the early part of the year, it is anticipated that there will be savings in the contract with the Commissionaires.

Revenue

Revenue is well below budget for the second quarter due to the COVID-19 pandemic. Restrictions that were in place during the first half of the year affected the amount of traffic in the downtown core.

Council at its meeting of June 8, 2020 approved 2-free hours of parking throughout the City.

To date, the potential shortfall in revenue is estimated at \$300,000. A further financial update will be brought to Council in the third quarter.

The Parking Program is a self-funded department. Normally any surplus/deficit would be contributed to or funded from reserves. The parking reserve has a balance \$129,578 at June 30, 2021 and will not be able to fund a large deficit in 2021.

City of Cornwall
Financial Statement
as at June 30, 2021

City Facilities

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries & Benefits	\$1,463,568	\$3,706,898	39.48%	\$1,126,091	\$3,635,918	30.97%
Purchase of Goods	\$1,078,069	\$2,601,835	41.43%	\$970,022	\$2,657,719	36.50%
Services & Rents	\$944,608	\$1,825,040	51.76%	\$860,091	\$1,778,178	48.37%
Financial & Transfers	\$2,109,354	\$3,479,319	60.63%	\$2,272,660	\$3,645,473	62.34%
Subtotal	\$5,595,599	\$11,613,092	48.18%	\$5,228,864	\$11,717,288	44.63%
Total Revenue	\$1,825,875	\$3,761,019	48.55%	\$1,702,642	\$3,759,050	45.29%
NET COSTS	\$3,769,724	\$7,852,073	48.01%	\$3,526,222	\$7,958,238	44.31%

Commentary

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies and facility closures. During the first half of the year, City facilities were closed to the public due to COVID-19 restrictions.

Purchase of Goods

Due to COVID-19, most City buildings were closed to the public for the first half of the year. This closure resulted in a reduction in energy consumption. The projected savings in utilities is \$220,000.

Services and Rents

There have been a number of unbudgeted repairs at various City facilities; compressor (\$60,000) and replumbing of lines with shut off (\$66,000) at the Benson Centre, lightning damage at the Complex and Aquatic Centre (\$20,000), replace two docks (\$20,000) at the Marina. The department is working at managing these variances to stay within the budget.

Financial and Transfers

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

City of Cornwall
Financial Statement
as at June 30, 2021

Recreation Programming

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries & Benefits	\$673,564	\$2,148,413	31.35%	\$780,124	\$2,193,150	35.57%
Purchase of Goods	\$47,652	\$188,657	25.26%	\$30,528	\$174,704	17.47%
Services & Rents	\$127,327	\$389,182	32.72%	\$64,422	\$401,049	16.06%
Financial & Transfers	\$758,428	\$1,512,132	50.16%	\$441,303	\$1,412,570	31.24%
Subtotal	\$1,606,971	\$4,238,384	37.91%	\$1,316,377	\$4,181,473	31.48%
Total Revenue	<u>\$966,115</u>	<u>\$3,690,478</u>	<u>26.18%</u>	<u>\$872,442</u>	<u>\$3,721,967</u>	<u>23.44%</u>
NET COSTS	<u>\$640,856</u>	<u>\$547,906</u>	<u>116.96%</u>	<u>\$443,935</u>	<u>\$459,506</u>	<u>96.61%</u>

Commentary

Salaries and Benefits

Salaries and benefits are currently below budget due to facility closures and summer activities only commencing in July.

Revenue

Due to COVID-19 restrictions, Recreation Services did not offer programming in the first half of the year. For 2021, it is estimated that the revenue shortfall across all programs is \$970,000.

As the Province and the City moves into stage 3 of the COVID-19 reopening phase and Recreation Services begins to resume its activities, an updated estimate of revenue shortfall will be provided in the third quarter report.

City of Cornwall
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as at June 30, 2021

Community Agencies

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$1,371	\$0	0.00%	\$308	\$0	0.00%
Purchase of Goods	\$302	\$0	0.00%	\$0	\$0	0.00%
Services and Rents	\$0	\$0	0.00%	\$0	\$50,000	0.00%
Financial and Transfers	<u>\$2,517,567</u>	<u>\$4,671,925</u>	<u>53.89%</u>	<u>\$2,496,321</u>	<u>\$4,593,966</u>	<u>54.34%</u>
Subtotal	\$2,519,240	\$4,671,925	53.92%	\$2,496,629	\$4,643,966	53.76%
 Total Revenue	 <u>\$141,954</u>	 <u>\$217,658</u>	 <u>65.22%</u>	 <u>\$161,554</u>	 <u>\$223,235</u>	 <u>72.37%</u>
NET COSTS	<u>\$2,377,286</u>	<u>\$4,454,267</u>	<u>53.37%</u>	<u>\$2,335,075</u>	<u>\$4,420,731</u>	<u>52.82%</u>

Commentary

	2021 Budget
Raisin River Conservation Authority	548,352
Cornwall Regional Airport	103,049
Eastern Ontario Health Unit	728,413
SD&G Historical Society	100,000
Medical Recruitment	175,000
Seniors' Clubs	70,000
Your Arts Council	10,000
Agri-Food Network	25,000
Waterfest	3,100
Waterfest In-Kind	6,900
CUREA	10,000
Triathlon	10,000
Beyond 21	7,100
Cornwall Public Library	2,349,919
LTD - Library HVAC	102,958
Eastern Ontario Regional Network	25,858
Municipal Grants Program	82,900
Contribution to reserves	213,367
Internal Charges	<u>22,050</u>
	4,593,966

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

City of Cornwall
Financial Statement
as at June 30, 2021

Environmental Services Water

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$1,093,997	\$2,384,968	45.87%	\$1,120,741	\$2,425,938	46.20%
Purchase of Goods	\$556,491	\$1,207,156	46.10%	\$530,971	\$1,233,438	43.05%
Services and Rents	\$393,196	\$808,212	48.65%	\$337,387	\$825,415	40.87%
Financial and Transfers	<u>\$3,862,927</u>	<u>\$4,208,959</u>	<u>91.78%</u>	<u>\$3,895,044</u>	<u>\$4,247,746</u>	<u>91.70%</u>
Subtotal	\$5,906,611	\$8,609,295	68.61%	\$5,884,143	\$8,732,537	67.38%
 Total Revenue	 <u>\$4,283,673</u>	 <u>\$8,609,295</u>	 <u>49.76%</u>	 <u>\$4,430,532</u>	 <u>\$8,732,537</u>	 <u>50.74%</u>
NET COSTS	<u>\$1,622,938</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$1,453,611</u>	<u>\$0</u>	<u>0.00%</u>

Commentary

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

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies. The estimated savings is \$100,000 to the end of the year.

Financial and Transfers

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

City of Cornwall
Financial Statement
as at June 30, 2021

Environmental Services Wastewater

	2020 Actuals Jun 30	2020 Budget	Y-T-D % used	2021 Actuals Jun 30	2021 Budget	Y-T-D % used
EXPENDITURES						
Salaries and Benefits	\$1,032,159	\$2,117,408	48.75%	\$1,022,809	\$2,208,653	46.31%
Purchase of Goods	\$719,227	\$1,534,816	46.86%	\$716,323	\$1,646,513	43.51%
Services and Rents	\$493,736	\$1,231,710	40.09%	\$520,586	\$1,294,892	40.20%
Financial and Transfers	<u>\$4,508,801</u>	<u>\$5,850,180</u>	<u>77.07%</u>	<u>\$4,459,138</u>	<u>\$5,860,241</u>	<u>76.09%</u>
Subtotal	\$6,753,923	\$10,734,114	62.92%	\$6,718,856	\$11,010,299	61.02%
 Total Revenue	 <u>\$5,301,693</u>	 <u>\$10,734,114</u>	 <u>49.39%</u>	 <u>\$5,509,795</u>	 <u>\$11,010,299</u>	 <u>50.04%</u>
NET COSTS	<u>\$1,452,230</u>	<u>\$0</u>	<u>0.00%</u>	<u>\$1,209,061</u>	<u>\$0</u>	<u>0.00%</u>

Commentary

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

Salaries and Benefits

Salaries and benefits are currently below budget due to vacancies. The estimated savings is \$120,000 to the end of the year.

Financial and Transfers

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

**City of Cornwall
Capital Report
As of June 30, 2021**

Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'18-'19 N. Kaneb Dr Ext - Marleau to Tenth					
-2018 approved funding (financing)	600,000				
-2019 approved funding (financing)	156,500				
-2019 approved funding (development charges)	<u>1,643,500</u>				
	2,400,000	2,379,521	20,479	409,826	0
Date of Completion: Dec-21					
Comments: Construction underway					
'19-'21 Centertown - Water St / Montreal Rd					
-2019 approved funding	30,000				
-2020 approved funding	30,000				
-2021 federal gas tax	<u>30,000</u>				
	90,000	0	90,000	0	0
Date of Completion: Dec-22					
Comments: Funding is being set aside for future intersections					
'18 -'21 Lemay St Extension					
-2018 grant funding (OCIF)	477,000				
-2018 approved funding (financing)	63,000				
-2019 approved funding (financing)	500,000				
-2020 grant funding (ICIP)	2,500,000				
-2021 approved funding (financing)	<u>1,500,000</u>				
	5,040,000	1,557,024	3,482,976	1,062,732	0
Date of Completion: Dec-22					
Comments: Design stage for phases 3 & 4 underway, construction of phase 3 in 2022					
'18 Asphalt Resurfacing Various City Streets					
-2018 federal gas tax	2,899,800				
-2018 approved funding	<u>100,200</u>				
	3,000,000	2,875,694	124,306	2,748,693	124,306
Date of Completion: Aug-21					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
'19 Asphalt Resurfacing Various City Streets					
-2019 federal gas tax	2,140,000				
-2019 grant funding (OCIF)	770,000				
-2019 approved funding	<u>90,000</u>				
	3,000,000	2,978,210	21,790	2,917,612	21,790
Date of Completion: Aug-21					
Comments: Construction nearing completion, surplus to be returned to Gas Tax Reserve					
'20 - '21 Marleau Ave Reconstruction and Widening Stage 2					
-2020 approved funding (development charges)	131,500				
-2020 approved funding (road infrastructure reserve)	168,500				
-2020 approved funding (report 2020-242 Infrastructure and MW)	646,105				
-2021 approved funding (financing)	1,255,000				
-2021 approved funding (development charges)	<u>745,000</u>				
	2,946,105	1,062,589	1,883,516	1,062,589	0
Date of Completion: Dec-22					
Comments: Design stage					
'20 Asphalt Resurfacing Various City Streets					
-2020 federal gas tax	2,910,000				
-2020 grant funding (OCIF)	1,090,000				
-2021 transfer federal gas tax to other projects	<u>-185,000</u>				
	3,815,000	3,100,431	714,569	2,887,701	0
Date of Completion: Dec-21					
Comments: Construction underway					

**City of Cornwall
Capital Report
As of June 30, 2021**

Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 Asset Management Plan Update					
-2020 approved funding (road infrastructure reserve)	50,000				
-2020 approved funding (water works reserve)	50,000				
-2020 approved funding (wastewater works reserve)	50,000				
-2021 approved funding (Report 2021-60-Financial Services)	<u>35,559</u>				
	185,559	185,559	0	0	0
Date of Completion: Dec-21					
Comments: RFP awarded project underway					
'20 Update Subdivision Manual and the Subdivision Agreement					
-2020 approved funding (road infrastructure reserve)	75,000	0	75,000	0	0
Date of Completion: Jun-22					
Comments: RFP to be issued shortly					
'20 Active Transportation - Sidewalks					
-2020 federal gas tax	340,000	336,051	3,949	208,652	0
Date of Completion: Aug-21					
Comments: Construction nearing completion					
'20 Nick Kaneb Dr. Extension - Industrial Park Dr. to Tollgate Rd.					
-2020 approved funding (financing)	500,000	181,413	318,587	109,997	0
Date of Completion: Dec-22					
Comments: RFP for design to be issued shortly					
'21 CN Rail Property Acquisition					
-2021 approved funding (working reserves)	160,000				
-2021 approved funding (working reserves)	<u>140,000</u>				
	300,000	310,449	0	0	-10,449
Date of Completion: Dec-21					
Comments: Environmental Consultant retained. Shortfall to be funded from working reserves					
'21 Asphalt Resurfacing on Various City Streets					
-2021 grant funding (ICIP)	1,082,000				
-2021 federal gas tax	<u>2,418,000</u>				
	3,500,000	1,660,483	1,839,517	352,571	0
Date of Completion: Dec-22					
Comments: Construction underway					
'21 Active Transportation - Sidewalk					
-2021 grant funding (Resilience Funding)	240,000	211,638	28,362	0	0
Date of Completion: Dec-21					
Comments: Construction underway					
'21 Active Transportation - Bicycle Infrastructure					
-2021 grant funding (Resilience Funding)	250,000	134,974	115,026	0	0
Date of Completion: Dec-21					
Comments: Construction underway					
'20 Brookdale Ave North Reconstruction					
-2020 grant funding (MTO - Connecting Links)	1,665,000				
-2021 transfer federal gas tax from other projects (2019-211-Infrastructure & MW)	<u>185,000</u>				
	1,850,000	772,167	1,077,833	0	0
Date of Completion: Dec-22					
Comments: Construction underway					
'19 Bikepath Retaining Wall Structure Replacement					
-2019 approved funding (financing)	1,000,000	0	1,000,000	0	0
Date of Completion: Dec-22					
Comments: Tender to be issued					
ROADS	28,531,664	17,746,203	10,795,910	11,760,373	135,647

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'15-'18 Brookdale Ave / CN Overpass					
-2015 federal gas tax	169,000				
-2015 approved funding	100,000				
-2016 federal gas tax	169,000				
-2016 approved funding	100,000				
-2017 grant funding (Connecting Link)	3,000,000				
-2018 approved funding (financing - report 2018-44-PU)	<u>1,360,000</u>				
	4,898,000	5,062,292	0	5,450,824	-552,824
Date of Completion: Complete					
Comments: Construction complete; deficiencies to be addressed; will borrow amount required					
'18 Structure Improvements - Water St Retaining Wall					
-2018 approved funding (road infrastructure reserve)	600,000				
-2020 federal gas tax (report 2020-304 Financial Services)	<u>303,362</u>				
	903,362	903,269	93	783,223	0
Date of Completion: Aug-21					
Comments: Construction nearing completion; deficiencies to be addressed					
'18 Culvert Replacement - McConnell to Raisin River					
-2018 approved funding (financing)	866,000	66,585	799,415	61,001	0
Date of Completion: Dec-22					
Comments: Design stage complete; construction scheduled for 2022. Postponed as a result of MTO Overpass rehabilitation at Pitt St.					
'19-'21 Small Diameter Culvert Replacement					
-2019 approved funding	75,000				
-2020 approved funding	100,000				
-2021 federal gas tax	<u>100,000</u>				
	275,000	247,809	27,191	157,171	0
Date of Completion: Aug-21					
Comments: Construction nearing completion					
'18 Structure Improvements - Boundary/CN Overpass EA					
-2018 approved funding (cost sharing - Transport Canada, CN Rail,	271,500				
-2018 approved funding	<u>28,500</u>				
	300,000	0	300,000	0	0
Date of Completion: Dec-22					
Comments: Multi-year project					
'20 Boundary Road at Grant's Corners Bridge Reconstruction					
-2020 approved funding (financing)	100,000	0	100,000	0	0
Date of Completion: Nov-21					
Comments: Construction underway (work is to be done in conjunction with the United Counties)					
'20 Culvert Replacement - Boals Drain at Benny Ave.					
-2020 federal gas tax	400,000				
-2020 federal gas tax (report 2021-40 financial services)	<u>91,945</u>				
	491,945	500,597	0	27,534	-8,652
Date of Completion: Oct-21					
Comments: Construction underway					
'21 Culvert Replacement - Fly Creek at Marleau Ave					
-2021 federal gas tax	450,000	40,672	409,328	40,672	0
Date of Completion: Dec-22					
Comments: Multi-year project					
STRUCTURES	<u>8,284,307</u>	<u>6,821,224</u>	<u>1,636,027</u>	<u>6,520,425</u>	<u>-561,476</u>

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 Traffic Signal Upgrades					
-2021 federal gas tax	300,000				
-2021 federal gas tax (report 2020-53 Financial Services)	75,197				
-2021 federal gas tax (report 2020-59 Financial Services)	<u>12,904</u>				
	388,101	388,101	0	9,357	0
Date of Completion: Dec-21					
Comments: Construction underway					
'20 LED Streetlight Program					
-2020 approved funding (Financing - report 2020-322 Financial Services)	439,828	439,828	0	39,342	0
Date of Completion: Complete					
Comments: Awaiting final invoices					
'21 Pole Replacement Program					
-2021 approved funding	100,000	96,875	3,125	56,184	0
Date of Completion: Dec-21					
Comments: Construction underway					
'19 Traffic Analysis - Brookdale Ave & Ninth St					
-2019 approved funding (road infrastructure reserve)	75,000	0	75,000	0	0
Date of Completion: Jun-22					
Comments: RFP being prepared; connecting link application					
TRAFFIC CONTROL	1,002,929	924,804	78,125	104,883	0
TOTAL ROADWAYS, STRUCTURES & TRAFFIC	37,818,900	25,492,231	12,510,062	18,385,681	-425,829
'16-'21 Landfill Expansion / Alternative Disposal ECA					
-2016 approved funding	80,000				
-2019 approved funding	50,000				
-2020 approved funding (waste management reserve)	100,000				
-2021 approved funding (waste management reserve)	<u>100,000</u>				
	330,000	56,582	273,418	56,424	0
Date of Completion: Dec-22					
Comments: Developing RFP in conjunction with SWMP update					
'16-'20 Landfill Site Public Service Area					
-2016 WDO Funding	30,000				
-2018 approved funding	50,000				
-2019 approved funding	40,000				
-2020 approved funding (waste management reserve)	<u>40,000</u>				
	160,000	138,917	21,083	106,061	0
Date of Completion: Dec-21					
Comments: Scale house & MRF upgrades					
'18-'20 Diversion Facilities					
-2018 approved funding	50,000				
-2020 approved funding (waste management reserve)	<u>30,000</u>				
	80,000	48,435	31,565	48,435	0
Date of Completion: Dec-21					
Comments: Design stage, \$30K for baler realignment					
'18 Flare Replacement					
-2018 approved funding (financing)	1,290,000				
-2020 approved funding (financing - report 2020-228 Financial Services)	<u>207,744</u>				
	1,497,744	1,603,269	0	1,554,390	-105,525
Date of Completion: Complete					
Comments: Awaiting "as-built" drawings and final invoices. Will borrow required amount.					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'19-'21 Leachate - Gas Collection					
-2019 approved funding	200,000				
-2019 federal gas tax	398,679				
-2019 transfer from prior years	94,358				
-2020 approved funding (waste management reserve)	40,000				
-2021 approved funding (waste management reserve)	<u>250,000</u>				
	983,037	319,517	663,520	282,633	0
Date of Completion: Dec-21					
Comments: Construction underway					
'19 Waste Management Diversion Review					
-2019 approved funding	10,000				
-2019 transfer from prior years	<u>160,480</u>				
	170,480	103,583	66,897	79,628	0
Date of Completion: Complete					
Comments: Awaiting final invoices					
'20 Old Landfill Flaring Facility Decommissioning					
-2020 approved funding (waste management reserve)	90,000	0	90,000	0	0
Date of Completion: Dec-21					
Comments: Planning/tender stage of decommissioning					
'21 Landfill Site Repaving Project					
-2021 approved funding (waste management reserve)	50,000	0	50,000	0	0
Date of Completion: Dec-21					
Comments: Awaiting MECP approval					
TOTAL WASTE MANAGEMENT	<u>3,361,261</u>	<u>2,270,303</u>	<u>1,196,483</u>	<u>2,127,571</u>	<u>-105,525</u>
'18 Sewer Separation (various locations)					
- 2018 approved funding	675,000	687,815	0	686,393	-12,815
Date of Completion: Aug-21					
Comments: Construction nearing completion					
'19 Sewer Network Improvements					
- 2019 provincial grant (National Disaster Mitigation Program)	275,000				
- 2019 approved funding	<u>1,005,000</u>				
	1,280,000	983,429	296,571	955,798	134,451
Date of Completion: Dec-21					
Comments: Construction underway					
'18 Brookdale North Sanitary Sewer Project					
- approved funding (cost sharing with benefitting property owners)	10,700,000	10,802,427	0	9,211,246	-102,427
Date of Completion: Dec-21					
Comments: Construction underway, final cost to be shared with property owners					
'20 Sewer Network Improvements					
- 2020 approved funding	1,050,000	1,136,441	0	278,996	-86,441
Date of Completion: Dec-21					
Comments: Construction underway, shortfall to be funded from other projects					
'20 Sewer Separation					
- 2020 approved funding	700,000	46,315	653,685	46,315	0
Date of Completion: Dec-22					
Comments: Construction underway					
'21 Sewer Network Improvements					
- 2021 approved funding	1,050,000	181,837	868,163	117,724	0
Date of Completion: Dec-22					
Comments: Construction underway					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 Sewer Separation					
- 2021 approved funding	700,000	70,802	629,198	70,802	0
Date of Completion: Dec-22					
Comments: Construction underway					
TOTAL SEWER COLLECTION PROGRAM	16,155,000	13,909,066	2,447,617	11,367,274	-67,232
'14-'16 Infiltration/Inflow Reduction Project					
-2014 approved funding (financing)	200,000				
-2015 approved funding (financing)	100,000				
-2016 approved funding	<u>200,000</u>				
	500,000	309,849	190,151	309,537	0
Date of Completion: Sep-21					
Comments: Construction nearing completion					
'16 Fennell Crescent Pumping Station Upgrade					
-2016 approved funding (financing)	900,000				
-2019 approved funding (financing - report 2019-202 Financial Services)	<u>2,152,000</u>				
	3,052,000	2,674,079	377,921	2,330,150	0
Date of Completion: Aug-21					
Comments: Construction nearing completion; deficiencies to be addressed					
'17-'18 Flood Reduction/Management					
-2017 approved funding (wastewater reserve)	200,000				
-2018 approved funding	200,000				
-2019 approved funding (financing - report 2019-202 Financial Services)	<u>184,600</u>				
	584,600	513,598	71,002	390,190	0
Date of Completion: Aug-21					
Comments: Construction nearing completion					
TOTAL FLOOD REDUCTION MANAGEMENT	4,136,600	3,497,526	639,074	3,029,877	0
'17 Treatment System Upgrades					
-2017 approved funding	550,000				
-2019 transfer from another project	160,000				
-2019 transfer from another project	<u>92,283</u>				
	802,283	823,622	0	633,135	-48,000
Date of Completion: Dec-21					
Comments: Project ongoing; shortfall to be funded from savings in other projects; potential \$48K in additional costs					
'18 Treatment System Upgrades					
-2018 approved funding	570,000				
-2018 approved funding (wastewater reserve)	320,000				
-2020 transfer from another project	<u>70,000</u>				
	960,000	917,139	42,861	849,023	0
Date of Completion: Dec-21					
Comments: Thickened sludge engineering & modification complete, engineering design ongoing. Awaiting final					
'19 Treatment System Upgrades					
-2019 approved funding	570,000				
-2019 approved funding (wastewater reserve)	250,000				
-2019 grant funding (FCM)	57,500				
-2019 transfer to another projects	<u>-160,000</u>				
	717,500	223,592	493,908	145,519	0
Date of Completion: Dec-22					
Comments: Tender issued for energy generation, completion Dec 2020; boiler and flare on hold pending co-digestion					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 Treatment System Upgrades					
-2020 approved funding	975,000				
-2020 transfer to another project	-70,000				
-2020 Waste Water Works Reserve (Report 2020-315-Financial Services)	142,128				
-2020 Waste Water Works Reserve (Report 2020-405-Infrastructure and MW)	<u>193,673</u>				
	1,240,801	567,505	673,296	548,944	0
Date of Completion: Jul-22					
Comments: Energy generation report received and project ongoing. Tender to be issued for Sludge Collection 3 & 4.					
'21 Treatment System Upgrades					
-2021 approved funding	500,000				
-2021 Wastewater Works Reserve	<u>120,000</u>				
	620,000	80,390	539,610	2,059	0
Date of Completion: Dec 21					
Comments: SCADA design complete, RFQ created, Phase I installation scheduled for Aug/Sept.					
TOTAL WASTEWATER TREATMENT	<u>4,340,584</u>	<u>2,612,248</u>	<u>1,749,675</u>	<u>2,178,680</u>	<u>-48,000</u>
'18-'21 System Growth- New Watermain					
-2018 approved funding (reserve)	550,000				
-2019 approved funding (development charges)	250,000				
-2019 approved funding	100,000				
-2020 approved funding (development charges)	550,000				
-2021 approved funding (development charges)	<u>500,000</u>				
	1,950,000	215,055	1,734,945	206,661	0
Date of Completion: Dec-22					
Comments: Design stage underway; construction scheduled for 2021, Multi year project					
'19-'20 Watermain Rehab Improvements					
-2019 approved funding	1,530,000				
-2019 approved funding (reserves)	250,000				
-2020 approved funding	<u>2,000,000</u>				
	3,780,000	3,563,869	216,131	3,556,952	0
Date of Completion: Dec-21					
Comments: Construction underway					
'21 Watermain Rehab Improvements					
-2021 approved funding	2,200,000	1,147,734	1,052,266	211,022	0
Date of Completion: Dec-22					
Comments: Construction underway					
TOTAL WATER DISTRIBUTION	<u>7,930,000</u>	<u>4,926,658</u>	<u>3,003,342</u>	<u>3,974,635</u>	<u>0</u>
'09-'11 Water Meters/Backflow Prevention					
-2012 Capital Carry forward	466,800	146,678	320,122	108,260	0
Date of Completion: on-going					
Comments: Multi-year project					
'19-'20 Water Purification Plant Upgrades					
-2019 approved funding	700,000				
-2019 approved funding (water works reserve)	204,000				
-2019 transfer from another project	1,005,357				
-2020 approved funding	<u>225,000</u>				
	2,134,357	1,209,400	924,957	1,189,156	0
Date of Completion: On hold					
Comments: Pending review					
'20 Raw Water Intake Redundancy EA					
-2020 approved funding	125,000				
-2020 approved funding (Waterworks Reserves - report 2020-264 Financial Services)	<u>77,558</u>				
	202,558	202,558	0	118,881	0
Date of Completion: Dec-21					
Comments: Project underway					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 SCADA Upgrades					
-2020 approved funding	400,000	0	400,000	0	0
Date of Completion: Dec-21					
Comments: Tendering stage					
'21 Intake Screen Frazil Ice Mitigation & Isolation Device					
-2021 approved funding (Waterworks Reserve)	250,000	0	250,000	0	0
Date of Completion: Jun-22					
Comments: RFP to be released					
'21 Raw Water Intake Main Inspection/X-Ray					
-2021 approved funding (Waterworks Reserve)	150,000	0	150,000	0	0
Date of Completion: Jun-22					
Comments: Design stage					
'21 Chlorine Injection System Replacement					
-2021 approved funding (Waterworks Reserve)	150,000	0	150,000	0	0
Date of Completion: Dec-21					
Comments: Design stage					
'21 Concrete Water Storage Tanks Condition Assessment					
-2021 approved funding (Waterworks Reserve)	50,000	0	50,000	0	0
Date of Completion: Dec-21					
Comments: Design stage					
'21 Filter Inlet and Drain Sluice Gates Replacement					
-2021 approved funding (Waterworks Reserve)	150,000	4,079	145,921	0	0
Date of Completion: Dec-21					
Comments: Tender to be released					
'21 Backwash Pump Replacement					
-2021 approved funding (Waterworks Reserve)	150,000	0	150,000	0	0
Date of Completion: Jun-22					
Comments: RFP for engineering services to be released					
TOTAL WATER TREATMENT	4,103,715	1,562,715	2,541,000	1,416,297	0
'20 Sydney St (Fourth to Fifth)					
-2020 approved funding	1,100,000	915,378	184,622	842,818	0
Date of Completion: Aug-21					
Comments: Construction nearing completion					
'20 York St (Seventh to Ninth)					
-2020 approved funding (financing)	1,600,000	1,560,807	39,193	1,381,591	0
Date of Completion: Aug-21					
Comments: Construction nearing completion					
'21 Sydney St. Reconstruction - Fifth St. to Seventh St.					
-2021 approved funding	2,050,000	158,800	1,891,200	158,799	0
Date of Completion: Dec-22					
Comments: Construction underway					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 York St. Reconstruction - Fourth St. to Fifth St.					
-2021 approved funding (financing)	1,100,000	103,057	996,943	103,057	0
Date of Completion: Dec-22 Comments: Design stage					
TOTAL JOINT INFRASTRUCTURE PROJECTS	5,850,000	2,738,042	3,111,958	2,486,265	0
TOTAL WATER AND WASTEWATER	42,515,899	29,246,255	13,492,666	24,453,028	-115,232
'19-'21 Purchase of Conventional Buses					
-2019 grant funding (ICIP)	908,600				
-2019 approved funding (financing)	330,500				
-2020 grant funding (ICIP)	936,000				
-2020 approved funding (financing)	340,000				
-2021 grant funding (ICIP - report 2020-293 Financial Services)	913,400				
-2021 approved funding (financing - report 2020-293 Financial Services)	<u>332,032</u>				
	3,760,532	3,760,532	0	3,760,532	0
Date of Completion: Complete Comments: 6 buses received; in service April 30, 2021					
'19-'21 Purchase of Handi Transit Buses					
-2019 grant funding (ICIP)	154,000				
-2019 approved funding (financing)	56,000				
-2020 grant funding (ICIP)	158,000				
-2020 approved funding (financing)	58,000				
-2020 approved funding (ICIP - report 2020-262 Financial Services)	32,793				
-2020 approved funding (financing - report 2020-262 Financial Services)	11,402				
-2021 grant funding (ICIP - report 2020-262 Financial Services)	172,400				
-2021 approved funding (financing - report 2020-262 Financial Services)	<u>62,700</u>				
	705,295	705,295	0	696,585	0
Date of Completion: Complete Comments: 3 buses received; in service Jan 04, 2021					
'19 Passenger Counter / Web Applications					
-2019 grant funding (ICIP)	77,000				
-2019 approved funding (financing)	<u>28,000</u>				
	105,000	99,488	0	94,299	5,512
Date of Completion: Complete Comments: Will borrow amount required					
'20-'21 Electronic Fareboxes					
-2020 grant funding (ICIP report 2020-310 Financial Services)	567,400				
-2020 approved funding (financing - report 2020-310 Financial Services)	113,507				
-2021 grant funding (ICIP)	541,670				
-2021 approved funding (financing)	<u>108,330</u>				
	1,330,907	683,959	646,948	683,959	0
Date of Completion: Phase 1 Hardware - completed Feb 2021 Date of Completion: Phase 2 Software - RFP to be issued in Aug 2021					
'21 Bus Shelters & Bus Stop Accessibility					
-2021 grant funding (ICIP)	31,500				
-2021 approved funding (equipment and vehicle reserve)	<u>12,500</u>				
	44,000	45,118	0	0	-1,118
Date of Completion: Nov-21 Comments: 75% of bus pads completed, 2 shelters to arrive in Oct 2021					
'20-'21 Bus Surveillance System					
-2020 grant funding (ICIP)	24,000				
-2020 approved funding (equipment and vehicle reserve)	8,000				
-2021 grant funding (ICIP)	24,000				
-2021 approved funding (equipment and vehicle reserve)	9,000				
-2021 grant funding (ICIP) balance of project	42,406				
-2021 grant funding (equipment and vehicle reserve)	<u>15,420</u>				
	122,826	122,826	0	118,875	0
Date of Completion: Complete Comments: Awaiting final invoices					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 Air Recovery Units					
-2020 approved funding (financing)	80,000	41,608	0	41,608	38,392
Date of Completion: Complete					
Comments: Will borrow amount required					
'21 WIFI Commander Software					
-2021 grant funding (ICIP)	36,700				
-2021 approved funding (equipment and vehicle reserve)	<u>13,300</u>				
	50,000	0	50,000	0	0
Date of Completion: Dec-22					
Comments: To be submitted for ICIP III					
21 Addition to Maintenance Garage					
-2021 grant funding (ICIP)	220,000				
-2021 approved funding (equipment and vehicle reserve)	<u>80,000</u>				
	300,000	0	300,000	0	0
Date of Completion: Dec-22					
Comments: To be submitted for ICIP III. Engineering firm EVB working on a Class C quote for building cost					
TOTAL TRANSIT SERVICES	<u>6,498,560</u>	<u>5,458,826</u>	<u>996,948</u>	<u>5,395,858</u>	<u>42,786</u>
'20 Municipal Works Fleet Renewal					
-2020 approved funding (financing)	738,000				
-2020 approved funding (equipment and vehicle reserve)	60,000				
-2019 approved funding (financing - report 2019-73-PU)	<u>1,088,941</u>				
	1,886,941	1,909,603	0	1,844,434	-22,662
Date of Completion: Dec-21					
Comments: Tenders awarded; awaiting delivery of equipment					
'21 Municipal Works Fleet Renewal					
-2021 approved funding (equipment and vehicle reserve)	800,000	714,200	0	55,171	85,800
Date of Completion: Dec-22					
Comments: Tenders awarded; manufacturers delayed due to					
'16 -'21 Municipal Works Yard Redevelopment (financing and development charges)					
Site Servicing	425,000	1,474,039	0	1,262,966	
Yard and Noise Remediation	1,175,000	1,382,978	0	669,910	
Site Reconfiguration	150,000	546,676	0	587,948	
Salt Management Facility	3,625,000	4,328,046	0	4,343,204	
Rerouting of Utilities	400,000	290,662	109,338	193,295	
Generator	930,000	940,860	0	940,244	
Employee Parking Lot	230,000	230,000	0	216,095	
MW Admin and Multi Purpose Building	15,938,000	1,436,416	14,501,584	133,819	
Demolition and Site Works	<u>1,154,000</u>	<u>0</u>	<u>1,154,000</u>	<u>0</u>	
	24,027,000	10,629,677	15,764,922	8,347,481	0
Date of Completion: ongoing					
Comments: Construction underway					
'19 Woodhouse Museum Repairs					
-2019 approved funding	50,000	39,268	10,732	38,097	0
Date of Completion: Dec-21					
Comments: Window coverings installed, painting completed					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'14-'21 Emerald Ash Borer Project					
-2014 approved funding	64,724				
-2015 approved funding (financing)	400,000				
-2015 approved funding	100,000				
-2016 approved funding (financing)	400,000				
-2016 approved funding	100,000				
-2017 approved funding (financing)	300,000				
-2017 approved funding	100,000				
-2018 approved funding (financing)	300,000				
-2019 approved funding (financing)	300,000				
-2020 approved funding (financing)	300,000				
-2021 approved funding (financing)	<u>300,000</u>				
	2,664,724	2,306,025	358,699	2,239,983	0
Date of Completion: On-going					
Comments: Multi-year project					
'18-'20 Arts and Culture Centre					
-2019 approved funding (financing)	300,000				
-2020 approved funding (grant application / financing)	5,000,000				
-2020 approved funding (community fundraising)	<u>1,000,000</u>				
	6,300,000	1,344,733	4,955,267	808,532	0
Date of Completion: Winter 2021					
Comments: In 2018 the City purchased the building for \$485k. The 2019 budget includes \$300k for the design of the Arts and Culture facility, design underway.					
TOTAL FACILITIES/EQUIPMENT	35,728,665	16,943,506	21,089,620	13,333,698	63,138
'21 Outdoor Pool Filter System					
-2021 approved funding	30,000	0	30,000	0	0
Date of Completion: Dec-21					
Comments: Equipment to be installed in November					
'18 Way Finding Signage					
-2018 approved funding	46,600				
-2020 transfer from another project	<u>19,975</u>				
	66,575	61,695	4,880	61,071	0
Date of Completion: Aug-21					
Comments: Project ongoing					
'19-'21 Bicycle Path Repairs					
-2019 federal gas tax	50,000				
-2020 federal gas tax	50,000				
-2021 federal gas tax	<u>50,000</u>				
	150,000	46,395	103,605	0	0
Date of Completion: Dec-21					
Comments: Remaining work to be tendered					
'19 Gateway Signage and Landscaping					
-2019 approved funding (reserves)	20,000				
-2019 approved funding	18,750				
-2020 transfer from another project	<u>17,699</u>				
	56,449	53,726		53,274	2,723
Date of Completion: Complete					
Comments:					
'20 Playground Structure Replacement					
-2020 approved funding (parkland reserve)	30,000				
-2020 approved funding	<u>90,000</u>				
	120,000	119,798	202	0	0
Date of Completion: Aug-21					
Comments: Project ongoing					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 Parks and Building Repairs					
-2021 approved funding	51,000	0	51,000	0	0
Date of Completion: Nov-21					
Comments: Project ongoing					
'21 Guindon Park Road Improvements					
-2021 federal gas tax	25,000	11,194	13,806	0	0
Date of Completion: Nov-21					
Comments: Project ongoing					
'21 Subdivision Park Designs					
-2021 approved funding (parkland reserve)	100,000	0	100,000	0	0
Date of Completion: Jul-22					
Comments: RFP to be issued					
'21 Lamoureux Park Washroom Upgrades					
-2021 federal gas tax	75,000	0	75,000	0	0
Date of Completion: Feb-22					
Comments: Engineering firm hired					
'21 Lamoureux Park Lighting Upgrades					
-2021 federal gas tax	375,000	0	375,000	0	0
Date of Completion: Jun-22					
Comments: Design stage					
'21 Outdoor Park Furniture					
-2021 approved funding (resilience funding)	75,000	0	75,000	0	0
Date of Completion: Dec-21					
Comments: Design stage					
TOTAL PARKS / PLAYGROUNDS	1,124,024	292,808	828,493	114,345	2,723
'18-'20 Justice Building HVAC					
-2018 approved funding (building reserve)	80,000				
-2018 approved funding (financing)	450,000				
-2020 approved funding (financing)	1,050,000				
	1,580,000	1,155,899	424,101	1,088,444	0
Date of Completion: Aug-21					
Comments: Project substantially complete					
'18 Renovations at Various Municipal Buildings					
-2018 approved funding (building reserve)	107,000	66,233	40,767	66,227	0
Date of Completion: Dec-21					
Comments: Project ongoing					
'18-'19 Renovations at Various Municipal Buildings					
-2018 approved funding	53,000				
-2019 approved funding	29,000				
	82,000	5,000	77,000	4,162	0
Date of Completion: Dec-21					
Comments: Project ongoing					
'19-'20 EMS Headquarters Roof					
- 2019 approved funding (municipal building reserve - report 2019-54-PU)	236,276				
- 2020 approved funding (municipal building reserve - report 2020-296 Financial Services)	948,543				
	1,184,819	1,075,746	109,073	874,963	0
Date of Completion: Dec-21					
Comments: Project ongoing					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 Renovations at Various Municipal Buildings					
-2020 approved funding	26,500	21,929	0	21,929	4,571
Date of Completion: Complete					
Comments:					
'21 Justice Building Emergency Standby Generator					
-2021 approved funding (municipal buildings reserve)	250,000	0	250,000	0	0
Date of Completion: Feb-22					
Comments: Tender awarded					
'21 Justice Building Cladding					
-2021 approved funding (municipal buildings reserve)	600,000	538,448	61,552	0	0
Date of Completion: Sep-22					
Comments: Tender issued					
'21 Articulating Boom Lift					
-2021 approved funding (municipal buildings reserve)	60,000	50,371	0	0	9,629
Date of Completion: Complete					
Comments: Surplus funds to be returned to reserves					
'11 Decommissioning - Si Miller					
(funded from reserves)	0	0	0	639,859	0
Date of Completion: Complete					
Comments: North section has been sold and proceeds returned to reserve					
'18 Complex Parking Lot, Ext Stairs, & Walkway Improvements					
-2018 approved funding (recreation facilities reserve)	125,000	69,757	55,243	56,124	0
Date of Completion: Oct-21					
Comments: Project underway					
'18 Complex Main Concourse Renovations					
-2018 approved funding (recreation facilities reserve)	75,000	60,558	14,442	57,858	0
Date of Completion: Dec-21					
Comments: Project ongoing					
'19 Aquatic Centre Ventilation and UV Disinfection					
-2019 approved funding (financing)	500,000	570,778	0	415,709	-70,778
Date of Completion: Sep-21					
Comments: Working on deficiencies, substantially complete					
'19 Recreation Master Plan Update					
-2019 approved funding	16,200				
-2019 approved funding (development charges)	43,800				
	<u>60,000</u>	63,270	0	62,442	-3,270
Date of Completion: Jun-21					
Comments: Project completed, deficit to be funded from operating					
'19-'20 Complex Spectator Seat Replacement					
-2019 approved funding (recreation facilities reserve)	55,000				
-2020 approved funding (recreation facilities reserve)	<u>250,000</u>				
	305,000	301,424	3,576	288,403	0
Date of Completion: Oct-21					
Comments: 95% complete					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 Outdoor Bleacher Replacement					
-2021 approved funding (resilience funding)	40,000	37,614	2,386	0	0
Date of Completion: Oct-21					
Comments: Awaiting delivery					
21 Benson Centre Laser Ice Leveler					
-2021 approved funding (recreation facilities reserve)	60,000	35,100	24,900	0	0
Date of Completion: Dec-21					
Comments: Awaiting delivery					
'20 Civic Complex Compressor and Electrical Panels					
-2020 approved funding (recreation facilities reserve)	115,000	114,960	0	0	40
Date of Completion: Complete					
Comments:					
'20 Civic Complex Parking Lot Lighting Replacement					
-2020 federal gas tax	200,000				
-2020 transfer to another job (federal gas tax)	<u>-63,000</u>				
	137,000	111,645	25,355	105,878	0
Date of Completion: Complete					
Comments: Awaiting final invoices					
'20-'21 Implementation of the Waterfront Plan					
-2020 approved funding	200,000				
-2021 approved funding	<u>15,000</u>				
	215,000	0	215,000	0	0
Date of Completion: Multi-year project					
Comments: Funding is being set aside for future projects					
'20 Outdoor Pool Basin Structural Review					
-2020 approved funding	60,000	33,239	26,761	32,664	0
Date of Completion: Complete					
Comments: Awaiting final invoices					
'20 Marina 200 Above Ground Fuel Tanks					
-2020 federal gas tax	125,000				
-2020 transfer from another project (report 2020-265 Financial Services)	<u>41,469</u>				
	166,469	166,469	0	165,775	0
Date of Completion: Complete					
Comments: Awaiting final invoices					
'20 Benson Centre Outdoor Playstructure					
-2020 federal gas tax	100,000				
-2020 federal gas tax (report 2020-332-Financial Services)	<u>50,000</u>				
	150,000	148,264	0	0	1,736
Date of Completion: Complete					
Comments: Awaiting final invoices					
'21 Civic Complex Refrigeration Plant Condenser					
-2021 approved funding (recreation facilities reserve)	250,000	233,800	16,200	5,922	0
Date of Completion: Oct-21					
Comments: Condenser on-site, awaiting connection					
'21 Front Entrance and Patio Design					
-2021 approved funding (recreation facilities reserve)	75,000	33,525	41,475	1,450	0
Date of Completion: Nov-21					
Comments: Design stage					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'21 Complex Lighting and Ceiling Replacement					
-2021 approved funding (recreation facilities reserve)	125,000	48,225	76,775	48,220	0
Date of Completion: Oct-21 Comments: Project ongoing					
'21 Complex Arena Sound System					
-2021 approved funding (resilience funding)	80,000	0	80,000	0	0
Date of Completion: Dec-21 Comments: Contract awarded					
'21 Benson Center Downspout Repairs					
-2021 approved funding (recreation facilities reserve)	75,000	42,719	32,281	0	0
Date of Completion: Nov-21 Comments: Contract awarded					
'21 Benson Ctr Site Works, Outdoor Furniture & Fencing					
-2021 approved funding (recreation facilities reserve)	50,000	71,168	0	0	-21,168
Date of Completion: Dec-21 Comments: Project ongoing, shortfall to be funded from other projects					
TOTAL MUNICIPAL FACILITY/EQUIPMENT UPGRADES	6,553,788	5,056,141	1,576,887	3,936,029	-79,240
'19-'21 Fire HQ and Training Ctr					
-2019 approved funding (development charges)	331,200				
-2019 approved funding (financing)	2,568,800				
-2020 approved funding (development charges)	278,400				
-2020 approved funding (financing)	2,621,600				
-2021 approved funding (development charges)	278,400				
-2021 approved funding (financing)	<u>2,621,600</u>				
	8,700,000	1,935,725	6,764,275	1,414,314	0
Date of Completion: Dec-22 Comments: Design stage, anticipate a Spring 2022 construction start date					
'21 Pumper 3 Replacement					
-2021 approved funding (financing)	880,000	909,312	0	0	-29,312
Date of Completion: Dec-22 Comments: Tender awarded, will borrow amount required					
TOTAL FIRE SERVICES	9,580,000	2,845,037	6,764,275	1,414,314	-29,312
'20 Police Capital					
- 2020 approved funding	100,200	0	-	101,226	-1,026
Date of Completion: Complete Comments: Shortfall to be funded from operating					
'21 Police Capital					
- 2021 approved funding	175,800				
- 2021 approved funding (equipment and vehicle reserve)	<u>20,000</u>				
	195,800	0	-	14,841	0
Date of Completion: Dec-21 Comments: Project on-going					
'21 Police Fleet					
- 2021 approved funding (equipment and vehicle reserve)	190,000	0	-	0	0
Date of Completion: Dec-21 Comments: Project on-going					
TOTAL POLICE SERVICES	486,000	0	0	116,067	-1,026

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'19-'21 Toughbook Computers					
-2019 approved funding (EMS reserve)	58,000				
-2021 approved funding (EMS reserve)	<u>75,000</u>				
	133,000	64,699	68,301	46,490	0
Date of Completion: Sep-21					
Comments: Project ongoing					
'21 Ambulance Replacement					
-2021 approved funding (EMS reserve)	800,000				
-2021 Community Paramedicine Program approval	<u>92,075</u>				
	892,075	891,147		131,220	928
Date of Completion: Dec-21					
Comments: Ambulances have been ordered					
'21 Power Cot Replacement					
-2021 approved funding (EMS reserve)	75,000	87,231	0	0	-12,231
Date of Completion: Complete					
Comments: Shortfall to be funded from EMS reserve					
'20 Paramedic Real-Time Data					
-2020 approved funding (EMS reserve)	93,500	76,885	16,615	58,051	0
Date of Completion: Dec-21					
Comments: Project ongoing					
TOTAL CORNWALL SDG PARAMEDIC SERVICES	<u>1,193,575</u>	<u>1,119,962</u>	<u>84,916</u>	<u>235,761</u>	<u>-11,303</u>
'17-'20 Flooring Replacement					
-2017 approved funding	100,000				
-2017 transfer to another project	-50,000				
-2018 approved funding	150,000				
-2019 approved funding	100,000				
-2019 transfer to another project	-16,139				
-2019 transfer to another project	-12,400				
-2020 approved funding	<u>100,000</u>				
	371,461	4,000	367,461	3,986	0
Date of Completion: Sep-21					
Comments: Resident room flooring to be replaced in 2022					
'18-'19 Building Requirements - Exterior					
-2018 approved funding	236,000				
-2019 approved funding	<u>94,000</u>				
	330,000	288,548	41,452	287,381	0
Date of Completion: Dec-21					
Comments: Projects ongoing					
'19 Building Requirements					
-2019 approved funding	90,000				
-2019 transfer from another project	12,400				
-2019 transfer to another project	<u>-17,000</u>				
	85,400	59,512		58,944	25,888
Date of Completion: Complete					
Comments: Surplus will be used to fund shortfalls in other projects					
'21 Building Requirements - Elevators					
-2019 approved funding	60,000				
-2021 approved funding	<u>85,000</u>				
	145,000	141,317	3,683	70,658	0
Date of Completion: Sep-21					
Comments: Project ongoing					
'20 Resident Equipment					
-2020 approved funding	115,000	115,099	0	98,033	-99
Date of Completion: Completed					
Comments: Shortfall to be funded from other projects					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'20 Building Requirements - Various					
-2020 approved funding	71,500	0	71,500	0	0
Date of Completion: Sep-21					
Comments: Project ongoing					
'21 Resident Equipment					
-2021 approved funding	50,000	22,544	27,456	0	0
Date of Completion: Dec-21					
Comments: Resident lifts on order					
'21 Backup Generator					
-2021 approved funding (Financing)	650,000	44,266	605,734	0	0
Date of Completion: Mar-22					
Comments: Project ongoing					
'21 Air Supply Units					
-2020 Transfer to/from other projects	88,010				
-2021 MoH funding (Minor Capital)	117,400				
-2021 approved funding	29,100				
-2021 Additional ICIP Funding (2020-12-1-1471478105)	<u>380,000</u>				
	614,510	29,765	584,745	509	0
Date of Completion: Mar-22					
Comments: Project ongoing					
'21 Building Requirements - Various					
-2020 Transfer to/from other projects	31,600				
-2021 approved funding	<u>30,000</u>				
	61,600	86,996	0	15,216	-25,396
Date of Completion: Dec-21					
Comments: Shortfall to be funded from other projects					
'21 Kitchen and Laundry Equipment					
-2020 Transfer to/from other projects	25,390				
-2021 approved funding	<u>20,000</u>				
	45,390	5,127	40,263	5,127	0
Date of Completion: Dec-21					
Comments: Project ongoing					
TOTAL GLEN-STOR-DUN LODGE	<u>2,539,861</u>	<u>797,174</u>	<u>1,742,294</u>	<u>539,854</u>	<u>393</u>
'16-17 Upgrade Corporate Phone System					
-2016 approved funding (building reserve)	30,000				
-2017 approved funding (financing)	<u>1,000,000</u>				
	1,030,000	163,303	866,697	122,076	0
Date of Completion: Dec-21					
Comments: Project ongoing					
'17-'18 Accounting System Upgrade					
-2017 approved funding	130,000				
-2018 approved funding	105,043				
-2018 transfer from another project	67,745				
-2019 approved funding (working reserves)	<u>561,000</u>				
	863,788	850,606	13,182	790,736	0
Date of Completion: Dec-21					
Comments: Implementing final modules					
'18 Sharepoint & Corporate Email Replacement					
-2018 approved funding (financing)	428,000	37,193	390,807	10,660	0
Date of Completion: Dec-21					
Comments: Project ongoing					

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Project Name	Approved Funding	Committed	Uncommitted	Expenditure To Date	Projected Variance
'18 Desktop Virtualization					
-2018 approved funding (financing)	340,000	0	340,000	0	0
Date of Completion: Dec-21					
Comments: Project ongoing					
'20 ITT Master Plan					
-2020 approved funding (municipal modernization funding)	75,000				
-2020 COVID-19 funding	<u>18,579</u>				
	93,579	93,579	0	32,511	0
Date of Completion: Sep-21					
Comments: Project nearing completion					
'21 Corporate Data Storage					
-2021 federal gas tax	100,000	0	100,000	0	0
Date of Completion: Dec-21					
Comments: Needs Assessment					
'21 Network Infrastructure					
-2021 federal gas tax	100,000	0	100,000	0	0
Date of Completion: Dec-21					
Comments: Needs Assessment					
'21 Asset Management Planning Software					
-2021 federal gas tax	90,000	0	90,000	0	0
Date of Completion: Jul-22					
Comments: Needs Assessment					
'21 Social Housing Development					
-2021 COVID Funding	1,378,825	55,986	1,322,839	55,986	0
Date of Completion: Oct-22					
Comments: Design nearing completion					
TOTAL OTHER	<u>4,424,192</u>	<u>1,200,667</u>	<u>3,223,525</u>	<u>1,011,969</u>	<u>0</u>
TOTAL	<u>151,824,725</u>	<u>90,722,910</u>	<u>63,506,169</u>	<u>71,064,175</u>	<u>-658,427</u>

2021 SUMMARY OF RESERVES

June 30, 2021

	Opening Balance	Net Transactions	Balance at Jun 30/21	Targeted Balance
<u>Operating Reserves</u>				
Working Reserves	2,865,262	328,389	3,193,651	
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	90,000	45,000	135,000	
Renaissance Reserve	118,826	0	118,826	
Medical Recruitment Reserve	713,523	40,000	753,523	
	4,489,352	413,389	4,902,741	7,404,862
<u>Capital Reserves</u>				
Equipment and Vehicles Reserve	900,736	(53,751)	846,985	
Recreation Facilities Reserve	163,007	(15,762)	147,245	
Municipal Buildings Reserve	2,355,887	(283,123)	2,072,764	
Fire Equipment Reserve	74,321	0	74,321	
Land Ambulance Reserve	685,575	(569,033)	116,542	
Waste Management Capital Reserve	543,013	(30,000)	513,013	
Land Reserve	(1,979,574)	(7,262)	(1,986,836)	
Road Infrastructure Reserve	<u>(33,321)</u>	<u>166,128</u>	<u>132,807</u>	
	2,709,644	(792,803)	1,916,841	5,088,833
<u>Restricted Reserves (Municipal Funding)</u>				
Water Works Reserve	4,971,644	(644,871)	4,326,773	3,538,237
Wastewater Works Reserve	3,757,598	(209,707)	3,547,891	3,748,189
Building Surplus Reserve (permits)	972,791	3,538	976,329	1,366,761
CAHC Operating Reserve Fund	4,295,482	17,347	4,312,829	Not Defined
Brownfields Reserve	557,913	96,200	654,113	2,000,000
Landfill Closure and Post Closure Reserve Fund	0	100,000	100,000	17,976,873
Waterfront Development Fund	240,000	0	240,000	Not Defined
WSIB - Estimated Future Benefit Costs Reserve	2,288,654	8,325	2,296,979	7,836,600
Downtown Investment Reserve Fund	3,500,000	0	3,500,000	3,500,000
ODRP / Heart of City Reserve	(110,257)	124,153	13,896	200,000
Social Housing - Regeneration Reserve	928,137	280,193	1,208,330	Not Defined
Parking Reserve Fund	129,013	565	129,578	Not Defined
Progress Fund	<u>25,742,796</u>	<u>36,190</u>	<u>25,778,986</u>	25,000,000
	47,273,771	(188,067)	47,085,704	
<u>Restricted Reserves (Funded Externally)</u>				
(a targeted reserve balance is not applicable)				
Provincial Gas Tax Reserve (Transit)	69,258	176,804	246,062	
Federal Gas Tax Reserve (Infrastructure)	3,732,926	(889,830)	2,843,096	
Development Charges Reserve	(1,131,420)	598,475	(532,945)	
Social Housing Providers Reserve	2,441,489	(91,797)	2,349,692	
Social Housing Capital Reserve Fund	1,128,800	106,924	1,235,724	
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	193,261	(99,409)	93,852	
Safe Restart Funds Reserve	1,626,277	(199,046)	1,427,231	
Winter Games/Legacy Trust Fund	58,519	(477)	58,042	
Arts and Culture Trust Fund	<u>530,948</u>	<u>248,386</u>	<u>779,334</u>	
	9,426,736	(149,970)	9,276,766	
TOTAL RESERVES AND RESERVE FUNDS	63,899,503	(717,451)	63,182,052	

2021 DETAIL OF RESERVES
June 30, 2021

	Opening Balance	Withdrawals	Additions	Balance
OPERATING RESERVES				
Working Reserves	2,865,262			
Bridge Infrastructure Inspections		(30,000)		
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)		
Proceeds of Sale of Si Miller Land - South portion			330,000	
Repay Taxes Written Off in 2019 (Balance to repay \$671,666)			300,000	
Repay EORN (2020-2026)			28,367	
Repay GSDL Fire Panel Replacement (2014-2024)			18,310	
Repay Accounting Software Upgrade (2020-2027)			50,000	
Repay Pole Replacement Program			66,788	
Council ITT Requirements for 2022			5,500	
Planning Department - Plans Review		(44,322)	50,000	
Repay Beyond 21 Capital Funding			100,000	
Fund CN Rail Property Acquisition		(300,000)		3,193,651
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	90,000			
2022 Election Contribution			45,000	135,000
Renaissance Reserve	118,826			118,826
Medical Recruitment Reserve	713,523			
Committed Funds (Medical Scholarships/Recruitment \$400,000)				
Budgeted Contribution			175,000	
Recognize 2021 Medical Scholarships		(60,000)		
Fund Doctor Recruitment Expenses		(75,000)		753,523
TOTAL Operating Reserves	4,489,352	(755,576)	1,168,965	4,902,741

2021 DETAIL OF RESERVES
June 30, 2021

	Opening Balance	Withdrawals	Additions	Balance
CAPITAL RESERVES				
Equipment and Vehicles Reserve	900,736			
Contributions from Sale of Surplus Equipment			95,649	
Police Contribution to Reserve			120,000	
Fire Contribution to Reserve			50,000	
MW Contribution to Reserve			210,000	
Transit Contribution to Reserve			135,000	
Capital Levy as per LTFP			522,400	
Fund MW Garage Air Compressor		(15,000)		
Fund Fire Repeater		(25,000)		
Fund MW Sidewalk Grinder		(22,000)		
Fund Transit Bus Shelters and Bus Stop Accessibility		(12,500)		
Fund Transit Bus Surveillance System		(9,000)		
Fund Transit Wi-Fi Commander Software		(13,300)		
Fund Transit Addition to Mtce Garage		(80,000)		
Fund Police Fleet		(190,000)		
Fund Police Capital		(20,000)		
Fund MW Fleet		(800,000)		846,985
Recreation Facilities Reserve	163,007			
Contribution from Recreation Facilities			342,388	
Life Cycle Costing - LTFP			300,000	
Complex Building Improvements		(25,000)		
Complex Refrigeration Plant Condenser		(250,000)		
Complex Front Entrance & Patio Design		(75,000)		
Complex Lighting & Ceiling Replacement Salon ABC		(125,000)		
Benson Centre Laser Ice Leveler		(60,000)		
Benson Centre Site Works		(50,000)		
Benson Centre Downspout Repairs		(75,000)		
Proceeds from Sale of Surplus Equipment			1,850	147,245
Municipal Buildings Reserve	2,355,887			
Contribution from Buildings			667,232	
Contribution for Library			85,000	
Proceeds of Sale of Surplus Equipment			45	
EMS HQ		(91,670)		
Fund Justice Bldg Emergency Standby Generator		(250,000)		
Fund Justice Bldg Cladding		(600,000)		
Fund Articulating Boom Lift		(50,371)		
Fund LTD HVAC for Library (2018-2026)		(43,359)		2,072,764
Fire Equipment Reserve (Fire Marque)	74,321			74,321
Land Ambulance Reserve	685,575			
Fund Replacement Ambulances		(800,000)		
Fund Toughbook Computers		(75,000)		
Fund Power Cot Replacements		(75,000)		
Fund Principal on LTD for Ambulances (2019-2022)		(49,737)		
Proceeds of Sale of Defibrillators			40,704	
Transfer Amortization			390,000	116,542
Waste Management Capital Reserve	543,013			
Fund Landfill Expansion/Alternative Disposal ECA		(100,000)		
Fund Landfill Leachate and Gas Collection Sys Upgrades		(250,000)		
Fund Landfill Site - Repaving Project		(50,000)		
Budgeted Contribution - Solid Waste Mgmt Capital			270,000	
Budgeted Contribution - Waste Diversion Capital			100,000	513,013
Land Reserve	(1,979,574)			
Interest Paid on Business Park Land Purchase Loan		(10,500)		
Sale of Surplus Lands			3,238	(1,986,836)
Road Infrastructure Reserve	(33,321)			
Asset Management Plan Update		(11,853)		
Marleau Properties Rental Surplus/(Deficit)			11,980	
Bi-Annual Structure Inspections			15,000	
Budgeted Contribution			100,000	
Deposit R.O.W.			1,001	
LED Savings			50,000	132,807
TOTAL Capital Reserves	2,709,644	(4,304,290)	3,511,487	1,916,841

2021 DETAIL OF RESERVES
June 30, 2021

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Municipal Funding)				
Water Works Reserve	4,971,644			
Budgeted Contribution			250,000	
Interest Earned			16,947	
Asset Management Plan Update		(11,853)		
Fund Intake Screen Frazil Ice Mitigation		(250,000)		
Fund Raw Water Intake Main Inspections		(150,000)		
Fund Chlorine Injection System Replacement		(150,000)		
Fund Concrete Water Storage Tanks		(50,000)		
Fund Filter Inlet & Drain Sluice Gates		(150,000)		
Fund Backwash Pump Replacement		(150,000)		
Proceeds from Sale of Surplus Equipment			35	4,326,773
Wastewater Works Reserve	3,757,598			
Asset Management Plan Update		(11,853)		
Fund Wastewater Treatment System Upgrades		(120,000)		
WWTP Emergency Repair		(90,982)		
Interest Earned			13,128	3,547,891
Building Surplus Reserve (permits)	972,791			
Interest Earned			3,538	976,329
CAHC Operating Reserve Fund	4,295,482			
Interest Earned - Loan to Land Reserve			5,250	
Interest Earned			6,060	
Interest Paid on CAHC 1st Mortgage			6,037	4,312,829
Brownfields Reserve	557,913			
Fund Brownfields Programs		(236)		
Emergency Small Business Loan Forgiveness Repmnt			53,750	
Repayment of Small Business Loans - Covid-19			40,600	
Interest Earned			2,086	654,113
Landfill Closure and Post Closure Reserve Fund	0			
Post Closure Costs			100,000	100,000
Waterfront Development Fund	240,000			240,000
WSIB-Estimated Future Benefit Costs Reserve	2,288,654			
Interest Earned			8,325	2,296,979
Downtown Investment Reserve Fund	3,500,000			
Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve			8,965	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			3,339	
Record CAHC Interest transferred to HoTC		(12,304)		
Record Scotia Interest Earned			9,313	
Transfer Scotia Interest Earned to HOTC Reserve		(9,313)		
Record Investment interest transferred to HoTC				3,500,000
ODRP / Heart of City Reserve	(110,257)			
Capital Outlay			32,250	
Interest Earned - CAHC 2nd Mortgage Trf to HOTC Reserve			8,965	
Interest Paid on CAHC 1st Mortgage Trf to HOTC Reserve			3,339	
Tax Incentive Grant - Non-refundable			143,000	
Investment Income from Scotia Bank			9,313	
Loan Forgiveness		(38,691)		
Fund HOTC Programs		(34,023)		13,896
Social Housing - Regeneration Reserve	928,137			
AHP Rental & Supportive			43,833	
Budgeted Contribution			232,500	
Interest Earned			3,860	1,208,330
Parking Reserve Fund	129,013			
Interest Earned			565	129,578
Progress Fund (Policy - 80% of Interest Earned)	25,742,796			
Benson Centre Debt Payments		(144,756)		
Interest Earned			180,946	25,778,986
TOTAL Restricted Reserves (Municipal Funding)	47,273,771	(1,374,011)	1,185,944	47,085,704

2021 DETAIL OF RESERVES

June 30, 2021

	Opening Balance	Withdrawals	Additions	Balance
RESTRICTED RESERVES (Funded Externally)				
Provincial Gas Tax Reserve (Transit)	69,258			
Gas Tax Funding			682,276	
Fund Transit Operating Expenses		(327,030)		
2014 Handi Transit Buses (LTD 2016-2023)		(24,839)		
2015/2016 Conventional Buses (LTD 2016-2031)		(39,294)		
2017 Conventional Buses (LTD 2018-2026)		(54,113)		
2018 Conventional Buses (LTD 2020-2024)		(60,196)		
Interest Earned			0	246,062
Federal Gas Tax Reserve (Infrastructure)	3,732,926			
2021 Gas Tax Allocation			2,955,155	
2021 Top Up Gas Tax			2,840,874	
2018 Asphalt Resurfacing		(204,810)		
2019 Asphalt Resurfacing		(184,110)		
2020 Asphalt Resurfacing		(1,219,298)		
Bicycle Path Repairs		(100,000)		
Culvert Replacement - Boals Drain at Benny Ave		(373,346)		
Landfill Leachate & Gas Collection		(119,473)		
Active Transportation - Sidewalks		(8,164)		
Traffic Signal Upgrades		(388,101)		
Complex Parking Lot Lighting Replacement		(137,000)		
Marina 200 Above Ground Fuel Tanks		(1,500)		
Benson Centre Play Structure		(150,000)		
Fund Corporate Data Storage		(100,000)		
Fund Network Infrastructure		(100,000)		
Fund Asset Management Planning Software		(90,000)		
Fund Centretown - Water St/Montreal Rd		(30,000)		
Fund Small Diameter Culvert Replacement		(100,000)		
Fund Culvert Replacement - Fly Creek		(450,000)		
Fund Asphalt Resurfacing on Various City Streets		(2,418,000)		
Fund Bicycle Path Repairs		(50,000)		
Fund Guindon Park Road Improvements		(25,000)		
Fund Lamoureux Park Washroom Upgrades		(75,000)		
Fund Lamoureux Park Lighting Upgrades		(375,000)		
Interest Earned			12,943	2,843,096
Development Charges Reserve	(1,131,420)			
City Wide Residential			545,300	
City Wide Non-Residential			53,175	
Interest			0	(532,945)
Social Housing Providers Reserve	2,441,489			
Revenue Loss due to Rent Freeze		(100,000)		
Interest Earned			8,203	2,349,692
Social Housing Capital Reserve Fund	1,128,800			
Budgeted Capital Contribution			100,000	
Interest Earned			1,674	
Interest Earned - Loan to Land Reserve			5,250	1,235,724
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	193,261			
Interest Earned			591	
Fund Subdivision Park Designs		(100,000)		93,852
Safe Restart Funds Reserve	1,626,277			
Fund Transit Covid-19 Expenses		(68,846)		
SSRF Phase 3 Unspent Funding			574,435	
SSRF Phase 1 Funding to Cover Costs		(704,635)		1,427,231
Winter Games/Legacy Trust Fund	58,519			
Fund Plaques		(193)		
Legacy Awards		(500)		
Interest Earned			216	58,042
Arts and Culture Trust Fund	530,948			
Donations Received			246,595	
Interest Earned			1,791	779,334
TOTAL Restricted Reserves (Funded Externally)	9,426,736	(8,178,448)	8,028,478	9,276,766

**City of Cornwall Progress Fund
Investment Register**

<u>Investment Type</u>	<u>Dealer</u>	<u>Maturity</u>	<u>Maturity Value</u>	<u>+Premium /-Discount</u>	<u>Investment Paid</u>	<u>Estimated Interest Earned Annually</u>	<u>% Yield</u>	<u>Book Value of Investments June 30 2021</u>
<i>Schedule I Banks</i>								
CIBC Investment	CIBC	11-Feb-27	\$1,230,000.00	\$0.00	\$1,230,000.00	\$24,600.00	2.00%	\$1,230,000.00
<i>ONE Funds</i>								
Bond Fund	ONE	on demand					1.69%	\$18,433,090.20
High Interest Savings	ONE	on demand					0.95%	\$6,747,309.24
<i>Accrued Interest</i>								
<i>Amount Owing to the General Account from the Progress Fund</i>								
								(\$631,411.44)
PROGRESS FUND INVESTMENTS								\$25,778,988.00

Progress Fund

Opening Balance		25,000,000
Add:		
Interest earned 1998	467,241	
Interest earned 1999	1,403,582	
Interest earned 2000	1,372,515	
Interest earned 2001	1,645,226	
Interest earned 2002	1,422,723	
Interest earned 2003	1,594,927	
Interest earned 2004	1,097,206	
Interest earned 2005	945,362	
Interest earned 2006	935,804	
Interest earned 2007	1,124,533	
Interest earned 2008	1,346,915	
Interest earned 2009	1,065,338	
Interest earned 2010	814,611	
Interest earned 2011	818,915	
Interest earned 2012	727,852	
Interest earned 2013	657,044	
Interest earned 2014	609,527	
Interest earned 2015	568,725	
Interest earned 2016	560,649	
Interest earned 2017	546,323	
Interest earned 2018	554,594	
Interest earned 2019	601,843	
Interest earned 2020	465,931	
Interest earned 2021	<u>180,946</u>	21,528,332
Less: Current Fund Transfers		
2003 SLRIES	-500,000	
2008 Boys and Girls Club	-150,000	
2008/09 Cornwall Hospice	-500,000	
2009 Agape Centre	-200,000	
2010-2012 Hospital Commitment	-4,410,255	
2013 University Study	-40,000	
Benson Centre Debt Payment	-4,532,853	
2021 Benson Centre Debt Payment	<u>-144,756</u>	-10,477,864
Less: Capital Fund Purchases		
2000 Unfinanced Capital Outlay	-600,000	
2003 Recreation Projects	-135,902	
2003-2005 Aquatic Centre	-5,834,141	
2004 Complex Roof Repairs	-460,100	
2004 Complex HVAC	-1,373,698	
2005/2006 Complex HVAC	-824,290	
2006 Roof Replacement - Complex	-464,349	
2008 Complex Cladding	<u>-579,000</u>	-10,271,480
Balance of Progress Fund at Sept 30, 2020		<u><u>25,778,988</u></u>
Balance of Progress Fund at Sept 30, 2020		25,778,988
Principal		<u>-25,000,000</u>
Interest Earned but not spent		<u><u>778,988</u></u>

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-118-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Request for Removal of Part Lot Control from Falcon Home Construction Inc. on Lots 2, 7 and 15 of Registered Plan 52M-53 – Eastridge Subdivision.

Purpose

The Planning Division has received an application from Falcon Home Construction Inc. to remove Part Lot Control from Lots 2, 7 and 15 of Registered Plan 52M-53. This has been confirmed by a letter from the applicant's Barrister & Solicitor, Stephanie Lalonde. (See attachments for Lots 2, 7 and 15).

It is not normal practise to show individual townhouse or semi-detached lots in a Registered Plan of Subdivision, rather, such lots are usually shown as full lots of blocks of land. A Reference Plan is then deposited to indicate the intended divisions of the lands to facilitate separate legal description and sale.

Recommendation

That Council approve the following:

- a. That Part Lot Control be removed from Lots 2, 7 and 15 of Registered Plan 52M-53 – Eastridge Subdivision; and
- b. That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

What is Part Lot Control?

Once a Plan of Subdivision has been approved under Section 50 of The Planning Act and registered, a landowner may sell any complete lot on that Registered Plan even though he may own abutting lots. However, a landowner may not sell a part of piece of his lot or block on a Registered Plan without further consent under Section 50(5) of The Planning Act. This is referred to as Part Lot Control and has the effect of preventing any division of land in a Registered Plan, other than that allowed for in the approval Plan of Subdivision without approval of the Committee of Adjustment.

The Effect of Removing Part Lot Control

The exception to the above is that Section 50(7) of The Planning Act enables a municipality to pass a bylaw to remove Part Lot Control from all or part of a Registered Plan of Subdivision. Such a bylaw has the effect of allowing the conveyance of a portion of a lot without requiring the severance approval of the Committee of Adjustment.

It is important to note that it has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed. Furthermore, any conditions of development are already imposed as part of the Subdivision Agreement. Therefore, the Part Lot Control Exemption By-law is more efficient, not only from the builder's point of view but, more importantly, from the municipality's point of view.

Document Title:	Part Lot Control, Lots 2, 7 and 15, Plan 52M53-Eastridge Sub.-2021-118-PDR.docx
Attachments:	<ul style="list-style-type: none"> - Part Lot Control - Lot 2, 52M53, Eastridge Subd.pdf - Part Lot Control, Lot 7, 52M53, Eastridge Subd.pdf - Part Lot Control, Lot 15, 52M53, Eastridge Subd.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:06 PM

Mark A. Boileau - Jul 29, 2021 - 3:56 PM

Maureen Adams - Aug 3, 2021 - 9:56 AM



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd , 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 2, 52M53; CORNWALL**

I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,


STEPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

*Please select which type you are applying for:

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction
1511 Rte 500 West
Casselman, On. K0A 1M0

Phone# & Email Address

613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde

613-408-3505

Phone# & Email Address

Stephanie @ Stephanie
Lalonde.com

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner

☐ Applicant

☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot

2

Concession

Municipality

Cornwall

Street Address

Watson Cres.

Registered Plan No.

52 M 53

Lot (s) No.

Reference Plan No.

52 R 8422

Part(s) No.

Land 2

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

--

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☐ Yes ☒ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Mare Brisson of the Nation Municipality of _____
in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021



Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021



BLOCK 26
REGISTERED PLAN 414
PIN 60161 - 0421

BLOCK 26
REGISTERED PLAN 414
PIN 60161 - 0421

BLOCK 26
REGISTERED PLAN 414
PIN 60161 - 0421

WATSON CRESCENT
(20.0m WIDE ACCORDING TO REGISTERED PLAN 52M-53)

I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE
LAND TITLES ACT.

June 28 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

PLAN 52R-4499

RECEIVED AND DEPOSITED

June 30 2021

REPRESENTATIVE FOR
THE LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
STORMONT No. 52

SCHEDULE

PART	LOT	PLAN	P.L.N.	AREA
1	ALL OF 2	52M-53	ALL OF 60161-0811	412 m ²
2				365 m ²

PLAN
OF SURVEY OF

LOT 2
REGISTERED PLAN 52M-53
CITY OF CORNWALL
COUNTY OF STORMONT, ONTARIO
K. ADAMS SURVEYING LTD., 2021

Scale 1:250



METRIC:

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BEARING NOTE:

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE
(POINTS) A AND B, SHOWN HEREON, BY REAL TIME NETWORK (RTN)
(OBSERVATIONS AND) REFERRED TO THE CENTRAL MERIDIAN OF
UTM ZONE 18 (75° WEST LONGITUDE) NAD 83 (CSRS), (2010.0).

DISTANCE NOTE:

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID
BY MULTIPLYING BY A COMBINED SCALE FACTOR OF (0.999603687).

INTEGRATION DATA:

COORDINATES WERE DERIVED FROM REAL TIME NETWORK OBSERVATIONS
(USING THE CAN-NET) NETWORK UTM, ZONE 18, NAD83 (CSRS), (2010.0)
COORDINATES TO URBAN ACCURACY PER SEC 14(2) OF OREG 216/10

ORP	NORTHING	EASTING
(A)	4987042.18	525566.00
(B)	4987011.33	525513.88

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH
CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

LEGEND & NOTES : (IF APPLICABLE)

■ DENOTES FOUND MONUMENTS
□ DENOTES SET MONUMENTS
IB DENOTES IRON BAR
SB DENOTES STANDARD IRON BAR
SSB DENOTES SHORT STANDARD IRON BAR
CC DENOTES CUT CROSS
N&W DENOTES NAIL & WASHER
WT DENOTES WITNESS

ORP DENOTES OBSERVED REFERENCE POINT
IP DENOTES IRON PIPE
OU DENOTES ORIGIN UNKNOWN
MEAS DENOTES MEASURED
PROP DENOTES PROPORTIONED
CP DENOTES CONCRETE PIN
P DENOTES REGISTERED PLAN 52M-53

SURVEYOR'S CERTIFICATE:

I HEREBY CERTIFY THAT:

- THIS PLAN AND SURVEY ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT,
THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 28th DAY OF JUNE, 2021

DATED: June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

FROM THE OFFICE OF

K. ADAMS SURVEYING LTD.

INGLESIDE, ONTARIO

TEL: (613) 537 - 9898 FAX: (613) 537 - 9797

E mail: kcadams@bell.net

SCALE:	DRAWN:	FIELD:	CHECKED:	FIELD:
1:250	Y.B.	K.A.	K.A.	STOR-PL 52M-53 JOB: 21-1814-12 RP21-1814-12.DWG



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 7, 52M33; CORNWALL**

^{52M33}
I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,


STEPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

*Please select which type you are applying for:

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

<p>Name & Address of Registered Property Owner</p> <p><u>Falcon Home Construction</u> <u>1511 Rte 500 West</u> <u>Casselman On. K0A 1M0</u></p> <p>Phone# & Email Address <u>613-223-1330</u></p>	<p>Name & Address of Applicant/Agent</p> <p><u>Stephanie Lalonde</u></p> <p><u>613-408-3505</u></p> <p>Phone# & Email Address <u>Stephanie @ stephanie</u> <u>lalonde.com</u></p>
---	---

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot	<u>7</u>	Registered Plan No.	<u>52453</u>
Concession		Lot (s) No.	
Municipality	<u>Cornwall</u>	Reference Plan No.	<u>52R8426</u>
Street Address	<u>Watson Cres.</u>	Part(s) No.	<u>1, 2 and 3</u>

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

--

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☐ Yes ☒ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of _____
in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.⁰⁰

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 15, 52M33; CORNWALL**

52m33
I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,


STÉPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

***Please select which type you are applying for:**

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction
1511 Rte 500 West
Casselman, On. K0A 1M0

Phone# & Email Address

613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde

613-408-3505

Phone# & Email Address

stephanie@stephanie
lalonde.com

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner

☐ Applicant

☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot 15

Concession _____

Municipality Cornwall

Street Address Gillis Ave.

Registered Plan No. 52M53

Lot (s) No. _____

Reference Plan No. 52R8423

Part(s) No. 1, 2 and 3

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

--

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Narc Brisson of the Nation Municipality of _____
in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021



E 1/2 LOT "C" CONCESSION 1

PART 1 (REM) 52R-6970

PIN 60161 - 0867

I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE
LAND TITLES ACT.

June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

PLAN 52R-8423

RECEIVED AND DEPOSITED
June 30, 2021

Vanessa Sullivan
REPRESENTATIVE FOR
LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
STORMONT No. 52

SCHEDULE

PART	LOT	PLAN	P.I.N.	AREA
1				60 m ²
2	ALL OF 15	52M-53	ALL OF 60161-0824	581.5 m ²
3				425.5 m ²

NOTE: PART 1 SUBJECT TO EASEMENT AS IN INSTRUMENT No. 51118651.

PLAN
OF SURVEY OF
LOT 15
REGISTERED PLAN 52M-53
CITY OF CORNWALL
COUNTY OF STORMONT, ONTARIO
K. ADAMS SURVEYING LTD., 2021

Scale 1 : 250



METRIC:

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BEARING NOTE:

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE
(POINTS) A AND B, SHOWN HEREON, BY REAL TIME NETWORK (RTN)
(OBSERVATIONS AND) REFERRED TO THE CENTRAL MERIDIAN OF
UTM ZONE 18 (75° WEST LONGITUDE) NAD 83 (CSRS), (2010.0).

DISTANCE NOTE:

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID
BY MULTIPLYING BY A COMBINED SCALE FACTOR OF (0.999603687).

INTEGRATION DATA:

COORDINATES WERE DERIVED FROM REAL TIME NETWORK OBSERVATIONS
(USING THE CAN-NET) NETWORK UTM, ZONE 18, NAD83 (CSRS), (2010.0)
COORDINATES TO URBAN ACCURACY PER SEC 14(2) OF OREG 216/10

ORP	NORTHING	EASTING
Ⓐ	4986784.97	525666.26
Ⓑ	4986874.48	525612.71

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH
CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

FROM THE OFFICE OF

K. ADAMS SURVEYING LTD.

INGLESIDE, ONTARIO

TEL: (613) 537 - 9898 FAX: (613) 537 - 9797

E mail : kcodams@bell.net

SCALE:	DRAWN:	FIELD:	CHECKED:	FIELD:
1:250	Y.B	K.A	K.A.	STOR-PL 52M-53

JOB: 21-1814-13
RP21-1814-13.DWG

LEGEND & NOTES : (IF APPLICABLE)

■ DENOTES FOUND MONUMENTS
□ DENOTES SET MONUMENTS
IB DENOTES IRON BAR
SIB DENOTES STANDARD IRON BAR
SSIB DENOTES SHORT STANDARD IRON BAR
CC DENOTES CUT CROSS
N&W DENOTES NAIL & WASHER
WIT DENOTES WITNESS

ORP DENOTES OBSERVED REFERENCE POINT
IP DENOTES IRON PIPE
OU DENOTES ORIGIN UNKNOWN
MEAS DENOTES MEASURED
PROP DENOTES PROPORTIONED
CP DENOTES CONCRETE PIN
P DENOTES REGISTERED PLAN 52M-53
P1 DENOTES PLAN 52R-8377

SURVEYOR'S CERTIFICATE:

I HEREBY CERTIFY THAT :

- THIS PLAN AND SURVEY ARE CORRECT AND IN ACCORDANCE WITH THE SURVEY ACT,
THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 24th DAY OF FEBRUARY 2021

DATED : June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-119-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Request for Removal of Part Lot Control from Falcon Home Construction Inc., on Lots 11 and 12 of Registered Plan 52M-33 – Eastridge Subdivision.

Purpose

The Planning Division has received an application from Falcon Home Construction Inc. to remove Part Lot Control from Lots 11 and 12 of Registered Plan 52M-33. This has been confirmed by a letter from the applicant's Barrister & Solicitor, Stephanie Lalonde. (See attachments for Lots 11 and 12).

It is not normal practise to show individual townhouse or semi-detached lots in a Registered Plan of Subdivision, rather, such lots are usually shown as full lots of blocks of land. A Reference Plan is then deposited to indicate the intended divisions of the lands to facilitate separate legal description and sale.

Recommendation

That Council approve the following:

- a. That Part Lot Control be removed from Lots 11 and 12 of Registered Plan 52M-33 – Eastridge Subdivision; and
- b. That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

What is Part Lot Control?

Once a Plan of Subdivision has been approved under Section 50 of The Planning Act and registered, a landowner may sell any complete lot on that Registered Plan even though he may own abutting lots. However, a landowner may not sell a part of piece of his lot or block on a Registered Plan without further consent under Section 50(5) of The Planning Act. This is referred to as Part Lot Control and has the effect of preventing any division of land in a Registered Plan, other than that allowed for in the approval Plan of Subdivision without approval of the Committee of Adjustment.

The Effect of Removing Part Lot Control

The exception to the above is that Section 50(7) of The Planning Act enables a municipality to pass a bylaw to remove Part Lot Control from all or part of a Registered Plan of Subdivision. Such a bylaw has the effect of allowing the conveyance of a portion of a lot without requiring the severance approval of the Committee of Adjustment.

It is important to note that it has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed. Furthermore, any conditions of development are already imposed as part of the Subdivision Agreement. Therefore, the Part Lot Control Exemption By-law is more efficient, not only from the builder's point of view but, more importantly, from the municipality's point of view.

Document Title:	Part Lot Control, Lots 11 and 12, Plan 52M33-Eastridge Subd.-2021-119-PDR.docx
Attachments:	- Part Lot Control, Lot 11, 52M33, Eastridge Subd.pdf - Part Lot Control - Lot 12, 52M33, Eastridge Subd.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:07 PM

Mark A. Boileau - Jul 29, 2021 - 3:58 PM

Maureen Adams - Aug 3, 2021 - 12:23 PM



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 11, 52M33; CORNWALL**

I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,



STEPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

*Please select which type you are applying for:

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction
1511 Rte 5W West
Casselman On K6A1M8

Phone# & Email Address

613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde

613-408-3505

Phone# & Email Address

stephanie @ stephanie
lalonde @ corn

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot 11

Concession

Municipality Cornwall

Street Address Louder Ave.

Registered Plan No. 52M33

Lot (s) No.

Reference Plan No. 52R8432

Part(s) No. 1 and 2.

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

--

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-detached
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

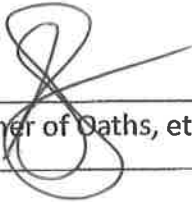
Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of
_____ in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021




Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature 

Date: July 22 2021



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 12, 52M33; CORNWALL**

I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,

STÉPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

*Please select which type you are applying for:

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner	Name & Address of Applicant/Agent
<u>Falcon Home Construction</u>	<u>Stephanie Lalonde</u>
<u>1511 Rte 540 West</u>	<u>613-408-3505</u>
<u>Casselman on KOA/NO</u>	Phone# & Email Address
Phone# & Email Address	<u>Stephanie @stephanie</u>
<u>613-223-1330</u>	<u>lalonde.com</u>

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:	
Lot	<u>12</u>
Concession	
Municipality	<u>Cornwall</u>
Street Address	<u>Louder Ave.</u>
Registered Plan No.	<u>52433</u>
Lot (s) No.	
Reference Plan No.	<u>52 R 8432</u>
Part(s) No.	<u>3 and 4</u>

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of _____
in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021

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

Department: Corporate Services
Division: Clerk's Division
Resolution Number: 2021-13
Report Number: Report Number
Meeting Date: August 9, 2021
Subject: Support for 988 Crisis Line

Whereas the Federal Government has passed a motion to adopt 988, a National three-digit suicide and crisis hotline; and

Whereas the ongoing COVID-19 pandemic has increased the demand for suicide prevention services by 200 per cent; and

Whereas existing suicide prevention hotlines require the user to remember a 10-digit number and go through directories or be placed on hold; and

Whereas in 2022 the United States will have in place a national 988 crisis hotline; and

Whereas the City of Cornwall recognizes that it is a significant and important initiative to ensure critical barriers are removed to those in a crisis and seeking help



Now therefore be it resolved that the City of Cornwall endorses this 988 crisis line initiative and that staff be directed to send a letter indicating such support to the local MP, MPP, Federal Minister of Health, the CRTC and local area municipalities to indicate our support.

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 2021-13 enacted by Council on Monday, August 9, 2021.

Manon L. Levesque
City Clerk

Report Approval Details

Document Title:	Resolution 2021-13 Support for 988 Crisis Line - 2021-96-Corporate Services.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Aug 3, 2021 - 10:59 AM

Geoffrey Clarke - Aug 3, 2021 - 11:24 AM

Maureen Adams - Aug 3, 2021 - 12:44 PM

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

Department: Corporate Services
Division: Clerk's Division
Resolution Number: 2021-14
Report Number: 2021-93-Corporate Services
Meeting Date: August 9, 2021
Subject: Council Vacancy – Councillor

Whereas the Council of The Corporation of the City of Cornwall, on Thursday, July 8, 2021, selected Glen G. Grant to be its Mayor leaving a vacancy on Council; and

Whereas, pursuant to section 262(1) of the *Municipal Act*, Council shall declare the seat vacant; and

Whereas, once declared vacant, Council shall select the manner in which it shall fill the vacancy.

Where a report is being presented to Council at this same Meeting of August 9, 2021, outlining the options on how to fill the vacancy.

Now therefore be it resolved that the Council of The Corporation of the City of Cornwall now declare the seat of Councillor vacant.

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 2021-14 enacted by Council on Monday, August 9, 2021.

Manon L. Levesque
City Clerk

Report Approval Details

Document Title:	Resolution 2021-14 Council Vacancy - 2021-93-Corporate Services.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Aug 3, 2021 - 10:59 AM

Geoffrey Clarke - Aug 3, 2021 - 11:23 AM

Maureen Adams - Aug 3, 2021 - 12:48 PM

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

Department: Planning, Development and Recreation
Division: Building and By-law
Report Number: 2021-107-Planning, Development and Recreation
Prepared By: Mark A. Boileau, General Manager, Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: Parking Working Group Summary Report and Recommendations

Purpose

To provide Council with the Parking Working Group summary report following an extensive review of the City's Parking Program.

Recommendation

That Council:

- a. Receive the Report 2021-107-Planning, Development and Recreation
- b. Consider recommendations presented under each subject of the following report and vote on them in turn:
 1. Complimentary 15-Minute Parking Stalls
 2. Parking Stalls and Lots: Pay-Per-Hour Service
 3. Parking Stalls and Lots: Single-Use Overnight Parking Service
 4. Day-Use Parking Permits

5. 24-Hour Parking Permits
 6. Private Property Parking Lot Leases
 7. Establish New Public Parking Locations: On-Street
 8. Establish New Public Parking Locations: Parking Lots
 9. Pay-By-Plate Machines: Expanding Machine Service
 10. Public Parking Initiatives Promotional Strategy
 11. Development Fees: Cash-In-Lieu Of Parking
 12. Parking Signage and Renaming Municipal Parking Lots
 13. Active Forms Of Transportation
- c. Following the decisions from Council on the above recommendations, that Council direct Administration to amend all By-Laws as required.
 - d. Dissolve the Parking Working Group.

Financial Implications

The Parking Program for the City is a self-funding Program where revenue generated through the Program pays for operating costs. The City collects revenue to support the Parking Program through parking lot and on-street metering, the sale of parking permits, and parking violations. The By-Law Division has made and will continue to make significant investments in new parking technology (AIMS software) which will continue to improve parking operations, specifically with respect to parking enforcement, parking payment options (App), infrastructure (pay stations), effective turn-over, and revenue generation.

At the end of each fiscal year, revenues and expenditures from the Program are balanced. In a year where a surplus is realized, a contribution to the Parking Reserve is made. In a year where a deficit is realized, a contribution from the Parking Reserve is made to cover the shortfall. At Year End December 31, 2020, the Parking Reserve had a balance of \$129,013.

The Parking Working Group supports the goal of ensuring the Parking Program remain a self-funding Program and believes there is a benefit to increasing the operating reserves to address aging infrastructure and prepare for future Parking Program requirements.

Throughout the attached report, financial implications are detailed for each of the recommendations to the Parking Program.

It is worth noting that the Parking Working Group is not recommending any changes to fees associated with parking violations as approved through By-Law 1989-069 and amended by Provincial Order on August 13, 2019.

Strategic Priority Implications

Content provided in this report supports Council's Strategic Vision and Mission by addressing municipal parking services to ensure they are financially and environmentally sustainable, and by offering recommendations and next steps for Council and Administration so they may provide more effective services and improved infrastructure for the community.

Background / Discussion

As a result of the economic impacts of COVID-19, Council provided a motion on May 11, 2020 requesting that Administration prepare a report on parking rule changes for the remainder of 2020 including and not limited to:

- ending paid parking within city limits
- relaxing parking By-laws to allow for curbside pickup
- allowing businesses to claim a parking spot in front of their business for expanded shopping space
- to identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city.

The goal of the report was to provide a series of suggestions on which rules would impact the local business community the most and at what cost to the city.

Administration provided an initial report on May 25, 2020 and several subsequent reports whereby Council provided motions permitting complimentary parking and curbside pick-up which has extended to the present date.

On January 11, 2021, Council passed a motion to create a working group to find a permanent solution for the Parking Program with a report brought back to

Council with recommendations. Following the formation of the Parking Working Group and the consultations as described below, this report achieves this request.

The Parking Working Group was established on March 9, 2021 and initially consisted of three Councillors (Mr. Grant, Mr. Bennett, and Mr. Bergeron) and three Administration staff (Mr. Boileau, Mrs. Bailey, and Mrs. McEvoy-Robertson). A fourth staff, Ms. Rendek, was later incorporated into the group to provide further administrative support.

To understand the public, private, and leased parking needs in the Downtown, Le Village, and Cotton Mills districts, the Parking Working Group requested meetings with owners, key stakeholders, and representatives from the BIAs. The meetings were as follows:

March 23, 2021

- Tom Hughes, Weaving Baskets
- Robert Pelda and Adam McGrath, RMP Construction
- Aaron Bell and Melissa Roberts, Rothmar Holdings

March 30, 2021

- Joshua Casselman, Downtown BIA
- Pierre Lefebvre, Le Village BIA

April 6, 2021

- James Boyce, Time Square
- Leo Doucet, Cornwall Square

April 13, 2021

- Infrastructure and Municipal Works staff
- Michel Dubuc, Le Village BIA

April 29, 2021

- Helen McCutcheon and Pierre Dufour, Cornwall Public Library

After hearing from the above stakeholders, the Parking Working Group continued to meet weekly for a period of five (5) weeks to:

- review the Parking Program in its entirety,

- consider issues and suggestions from stakeholders,
- compare fees, provisions, and By-Laws from other municipalities, and
- prepare a summary report and recommendations for Council.

Having concluded their work as assigned, the Parking Working Group is pleased to present the attached summary report and recommendations to Council for consideration. For reference, all past reports to Council have also been attached.

Report Approval Details

Document Title:	Parking Working Group Summary Report and Recommendations - 2021-107-PDR.docx
Attachments:	<ul style="list-style-type: none"> - Parking Working Group Summary Report and Recommendations August 9, 2021.pdf - All Previous Business Parking - COVID-19 Reports to Council 2020-2021.pdf
Final Approval Date:	Aug 4, 2021

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

Mark A. Boileau - Jul 30, 2021 - 11:53 AM

Tracey Bailey - Aug 1, 2021 - 9:23 PM

Maureen Adams - Aug 4, 2021 - 4:08 PM

PARKING WORKING GROUP

**SUMMARY REPORT
RECOMMENDATIONS
NEXT STEPS**

AUGUST 9, 2021

PARKING WORKING GROUP MEMBERS

**MAYOR GLEN GRANT
COUNCILLOR ERIC BERGERON
COUNCILLOR TODD BENNETT**

**MARK BOILEAU
TRACEY BAILEY
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**REPORT PREPARED BY
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1. Complimentary 15-Minute Parking Stalls

Downtown, Le Village, Cotton Mills

Background, Research, Analysis

The City currently has 16 complimentary parking stalls across the Downtown, Le Village, and the Cotton Mills area. There are no complimentary stalls near the Cornwall Public Library.

Complimentary stalls support neighbouring business and services by offering a convenient parking option for customers and clients only visiting the business districts for a quick pick-up or drop-off.

In consultation with business district stakeholders, the Parking Working Group (PWG) has recommended what they believe is a compromise between the complimentary parking benefits for businesses and the need for parking stall turn-over and parking availability. Furthermore, the PWG sees the potential to add 4 complimentary 15-minute parking stalls near the north entrance of the Cornwall Public Library to support quick pick-up or drop-off by patrons.

To help drivers correctly identify the complimentary parking stalls, the PWG and Municipal Works staff see the value of painting the outline of the parking stall in a distinct colour and adding a “15min” in the centre. Municipal Works staff have advised against painting the entire stall for safety reasons but do think line painting would be feasible. Signage could also match the selected paint colour for added clarity.

Recommendations

The Parking Working Group recommends that Council:

1. Standardize complimentary parking stalls to 15-minutes maximum and ensure they are clearly identified with paint and signage,
2. Assign complimentary parking stalls to the business districts as follows:
 - a. 7 in the Downtown (current total),
 - b. 9 in Le Village (current total),
 - c. 1 in the Cotton Mills (new)
 - d. 1 in front of the Pitt Street entrance to City Hall (move from Fourth Street to Pitt Street)
 - e. 4 in Cornwall Public Library lot, at Sydney Street entrance

3. Direct administration to consult with the Downtown and Le Village BIAs to establish the exact location for the complimentary parking stalls so they maximize impact for businesses.

Financial Implications

As noted, the City currently has 16 complimentary parking stalls. Adding 5 additional 15-minute complimentary parking stalls across the municipality will not have a considerable financial impact on the budget for the program.

Implementation Schedule and Next Steps

Administration will:

- Host discussions with BIAs and confirm locations.
- Present complimentary 15-minute parking stall locations to Council for approval by way of By-Law amendment during future Council meeting.
- Install new meter heads as required for paying parking stalls.
- Install signage and stall painting as required for complimentary parking.

2. Parking Stalls and Lots: Pay-Per-Hour Service

City-wide

Background, Research, Analysis

The City manages 270 pay-per-hour on-street stalls and 364 paid municipal lot parking stalls in the DBIA and Le Village.

The current hourly parking fee in the City of Cornwall is \$1.00 per hour, Monday to Friday, between the hours of 9:00 a.m. and 6:00 p.m. Vehicles may be parked beyond these hours at no cost; however, By-Law #2019-148 stipulates that a vehicle may only be parked in the same paid stall for a maximum of 12 hours at one time.

The pay-per-hour fee has not increased in 11 years (since July 2010) and has never received a scaled user-fee schedule as calculated for other department fees (notably Transit user fees, Landfill tipping fees, and Recreation user fees).

A comparison of seven Ontario municipalities indicates that increasing the hourly rate to \$1.50 would be within the average range for a community of our size and commercial activity.

Table 1: Comparison Chart of Hourly Fee For Parking By Municipality	
Municipality	Pay-By-Hour Parking Rate
Cornwall (current)	\$1.00
Cornwall (proposed)	\$1.50
Brockville	\$1.00 - \$1.25
Belleville	\$1.00
Peterborough	\$2.25
North Bay	\$1.00 - \$1.50
Kingston	\$1.50 - \$2.00
Ottawa	\$2.50 - \$3.00

Finance and parking service staff aggregated and averaged all parking revenue sources from 2019 (pre-pandemic conditions) to develop a formulated calculation table for all fees. PWG members then considered the comparable parking fees from other municipalities and several pricing scenarios to arrive at the following recommendation.

Recommendations

The Parking Working Group recommends that Council:

1. Increase hourly fee to \$1.50 effective January 1, 2022 and increase by \$0.10 (ten cents) per hour annually over the next 5 years.

Financial Implications

Increasing the hourly parking revenue to \$1.50 would achieve full cost recovery of parking program administration and help to offset short-term capital costs associated with the purchase and installation of new Pay-By-Plate machines (see Section 9: Pay-By-Plate Machines for details).

It is estimated that by increasing the current hourly parking fee of \$1.00 to \$1.50, the parking program would generate approximately \$135,000 more in metered revenue.

Introducing a 5-year scaled user-fee schedule for hourly parking fees will better support the budgeting efforts and allow for longer-term financial planning. It is estimated that increasing the parking fee by \$0.10 per hour over the following 5 years will generate approximately \$25,000 annually in additional metered revenue. The scaled price increase would be presented to Council annually during Budget deliberations.

Implementation Schedule and Next Steps

Administration will:

- Present new pay-per-hour service fee and scaled schedule to Council for approval by way of By-Law amendment during future Council meeting. The By-Law would be effective immediately however the new fee would start January 1, 2022.
- Increase hourly fee in Pay-By-Plate machines, meters, and online parking application on January 1, 2022.

3. Parking Stalls and Lots: Single-Use Overnight Parking Service

Warrington Brown Lot and Port Theatre Lot Only

Background, Research, Analysis

The City does not currently offer overnight parking in municipal lots or on-street parking stalls and By-Law #2019-148 restricts vehicle parking to a maximum of 12 hours per use. As such, parking overnight in the business districts may result in a \$30.00 parking violation.

In consultation with the Downtown and Le Village stakeholders, the PWG recognized an occasional need by residents or visitors to park overnight in the Downtown or Le Village districts. Examples include:

- out-of-town guests visiting a downtown resident,
- restaurant patrons choosing alternate forms of transportation to get home after consuming alcohol, and
- business owners preparing a vehicle for deliveries the next day.

To allow for occasional overnight parking in the BIAs, the PWG is recommending the establishment of a single-use overnight parking fee of \$3.00 for the Warrington Brown and Port Theatre municipal parking lots which would allow vehicle parking between the hours of 2:00 a.m. and 9:00 a.m. seven days a week.

The proposed hours will result in free parking across the municipality from:

- 6:00 p.m. to 2:00 a.m.
Monday to Friday, and
- 9:00 a.m. to 2:00 a.m.
Saturday and Sunday.



Figure 1: Warrington-Brown Overnight Parking Stalls

The PWG recommends maintaining these free parking hours to better support the interests of businesses and residents in both business districts.

To support a more organized snow removal process, vehicles would need to park in one of the 15 designated overnight parking stalls (10 Downtown and 5 in Le

Village) to avoid a violation. The City would not be responsible for any loss or damage which might be caused to any vehicle while parked in the parking lot overnight. Signs would be erected in this regard.

Recommendations

The Parking Working Group recommends that Council:

1. Establish a single-use overnight parking fee of \$3.00 for use of the overnight parking stalls in the Warrington Brown or Port Theatre municipal parking lots between the hours of 2:00 a.m. and 9:00 a.m. and increase the fee by \$0.10 (ten cents) per use annually starting in 2023 over the next 5 years (scaled user-fee schedule). This would come into effect immediately following a By-Law approval.

Financial Implications

Establishing a \$3.00 overnight parking fee for up to 15 stalls will not have a considerable financial impact on the budget for the parking program; however, it will meet a service gap of the current program. The \$3.00 fee would ensure good value for the 24-hour parking permit holder (see Section 5: 24-hour Parking Permits for details).

Introducing a 5-year scaled user-fee schedule for overnight parking fee will better support the budgeting efforts, remain consistent with other user fee scheduling, and allow for longer-term financial planning. The scaled price increase would be presented to Council annually during Budget deliberations.

Implementation Schedule and Next Steps

Administration will:

- Present new single-use overnight parking service provisions and scaled fee schedule to Council for approval by way of By-Law amendment during future Council meeting. Overnight parking service and fee would take effect immediately.
- Update Pay-By-Plate machines, meters, and online parking application to reflect new overnight parking fee.
- Inform BIAs and implement communication strategy for residents.
- Amend snow removal tender and/or schedule to account for overnight parking service. Current tender is effective until April 2022.

4. Day-Use Parking Permits

Downtown and Le Village

Background, Research, Analysis

Parking permits are defined by By-Law #175-2002 and are currently for day-use only (9:00 a.m. to 6:00 p.m.). The City has the capacity to issue 251 parking permits across the municipality, however, averages selling approximately 215 permits per year. See Map 1 for the number of permit stalls per parking lot.

In general, the day-use permit stalls meet the needs of downtown businesses and professionals. Prior to the pandemic, there was a consistent demand for day-use permit stalls in the Si Miller Lot and the RBC Lot due to the high number of professionals working in the area.

Parking permit lengths were defined in 2009 under By-Law #025-2009 and the associated fees were updated most recently in 2014. At that time, Council approved a flat-rate discount when purchasing a longer permit. Unlike other municipal permits and user fees, day-use parking permit fees do not follow a scaled user-fee schedule.

Table 2: Current Day-Use Parking Permit Fees By BIA		
Length of Permit	Downtown Permit (Fee + HST)	Le Village Permit (Fee + HST)
Half Month	\$26.66	n/a
One Month	\$50.00	\$30.00
Three Months	\$140.01	\$85.00
Six Months	\$280.02	\$170.00
One Year	\$533.36	n/a

As shown above, different fees were established in 2014 between the Downtown and Le Village. After further consideration, the PWG members believe a standardized City-wide permit price would be more equitable and simplify the fee structure. For comparison and to better inform regarding the new permit rates, the PWG compared the monthly permit fees of seven municipalities.

Table 3: Comparison Chart of Day-Use Permit Fees By Municipality	
Municipality	Monthly Day-Use Permit Rate (Fee + HST)
Cornwall (current)	\$26.66 - \$50.00
Cornwall (proposed)	\$50.00
Brockville	\$50.00
Belleville	\$73.45
Peterborough	\$46.00 - \$100.00
North Bay	\$46.33 - \$113.00
Kingston	\$81.80 - \$140.00
Ottawa	\$45.20 - \$255.00

After considering the permit rates of other municipalities, the PWG scaled the rest of the permit lengths to ensure better value for longer term permits. The following table presents the revised fee structure proposed by the PWG.

Table 4: Proposed Day-Use Parking Permit Fees By Length Of Permit			
Length of Permit	City-Wide Permit Fee	HST	Total
Half Month	\$26.55	\$3.45	\$30.00
One Month	\$44.25	\$5.75	\$50.00
Three Months	\$123.89	\$16.11	\$140.00
Six Months	\$238.94	\$31.06	\$270.00
One Year	\$464.60	\$60.40	\$525.00

The City does not have a permit refund policy. The PWG would suggest a pro-rated refund with \$35 admin fee, which is standard for most other municipal service fees.

In consultation with the Cornwall Public Library, the PWG heard a need for complimentary day-use permits for library volunteers. The PWG recommends to the Library Administration that this permit fee be included in the Cornwall Public Library 2022 Budget Submission. This is a separate and in addition to the four 15-minute complimentary stalls noted in Section 1.

Recommendations

The Parking Working Group recommends that Council:

1. Establish one standardized day-use (9:00 a.m. to 6:00 p.m.) parking permit fee which would come into effect immediately following a By-Law approval.
2. Direct Administration to develop one standardized day-use permit fee based on Table 4, and to develop a 5-year permit fee schedule based on annual Consumer Price Index (CPI).

Financial Implications

Based on the average number of permits issued per year, establishing a single and increased permit fee will result in additional revenue estimated at \$15,000. This revenue would be reinvested into parking lot maintenance and parking program administration.

Introducing a 5-year permit fee schedule based on CPI will better support the budgeting efforts of the parking program and allow for longer-term financial planning. The increase, based on CPI, to parking permits would be presented to Council annually during Budget deliberations.

Implementation Schedule and Next Steps

Administration will:

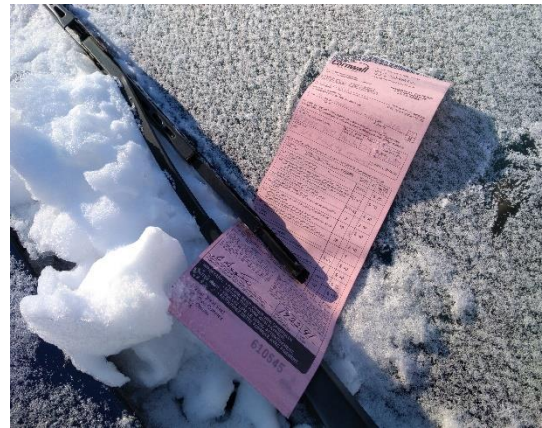
- Present revised day-use parking permit provisions, fee structure, and refund policy to Council for approval by way of By-Law amendment during future Council meeting.

5. 24-Hour Parking Permits

Downtown and Le Village

Background, Research, Analysis

The City does not currently offer overnight or 24-hour parking permits for use in municipal lots or on-street parking, and By-Law #2019-148 restricts vehicle parking in all parking stalls to a maximum of 12 hours per use. As such, parking overnight in both business districts can result in a parking violation and \$30 ticket.



Parking tickets are currently issued by Municipal Works staff overnight. Municipal Works staff were authorized in 2019 so they could issue parking tickets to those vehicles obstructing winter snow removal.

Based on confirmed overnight parking needs by key stakeholders, the PWG is recommending the establishment of a 24-hour parking permit and the necessary permit stalls in nine municipal lots to better support the needs of neighbouring residents.

The PWG investigated 24-hour parking permit programs and fees from 6 other municipalities and found few offering a year-round 24-hour parking permit. A summary table has been provided for consideration.

Table 5: Comparison Chart of 24-hour Parking Services By Municipality			
Municipality	Overnight Parking	Permit Type	Rate
Cornwall	Not permitted	Not offered.	N/A
Brockville	Not permitted in By-Law but in practice it is permitted due to demand. Permit does not guarantee a parking stall	Yes, reduce permits in summer to allow for more tourist parking	\$50 Same rate as day-use permit. Only allowed in specific lots.

Municipality	Overnight Parking	Permit Type	Rate
Belleville	Not permitted	Not offered.	N/A - all overnight parking will be ticketed
Peterborough	Allows and encourages overnight parking in all lots and parking garages. For snow removal, staff will barricade the lot from vehicles temporarily.	Not necessary as they do not charge for overnight parking.	No cost for parking from 6:00 p.m. to 9:00 a.m.
North Bay	Designated overnight parking lot managed with monthly permits. Parking garage has overnight parking on certain levels. No permit required. No other overnight parking permitted on municipal lots between the hours of 12 a.m. - 8 a.m.	Yes, but only in the designated overnight parking lots.	\$46.33 - \$113.00 Same as regular permit, lot dependent.
Kingston	Only enforced in winter starting at midnight.	Not offered.	Free but with restricted areas in winter months.
Ottawa	Yes, permitted but locations and fees vary considerably. Significant seasonal difference.	Various permits offered, dependent on lot or on-street location. Seasonal options.	Off-Street: \$130 - \$225 On-street: \$35 in summer and \$152 winter

Winter snow removal was identified as the primary reason as to why the City of Cornwall has not offered a 24-hour permit. To address this concern, the PWG worked with Municipal Works staff to identify specific areas in nine (9) municipal

lots which would minimize the effect of 24-hour parking on snow removal services. The contractor would be able to plow around the vehicles parked overnight in a specific area and then Municipal Works staff would return later in the day to finish the snow clearing while parked vehicles are gone.

To allow for this new 24-hour parking permit, the City would need to change the snow contractor tender and install new signage. The 24-hour parking permit holders would be required to move their cars during specific hours of the day to ensure an effective return visit by the snow removal contractor or staff.

The locations identified by staff are indicated on Map 1 in navy blue. The initial number of available 24-hour parking permit parking stalls would be:

- 36 in the Downtown BIA
- 10 in Le Village BIA

With limited understanding as to how many 24-hour permits will be requested by residents and businesses, the PWG suggests establishing a waitlist to better inform the parking program administration in the future.

As approved for day-use passes, Council could approve a flat rate discount when purchasing a longer-term permit as follows:

Table 6: Proposed 24-Hour Parking Permit Fees By Length Of Permit	
Length of Permit	Proposed 24-Hour Parking Permit Rate Including HST
Half Month	\$50.00
One Month	\$80.00
Three Months	\$200.00
Six Months	\$350.00
One Year	\$650.00

As previously noted, the City does not have a permit refund policy. The PWG would suggest a pro-rated refund with \$35 admin fee, which is standard for most other municipal service fees.

Recommendations

The Parking Working Group recommends that Council:

1. Establish a City-wide 24-hour parking permit which would come into effect immediately following a By-Law approval.
2. Direct Administration to develop a 24-hour permit fee based on Table 6 above, and to develop a 5-year permit fee schedule based on annual CPI.
3. Direct Administration to establish up to 46 off-street overnight parking stalls and amend the snow removal schedule as required.

Financial Implications

Establishing a 24-hour permit fee could result in an estimated \$26,000 of annual revenue for parking program. Permit fees would be reinvested into parking lot maintenance, parking infrastructure, snow clearing, and overall parking program administration.

Introducing a 5-year scaled user-fee schedule based on CPI will better support the budgeting efforts of the parking program and allow for longer-term financial planning. The increase, based on CPI, to overnight parking permits would be presented to Council annually during Budget deliberations.

Implementation Schedule and Next Steps

Administration will:

- Present new 24-hour permit provisions, fee structure, and refund policy to Council for approval by way of By-Law amendment during future Council meeting.
- Confirm the overnight parking stall locations and install signage.
- Amend snow removal tender and or schedule to account for overnight parking service. Current tender is effective until April 2022.

6. Private Property Parking Lot Leases

Background, Research, Analysis

Most municipal parking lots are located on municipally owned land however, the City has historically leased private properties when needed to ensure sufficient public parking in the business districts. Prior to May 1, 2021, the City leased three (3) private properties, which were generally known as:

- Bingo lot north, located to the west of 26 Second Street West (28 public stalls)
- Pitt and First lot, located on the southwest corner of the Pitt Street and First Street intersection (20 public stalls and 8 permits)
- Port Theatre lot, located west of the Port Theatre on Montreal Road (8 public stalls and 10 permits)

On May 1, 2021, properties known as Bingo Lot North and Pitt and First Lot were sold to a new owner and the City's leases were terminated. See Figure 2 for exact locations. Permit holders were reassigned to other municipal lots, municipal signage was removed, and residents were informed through the City's usual communication channels.

The remaining lease for the Port Theatre lot expires January 31, 2022.

Recommendations

No recommendations at this time.

Financial Implications

The potential loss of parking revenue (pay-by-hour or permits) due to the loss of municipal parking lots in the Downtown will be balanced by paid and permit parking reallocated to other municipal lots.

Day-use permits issued for the Port Theatre do not have a considerable financial impact on the budget for the parking program; however, the lot provides off-street parking in Le Village.

Implementation Schedule and Next Steps

Administration will:

- Consider the interests of the City and resolve the Port Theatre Parking Lot lease prior to the expiry date.

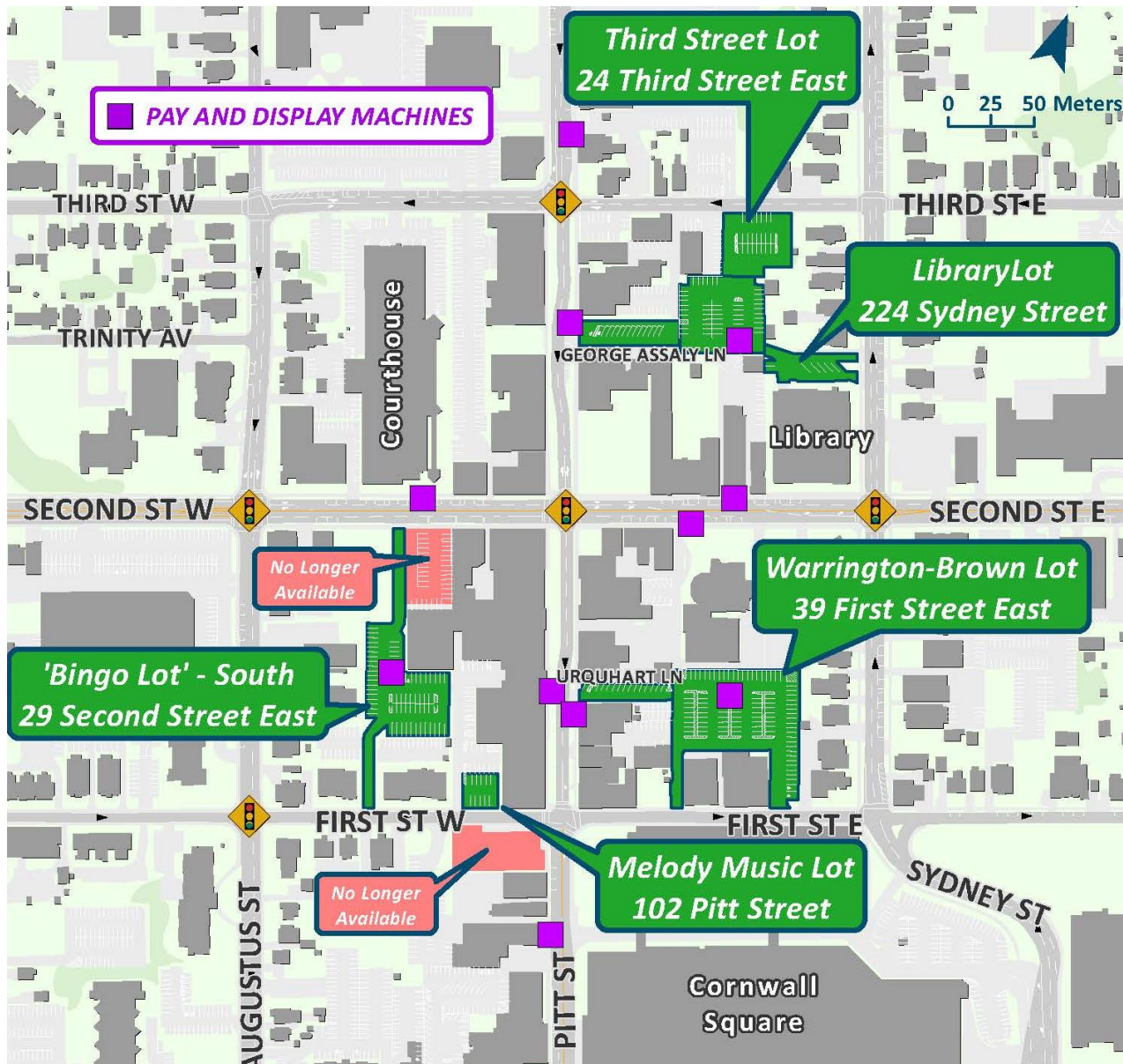


Figure 2: Loss Of Municipal Parking on May 1, 2021

7. Establish New Public Parking Locations: On-Street

City-Wide

Background, Research, Analysis

Harbour and Cotton Mills Area

In consultation with stakeholders developing in the Cotton Mills area, the PWG became aware of the current and potential near-future parking problems. Although property developers are exceeding the minimum residential and commercial parking requirements based on Zoning, the diverse nature of the commercial activity in the area is already putting a strain on the parking resources.

To offer more parking stalls for the staff and customers of commercial tenants, the PWG worked with Infrastructure and Municipal Works staff to identify the ideal locations for new on-street Pay-By-Plate and permit parking to the neighbourhood. Initially, the PWG and staff see the potential to add 22 on-street parking stalls to Cotton Mills Street (see Map 5 and Map 4, Phase 1). An additional 24 on-street parking stalls would be added to Edward Street and Harbour Road in 2022 pending budget approval by Council. See Map 4 for proposed locations and implementation stages.



Figure 3: Proposed Implementation of on-street parking stalls in Cotton Mills Area

Le Village

Stakeholders from Le Village agree there is sufficient on-street parking for the area considering the commercial composition of the neighbourhood. Should demand for on-street parking in Le Village increase post-pandemic, additional on-street parking could be established during the design phase of the Montreal Road resurfacing and sidewalk capital project scheduled for 2023-2024.

Downtown

The PWG discussed several locations for additional on-street parking with Infrastructure and Municipal Works staff, however no new locations were agreed upon due to concerns over access by emergency vehicles, waste collection routes, snow removal, and or turning sight lines. Additional on-street locations may be further reviewed by Administration and brought to Council for consideration in the future.

Recommendations

The Parking Working Group recommends that Council:

1. Direct Administration to establish paid on-street parking on Cotton Mills Street as presented on Map 4 and Map 5, whereby the pay-per-hour fees would be managed by 2 new Pay-By-Plate machines.

Financial Implications

Establishing 30 new on-street parking stalls on Cotton Mills Street and Edward Street would result in an estimated \$85,000 of annual revenue for the parking program. Should 16 additional stalls be added to Harbour Road, this would result in an estimated \$45,000 of additional annual revenue for the program.

The costs associated with establishing these new on-street stalls have been considered under Section 9: Pay-By-Plate Machines – Expanding Machine Service.

Implementation Schedule and Next Steps

Administration will:

- Purchase and install two (2) Pay-By-Plate machines on Cotton Mills Road, as indicated on Map 4 and Map 5. Pay-By-Hour parking fees would begin for the Cotton Mills area on January 1, 2022.
- Install appropriate signage and paint parking stalls as depicted in Map 5.

8. Establish New Public Parking Locations: Parking Lots

Downtown

Background, Research, Analysis

Considering the recent loss of 48 parking lot stalls in the Downtown, as outlined in Section 6 and the limitations of introducing new on-street parking as outlined in Section 7, the PWG endeavored to establish new public parking lot stalls to meet the public parking needs of the Downtown.

Justice Building Parking Lot

The loss of public parking near the Court House was a major concern for PWG members, so Senior City Administration met to discuss a restructuring of City and Police parking near the Justice Building. Senior staff have proposed transferring up to 16 staff permits to St. Columban's parking lot which would shift the parking stalls and create up to 27 pay-by-hour stalls and 8 permit stalls (4 x day-use and 4 x 24-hour) along the south edge of the parking lot. For a more detailed map, see Map 1, page 32.

These new stalls and the nearby on-street parking stalls would be best managed by a Pay-By-Plate machine. See Section 9. Pay-By-Plate Machines for details and for the recommendation to purchase a machine in 2021 using Parking Reserves.



Figure 4: Justice Building Parking Lot – New Pay-By-Hour and Permit Stalls

Cornwall Square Parking Garage – 10 Water Street East

The Cornwall Square parking garage has 920 parking stalls as required for a shopping centre of its size based on the Cornwall Zoning By-Law. According to the current property manager, the parking garage rarely reaches full capacity. As such, the PWG sees the potential for Cornwall Square to offer permit parking for downtown residents or for the staff of neighbouring businesses.

Times Square Parking Lot – 100 Block of Second Street West

The property owner of Times Square may establish additional parking in the existing and neighbouring parking lots (same owner) should there be a need identified from neighbouring residents or commercial activities.

Recommendations

The Parking Working Group recommends that Council:

1. Direct Administration to establish up to 31 new public parking spaces in Justice Building Parking Lot as presented by Figure 4.

Financial Implications

Establishing 27 new pay-by-hour public parking stalls in the Justice Building Lot will help offset the loss of revenue due to the loss of parking lot stalls elsewhere in the Downtown. The change of permits in the lot (if approved) will not significantly affect revenue for the Justice Building Lot because there are only 4 permits currently issued for that lot and they would continue to be available.

The major costs associated with establishing the new public stalls have been considered under Section 9. Pay-By-Plate Machines: Expanding Machine Service.

Implementation Schedule and Next Steps

Administration will:

- Inform City staff of new parking permit locations.
- Purchase and install one (1) Pay-By-Plate machine at the Justice Building Lot as indicated on Figure 3.
- Remove or move meter heads, and install appropriate signage as required.

9. Pay-By-Plate Machines: Expanding Machine Service

City-Wide

Background, Research, Analysis

There are currently 279 paid on-street parking stalls and 364 paid municipal lot stalls across the city. Of these 643 stalls, 216 are still controlled by meters.

In 1997, the City introduced Pay-and-Display parking ticket machines to the Downtown BIA while also strategically retiring several meters. In 2015, the City started to install an average of two new machine per year as part of ongoing program implementation.



In 2018, the City revamped the program yet again and converted all previously installed Pay-and-Display machines into automated Pay-By-Plate machines. Since that time, the City has budgeted and installed six (6) additional Pay-By-Plate machines, for a total of 13 machines across the Downtown. Two (2) additional machines were budgeted for in 2021 but they have not been purchased or installed yet. See Map 1 for all current locations.

By varying parking payment methods for short-term parking, residents and visitors can make a conscious decision on their choice of how to pay for parking:

- a) Pay-By-Plate Machines (no convenience fee)
- b) Stand Alone Meters (no convenience fee)
- c) Way-To-Park App (convenience fee of \$0.30 per transaction)

In-house data reporting shows the current Pay-By-Plate pay stations located in the Downtown BIA have become popular due to their overall convenience.

The parking application “Way-to-Park App” has also become popular with residents. User data from 2019 (pre-COVID) shows that the app was used an average of 364 times per day (both by new users and existing users topping-up during the day). The app can be used for parking across the city.

The Pay-By-Plate and app services are growing in popularity over standard coin-only parking meters because they are versatile, more efficient, and they offer a

variety of payment options. As such, the Parking Working Group understands the benefit of purchasing additional Pay-By-Plate machines to eventually phase-out the use of coin meters in both the Downtown and Le Village. See Map 2 and Map 3 for proposed new machine locations.

New machines should also be added to the Cotton Mills District if the proposed Pay-By-Plate on-street parking is implemented. See Section 7. Establishment of New Parking Locations: On-Street, Map 2, and Map 3 for proposed on-street parking and machine locations.

Recommendations

The Parking Working Group recommends that Administration:

1. Purchase and install two (2) Pay-By-Plate machines for the Cotton Mills area using 2021 Budget.

And that Council:

1. Approve the purchase and installation of two (2) additional Pay-By-Plate machines in 2021 for the Downtown in 2021 using the Parking Reserves. The use for one of these machines (Justice Building lot, Pay-By-Plate Priority #2) is pending Council decision of recommendation presented in Section 8.
2. Budget for an additional:
 - a. Three (3) machines for the Cotton Mills in 2022, and
 - b. Four (4) machines for Le Village. Machine installation in Le Village should coincide with road infrastructure development and maintenance in the area.

Financial Implications

Currently, the City has two (2) Pay-By-Plate machines in the 2021 Budget. The recommendation is to purchase and install two (2) additional machines in 2021 at an estimated cost of \$20,000.

Implementation Schedule and Next Steps

Administration will:

- Purchase and install two (2) Pay-By-Plate machines for the Cotton Mills area using 2021 Budget.

- Purchase and install two (2) additional Pay-By-Plate machines in 2021 for the Downtown in 2021 using the Parking Reserves.
- Budget for an additional:
 - Three (3) machines for the Cotton Mills in 2022, and
 - Four (4) machines for Le Village during reconstruction.



Parking By-Law Officer Inspecting Pay-By-Plate Machine

10. Public Parking Initiatives Promotional Strategy

Various and City-wide

Background, Research, Analysis

Changes To Parking Program

Considering the number of changes proposed in this report, the PWG recommends for staff to begin planning and updating the public communication strategy. The PWG expect that residents and visitors will require very clear and consistent reminders about the various fee increases and 5-year fee schedules, the new option to park overnight (via single-use fee or 24-hour permit), and the availability of new parking stalls in the Downtown and Cotton Mills areas.

Way-To-Park App

Way-To-Park app usage has increased; however, many residents and business owners are still not using it to the full potential. During stakeholder consultations, the PWG realised that many were not aware of how their customers can use the app to top-up a parking payment or pay for a stall managed by a meter head. This last point is important because meter heads account for most of the on-street parking in the Downtown and all on-street parking in Le Village.

The PWG recommends for Administration to work with the BIAs, Chamber of Commerce, and Tourism Ambassador program to educate business owners on app and municipal parking locations so they can help to inform regular customers and tourists.

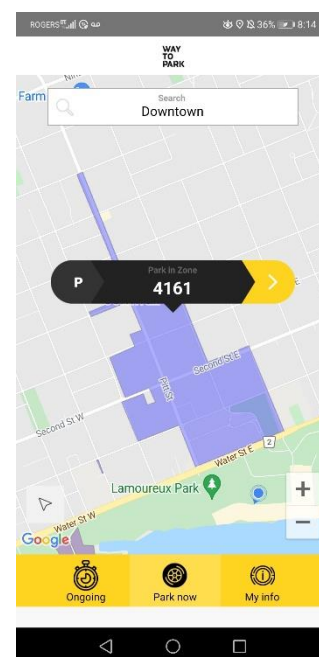


Figure 5: Way-To-Park App Showing Downtown

Recommendations

The Parking Working Group recommends that Council:

1. Approve the development and launch of a public communication strategy from October to December 2021 which will ensure residents and businesses are aware of the changes prior to January 1, 2022 (when fee changes will come into effect pending Council approval).

Financial Implications

The proposed public communication strategy is not currently in the 2021 Budget. If approved, Administration would like to invest \$4,000 in 2021 towards the following activities:

- \$1,000 for two bilingual parking program information videos
- \$2,000 for print media advertisements
- \$1,000 for social media advertisements

Implementation Schedule and Next Steps

Administration will:

- Inform residents of changes to parking program and app functions using signage, website, public information videos, social media, and in print resources. Information will be translated into French where possible.
- Work with BIAs, Chamber of Commerce, and Tourism Ambassador program to educate business owners on app so they can inform customers
- Add all municipal parking lots to Google Maps.



Screenshot of City of Cornwall video showing how to use Pay-By-Plate Machines. Video has been viewed over 5,000 times since released in 2019.

11. Development Fees: Cash-In-Lieu Of Parking

City-wide

Background, Research, Analysis

Parking is a provision of the City of Cornwall Zoning By-Law. Section 40 of the Planning Act allows municipal By-Laws to enact cash-in-lieu provisions for elements like parking. Where applicable, Cornwall will permit a cash payment in-lieu of parking for zones in which the City operates a public parking lot.

The City currently charges \$1,500 per parking stall (By-Law #2010-049). Revenue from in-lieu parking is used by the City for general municipal infrastructure development including (but not limited to) new parking stalls, transit, sidewalks, recreation pathways, lighting, and signage. Cash-in-lieu requirements and requests are considered and approved by the Committee of Adjustment.

Considering the shortage of private parking availability in the Downtown and the true cost of providing transportation alternatives, the PWG recommends raising the cash-in-lieu for parking rate. The estimated cost to provide the required parking is \$20,000 - \$30,000 per stall however this would far exceed standard cash-in-lieu fees found in Ontario. The following table presents a comparison of cash-in-lieu of parking charges of six (6) municipalities.

Table 7: Comparison Of In-Lieu Parking Policy And Fees By Municipality		
Municipality	Policy	Fee
Cornwall	In-lieu fee as per By-Law # 2010-049	\$1,500 per stall
Cornwall Proposed	Pending	\$2,000 on January 1, 2022, \$3,000 on January 1, 2023, and \$4,000 on January 1, 2024.
Brockville	Zoning By-Law notes requirements and exemptions	\$599 per agreement + \$120 (refundable registration fee, 2021 fees)
Belleville	Used on a case-by-case basis for commercial and residential, however other zoning By-Law parking exemptions can	\$1,000 per commercial space but also used for rate reduction for residential parking

	affect application (size of unit, multiple floors).	
Municipality	Policy	Fee
Peterborough	Offered for all or some stalls in business areas	Currently \$6,000 per stall. A 2017 Study recommended increasing this to \$8,000 to \$10,000 per stall.
North Bay	Case-by-case	Collected as fee or through municipal taxes
Kingston	Zoning By-Law notes requirements and exemptions	\$2,143.80 per stall.
Ottawa	Repealed in 2014	Prior to repeal fee was \$1,998 per stall. Currently case-by-case basis.

Recommendations

The Parking Working Group recommends that Council:

1. Direct Administration to incrementally increase the current cash-in-lieu charge from \$1,500 to:
 - a. \$2,000 on January 1, 2022,
 - b. \$3,000 on January 1, 2023, and
 - c. \$4,000 on January 1, 2024.

Financial Implications

Over the last 5 years, the City has accepted 5 cash in-lieu agreements for an average of 3 parking stalls per year (totalling approximately \$4,500 per year). By increasing the in-lieu fee as proposed, the City could see revenue of \$6,000 in 2022 to \$12,000 in 2024.

Implementation Schedule and Next Steps

Administration will:

- Present new in-lieu parking development fee schedule, provisions, and exceptions to Council for approval by way of By-Law amendment during future Council meeting.
- Review the in-lieu parking development fee every 5 years to ensure it continues to meet development fee standards in Ontario.

12. Parking Signage and Renaming Municipal Parking Lots

City-Wide

Background, Research, Analysis

Signage

On-street and municipal lot signage in Cornwall follows MTO regulations and standards. It is designed and positioned to be simple and intuitive and provides users with clear information on parking locations, rates, and policies.

That said, the PWG has discussed the possibility of colour coding municipal parking lot stalls based on use and permit types. Should Council approve the new fees and permits as outlined in Section 2, 3, 4 and 5, the PWG recommends that City Administration to consider developing a colour coded system to differentiate the stalls for pay-by-hour, overnight passes, day-use permit holders, and 24-hour permit holders.



Renaming Municipal Parking Lots

Many municipal parking lots have names associated with old businesses and city personnel, but most current residents do not know the parking lot names and tend to simply refer to them by street address or a current nearby business. A notable example is the Emard Lot, which most staff and residents would call the Port Theatre Lot (as it was referenced throughout this report).

The PWG recommend that Administration consider the renaming of the municipal lots based on nearby street, numeric system, or through the naming policy. This is an item for future consideration and is beyond the scope of this report.

Recommendations

No recommendations to Council at this time.

Financial Implications

No financial implications at this time.

Implementation Schedule and Next Steps

Administration will:

- Review signage locations in business district in 2021/2022s, and update or remove as needed. Council will note that many recommendations in this report involve changes to signage. For simplicity, each instance was not repeated here.
- Consider implementing a new colour coded parking stall program and signage as defined by the new permit service. Present any new expenses to Council during Budget 2022.
- Consider the recommendation to rename the municipal parking lots.

13. Active Forms Of Transportation

City-wide

Background, Research, Analysis

During stakeholder consultation, representatives from the Cotton Mills noted that vehicle traffic in the area often exceeds the speed limit making it unsafe for pedestrians and cyclists. Infrastructure and traffic staff proposed installing speed radars on Cotton Mills Street and Harbour Street to evaluate whether traffic calming measures like flex posts should be installed. Recently installed flex posts in the Downtown and Le Village BIAs have shown positive results.

Several interviewed stakeholders also emphasised a need for:

- increased transit service to the Cotton Mills,
- the establishment of bike lanes in Le Village and Cotton Mills, and
- the establishment of secure bike storage infrastructure for those living in and commuting into the Downtown.

Since these items fall beyond the scope of the current report, the PWG recommends that these comments be considered during future transit and infrastructure planning efforts.

Recommendations

No recommendations to Council at this time.

Financial Implications

No additional financial implications at this time. All proposed expenses would be covered by existing Infrastructure and Traffic Operating Budgets.

Implementation Schedule and Next Steps

Administration will:

- Install speed radars along Cotton Mills Street and Harbour Street to determine whether traffic calming is required.
- Consider the additional comments from stakeholders during transit and infrastructure planning and development activities.

Conclusion And Future Planning

The PWG was established in 2021 to address the immediate parking concerns for the Downtown, Le Village, and Cotton Mills. The above report presents 16 recommendations for Council to consider following months of community stakeholder consultations, jurisdictional scans, and a review of past financial and existing By-Laws. Pending direction from Council, Administration has also been provided direction for implementation and next steps to avoid confusion after the PWG is dissolved.

While this report recommends ending of the current PWG, Council should anticipate frequent presentations and discussions related to parking over the coming years as the following municipal capital projects and waterfront development efforts continue:

- Montreal Road redesign and resurfacing
- Old Harbour, recently rebranded as The Portlands
- Point Maligne redevelopment as proposed in Waterfront Plan



The PWG and Infrastructure staff also discussed the possibility of redesigning Pitt Street between First Street and Third Street as part of a long-term strategy to address the increasing number of residential properties and evolving commercial composition in the Downtown. The current design for Pitt Street between First and Third was constructed in the late 80s and is likely due for improvements in the coming years which could include a more contemporary design for established uses. This discussion is somewhat premature and would require confirmed support from other levels of government to support the necessary public consultation and redesign.

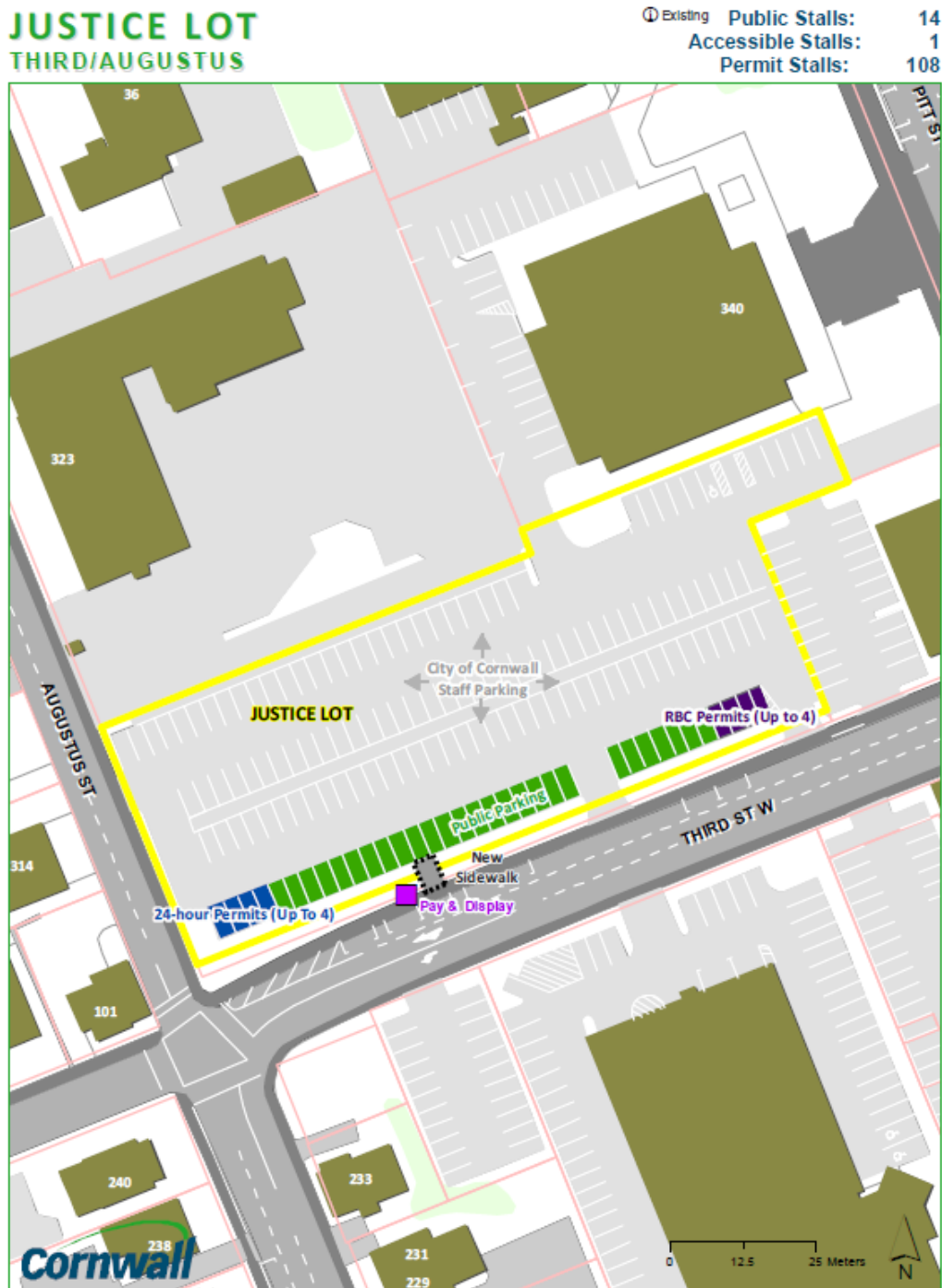
Having addressed the more pressing parking issues in this report, the PWG does not recommend establishing a Parking Committee of Council at this time. Instead, the PWG would like to see new issues addressed internally by Administration through ongoing discussions with the BIAs, property owners, and stakeholders; and brought to Council for consideration during future regular or budget meetings if required.

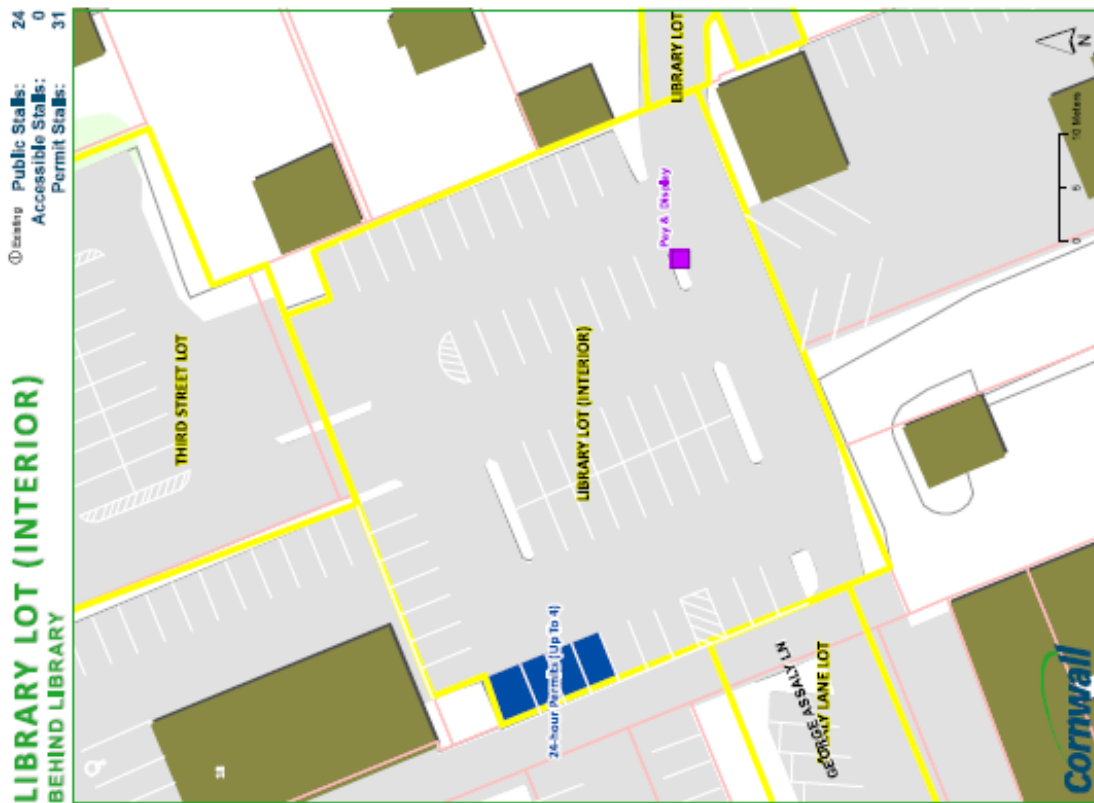
Appendix A: Municipal Parking Fee Comparison Chart (Complete)

ITEM	CORNWALL (current)	BROCKVILLE	BELLEVILLE	PETERBOROUGH	NORTH BAY	KINGSTON	OTTAWA
Pay-By-Hour Parking Fee	\$1.00	\$1.00 - \$1.25	\$1.00	\$1.50 - \$1.75	\$1.00 - \$1.50	\$1.50 - \$2.00	\$2.50 - \$3.00
Overnight Parking Fee	Currently not available	Not available	Not available without a permit.	Not applicable	Not available	Not applicable	Free - \$8.00
Day-Use Permit Fees (Monthly)	\$30.00 - \$50.00	\$50.00	\$65.00	\$46.00 - \$100.00	\$46.33 - \$113.00	\$81.80 - \$140.00	\$40.00- \$225.66
24-Hour Permit	Currently not available	\$65.00 per month, only permitted in specific lots.	Not applicable. All overnight parking without a permit will be ticketed.	Free	\$46.33 - \$113.00 Designated overnight parking lot and garage. No other overnight parking permitted on municipal lots between the hours of 12 p.m. and 8 a.m.	Free but with restricted areas in winter months.	Off-Street: \$130.00- \$225.00 On-Street : \$35.00 in summer \$152.00 in winter
Cash In-Lieu Parking	\$1,500.00 per stall as per By-Law # 2010-049	\$599.00 per cash in-lieu parking agreement (not per stall) plus \$120.00 admin fee.	\$1,000 per stall, case-by-case	\$6,000.00 per stall. Note: Peterborough amended their Official Plan to allow cash-in-lieu for parking for affordable housing projects in CIP, which allows the City to reduce parking requirements and waive cash-in-lieu payments as part of a broader initiative to expedite planning process and reduce construction costs for new affordable housing.	Case-by-case basis paid by the landowner or collected as a municipal tax against land value.	\$2,143.80 per stall	Prior to a repeal in 2014, cash in-lieu of parking was \$1,1998.00 per stall.

Map 1: City of Cornwall Municipal Lot Collection

Collection includes existing number of stalls, permits, accessible stalls, current Pay-By-Plate Machines, and the proposed overnight and 24-hour stalls.









① Existing Public Stalls: 11
 Accessible Stalls: 2
 Permit Stalls: 0

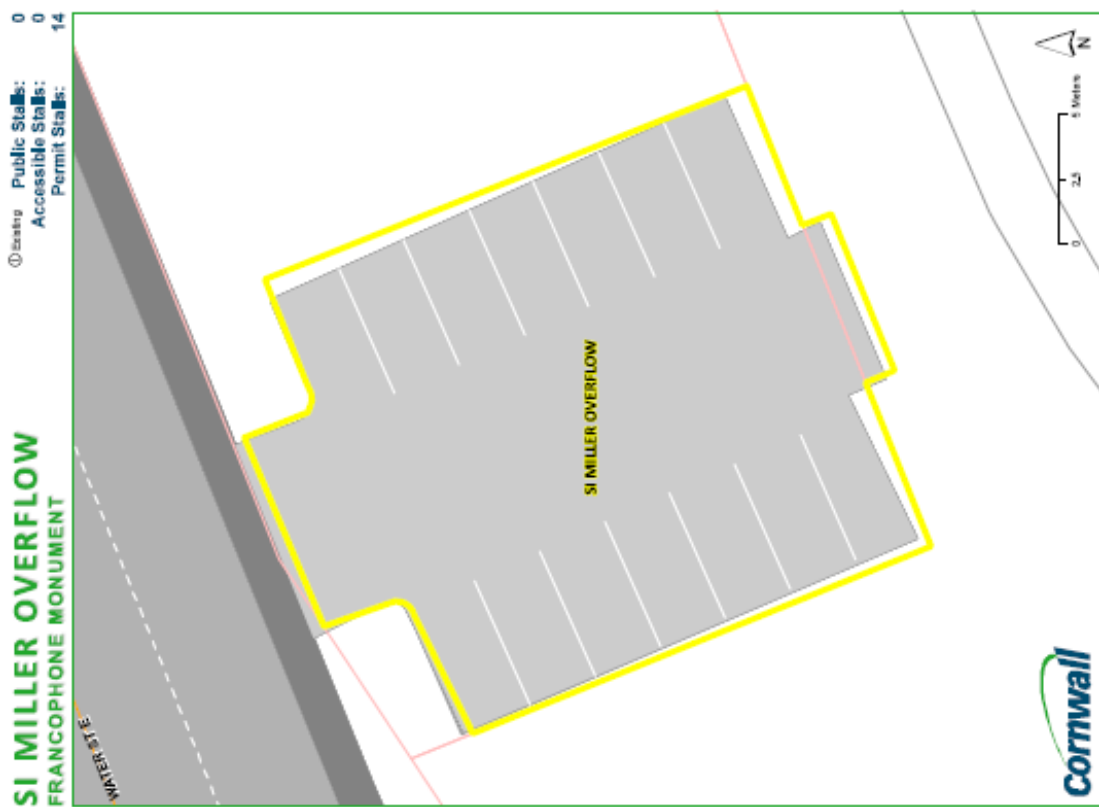
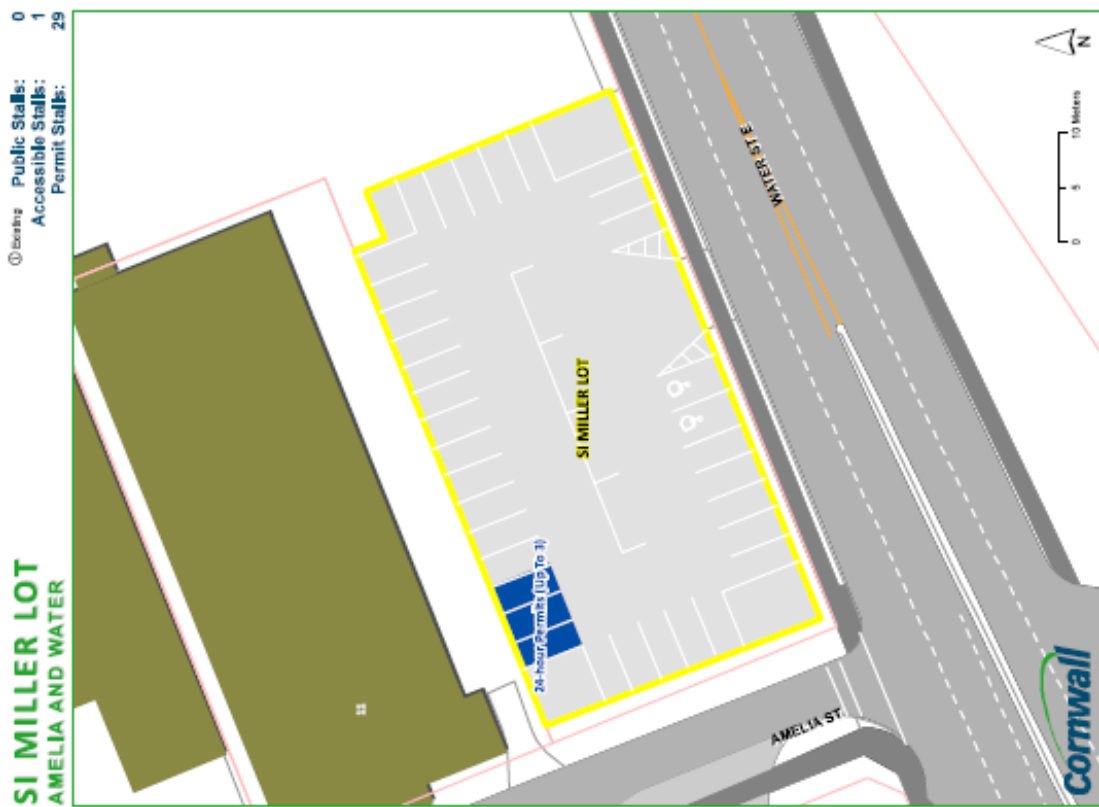
URQUHART LANE LOT ACROSS FROM JACK LEE'S



① Existing Public Stalls: 34
 Accessible Stalls: 4
 Permit Stalls: 58

WARRINGTON-BROWN LOT BEHIND KASTNERS



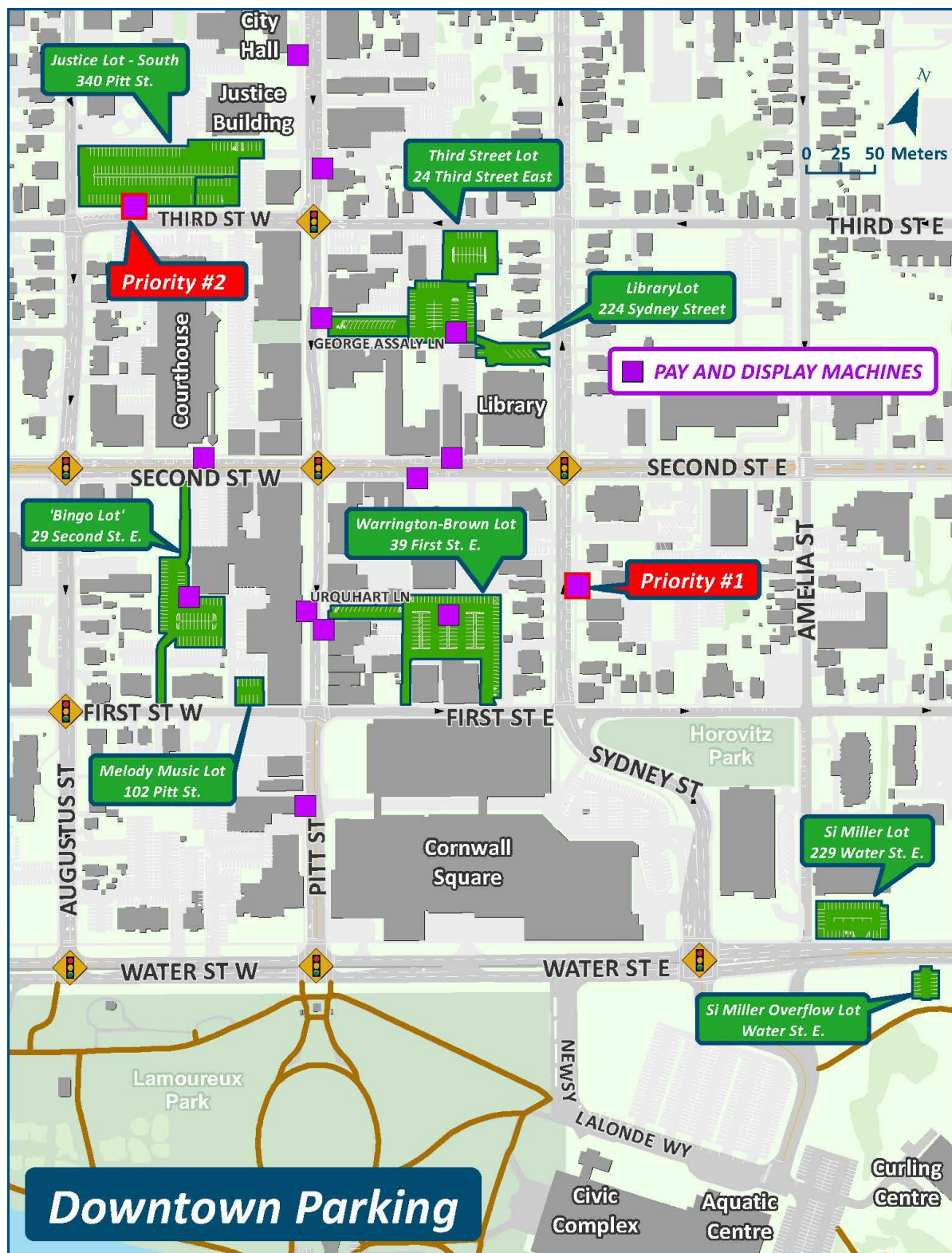






Map 2: Downtown Parking

All municipal parking lots with current and proposed Pay-By-Plate Machines.



Map 3: Le Village Parking Lots And On-Street Parking Stalls

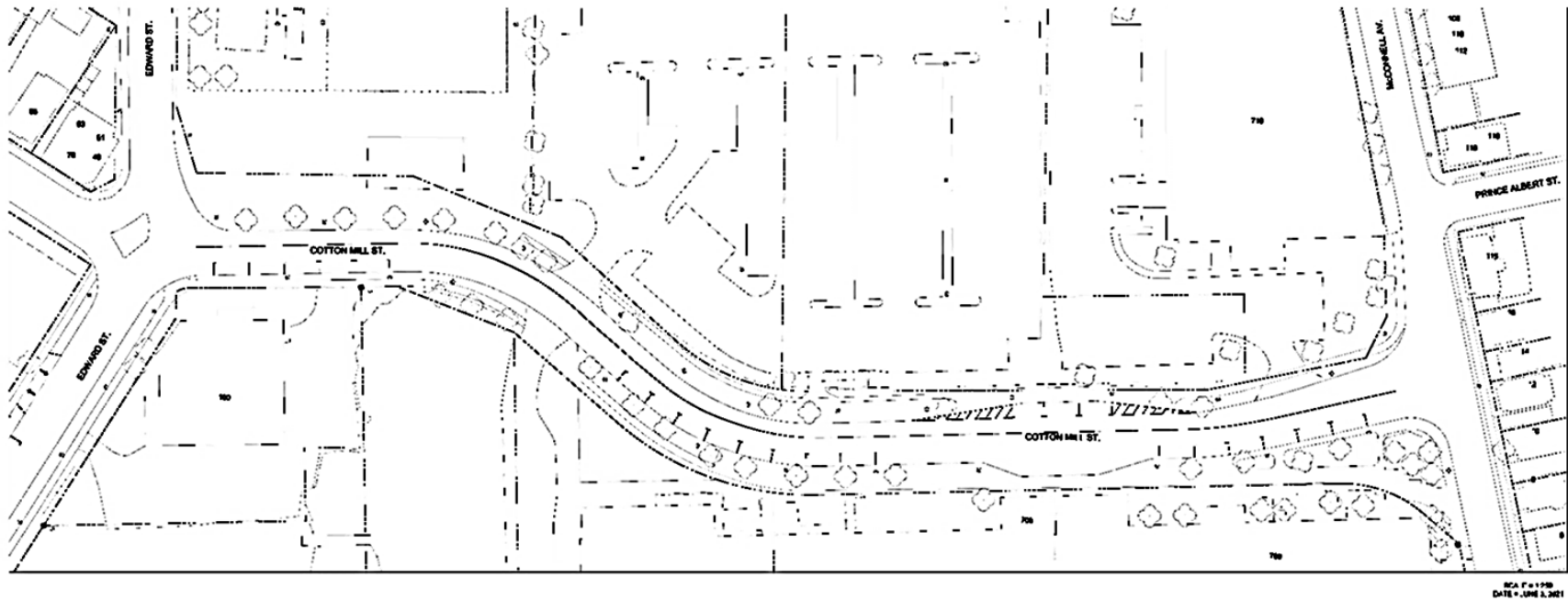
Includes proposed Pay-By-Plate Machines for existing on-street parking and areas for additional on-street parking in the Cotton Mills area



Map 4: Propose On-Street Parking Stall Implementation For Cotton Mills Area



Map 5: Propose On-Street Parking Stalls On Cotton Mills Street



OPTION 1 : PARKING STALLS W/O CROSSWALK = 22 STALLS

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2020-08-Council Members
Meeting Date: May 11, 2020
Subject: Business Parking – COVID-19

Proposed by: Councillor Eric Bergeron

Seconded by: Councillor Glen Grant

Now therefore be it resolved that Council request Administration to prepare a report on parking rule changes for the remainder of 2020 including and not limited to:

- ending paid parking within city limits
- relaxing parking By-laws to allow for curbside pickup
- allowing businesses to claim a parking spot in front of their business for expanded shopping space
- to identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city

Now therefore be it further resolved that this report be presented to Council at its next Regular Meeting of Council of Monday, May 25, 2020.

The goal of the report would be to provide a series of suggestions on which rules would impact the local business community the most and at what cost to the city.

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

Department: Planning, Development and Recreation
Division: Building and By-law
Report Number: 2020-307-Planning, Development and Recreation
Prepared By: Mark A. Boileau, General Manager
Meeting Date: June 8, 2020
Subject: Business Parking – COVID-19

Purpose

To provide Council with information regarding Business Parking during COVID-19 as outlined in the New Business Motion approved May 11, 2020.

Recommendation

That given the impact of COVID-19, Council approve the following:

1. Continue to provide complimentary parking at all city spaces until Monday, June 22, 2020; and,
2. Provide first hour complimentary parking at all metered curbside and pay-by-plate parking spaces from June 22, 2020 until August 31, 2020; and,
3. Continue the City's current parking program starting September 1, 2020.

Financial Implications

The attached Parking Revenue document provides information on the historical collections (2018 and 2019), which would assist in determining the impact of providing complimentary parking, whether at meters or at Pay-by-Plate machines. Any revenue reduction is of concern if Cornwall's parking program is to remain self-financing and not dependent on the general taxation base.

Strategic Priority Implications

This item meets the City's strategy for reducing the number of vacant commercial spaces, as well as its mission of providing a financially sustainable community.

Background / Discussion

At the Regular Council Meeting of May 11, 2020, the following New Business Motion was approved:

Now therefore be it resolved that Council request Administration to prepare a report on parking rule changes for the remainder of 2020 including and not limited to:

- ending paid parking within city limits
- relaxing parking By-Laws to allow for curbside pickup
- allowing businesses to claim a parking spot in front of their business for expanded shopping space
- to identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city

Now therefore be it further resolved that this report be presented to Council at its next Regular Meeting of Council of Monday, May 25, 2020.

The goal of the report would be to provide a series of suggestions on which rules would impact the local business community the most and at what cost to the city.

Cornwall's Parking Program:

The parking program, among other features, provides for paid public parking facilities on-street and in municipal parking lots. It is composed of 270 parking meters, 12 pay-by-plate machines, and 10 parking lots. Most are located in the two BIA Districts; those that produce the highest demand.

As well, over 200 monthly parking passes are available to the public for reserved municipal lot parking. Except for the Si Miller and Lally-Blanchard lots, all lots are located in the two BIA Districts. There is currently a waiting list for parking passes.

Enforcement is a component of the parking program and is administered by By-Law Enforcement Services. It ensures among other things compliance with Traffic and Parking By-Law 069-1989 regulations which require payment for the

use of convenient City owned parking facilities. Enforcement also protects public welfare and right-of-way maintenance regulations in favour of fire hydrant access, clear fire routes, property and emergency accessibility, barrier-free parking, school zone safety, garbage and snow removal, together with street cleaning.

Paid public parking facilities promote parking space use turnover and limits monopolization of available parking. This benefits commercial activity, particularly for retail and service establishments.

Public parking is considered a necessity in a city's commercial core where private parking is most often not available. In Cornwall, revenue from paid parking and from Parking By-Law Enforcement is programmed to offset parking program administration, enforcement and upgrading expenditures, as well as partially offsetting infrastructure maintenance and replacement.

Payment parking is enforced between 9:00 am and 6:00 pm Monday to Friday. Use of City parking facilities is otherwise complimentary. Public welfare and right-of-way maintenance regulations are enforced 24/7 and cannot be exempted from enforcement actions. Cornwall Police Service provides enforcement after hours, on weekends and statutory holidays.

Where private parking is provided for example in suburban shopping mall lots, similar maintenance costs as well as initial land purchase and municipal tax costs are factored into the merchandise pricing. No parking, be it public or private is "free".

Ending paid parking within city limits:

Parking revenues for the last couple of years were \$588,859.38 in 2018, and \$533,810.75 in 2019 (see attached spreadsheet); therefore, on average, the monthly revenue is approximately \$50,000 (\$46,777 over 2018 and 2019). These totals include parking permits, meter collections, machine collections, and violations. It is estimated that the financial impact of removing payments for the balance of 2020 (June to December) would be \$325,000.

The parking program is self-financed (user-pay cost recovery model), in that any equipment or capital improvement costs, annual licensing fees and salaries dedicated to parking enforcement are paid for from the above revenues. In recent years, By-Law Enforcement Services has purchased approximately \$120,000 in pay-by-plate machines, which are situated both street side and in interior municipal downtown lots.

The requirement for payment of parking not only contributes to the parking program, but also controls parking at the subject locations. For example, the requirement for payment in front of businesses ensures turnover, which is beneficial to the business and to the customer. Similarly, the requirement for payment in the interior lots ensures that parking spaces are available for permit holders (typically business owners and employees). It would be difficult for example, to ensure that parking spaces are available to customers, versus local residents and at times merchants themselves parking in curbside or interior lots, if parking were complimentary. Our experience in the past week or so is that cars are remaining in place for extended periods of time, and we have received complaints from some store owners as a result.

It should be noted that Cornwall's general rate of \$1 per hour is similar to most other municipalities in Eastern Ontario, and our monthly permit costs are lower than all compared. (See Municipal Information Comparison Table attached).

Complimentary parking for limited timeframes (1 or 2 hours, for example) requires more labour-intensive enforcement at meters; we have received confirmation that the pay-by-plate machines can be programmed to allow first hour complimentary parking, however it will take 10-14 days to be programmed by the contractor, and will have a cost of approximately \$750-\$1,000 to implement. At meters, it requires the Officer to attend initially and after the timeframe, can be more confrontational and more difficult to enforce and defend. It would also result in more complaints on contraventions to By-Law Enforcement Services. More enforcement time by the City's By-Law Enforcement Officers on parking reduces the amount of time spent on other matters such as property standards, yard maintenance, noise complaints, animal control, general By-Law contraventions, etc.

As outlined above, the Pay-by Plate machines can be programmed to have varying rates per hour. This would allow the user to benefit for the first hour, and the balance would return to the normal \$1/hour rate. The program will also be accessible using the ``Way-to-Park`` APP feature, which will soon be available. As these machines are not available throughout the business community, particularly in Le Village, the more traditional oversight will be required outside the downtown.

As a general comment, some form of complimentary parking during the Emergency Period resulting from COVID-19 is of significant assistance to the community's efforts to revitalize business activity and is recommended. However,

as outlined herein, the financial burden of extending the relief more permanently simply transfers the costs for parking provisions onto the general taxpayer. It should be noted that any business providing complimentary on-site parking, whether downtown or abroad, would be paying not only for its associated costs (land, improvements, maintenance, etc.), but would also be subsidizing the community's complimentary parking. It is not uncommon for a business which cannot meet the parking requirements of the Zoning By-Law to be charged a fee (cash-in-lieu amount assigned by the Committee of Adjustment through an application for relief) of \$1,500/space locally, plus the C. of A. \$2,250 application fee. This cost is in fact considerably below actual costs per parking space, and below many other comparable fees for same (ex. Kingston \$2,080, Ottawa \$5,000, London \$7,000, Kitchener \$35,000).

Relaxing parking By-Laws to allow for curbside pickup:

Following the Province's announcement that retailers would be permitted to provide curbside pickup services as of May 11, 2020, the City installed free curbside parking at various locations in the two BIA's. As of Tuesday, May 19, 2020 resulting from the Province's allowance for retailers to sell within their premises using COVID-19 guidelines, there is a diminished need for curbside parking. However, in order to meet the needs of some retailers which have not yet set up public access, the curbside parking is being maintained until no longer required. Staff will continue to monitor this feature.

Allowing businesses to claim a parking spot in front of their business for expanded shopping space:

As per the City's Encroachment Agreement updated in 2016, staff would encourage businesses to apply where they see a good fit for use of additional outdoor space. This may be on the existing bump-outs on Pitt Street from Third to First, or in other pedestrian areas, or in parking spaces once well protected and defined. Staff have had preliminary conversations with a couple of downtown merchants regarding this matter, at the time of writing this report. As some businesses do not have a parking spot in front of their store, this opportunity would not be available to all businesses.

To identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city:

As per staff's report of May 25, 2020, social distancing in most of the downtown is not problematic. For bike lane commentary, please refer to the Transportation section comments following.

Comments from other Departments/Agencies:

By-Law Division: By-Law Enforcement Services

Parking Management

The City of Cornwall By-Law Enforcement Services monitors, regulates, and enforces parking activity in the city through the administration of the City of Cornwall's Parking By-Law which details restrictions on where and when parking is permitted on all city streets.

Parking Management Objectives

Parking choices are predicated on accessibility, affordability, and safety. The objective is to always provide sufficient parking that is strategically located, appropriately priced and is safe.

It is the City's goal to continue to:

1. Provide and maintain an appropriate supply of affordable, secure, accessible and convenient public parking (*customer focus*).
2. Provide and promote affordable short-term parking services, with fair and consistent enforcement services, that support local businesses and tourism (*economic development focus*).
3. Ensure the revenues generated by the Municipal Parking Program are sufficient to fully recover all related operating and life-cycle maintenance expenditures (*financial sustainability focus*).
4. To work towards residential de-escalation of parking problems (residential housing which is within close surroundings of the downtown core).
5. Work towards improving the efficiency and effectiveness of current and future resources dedicated to parking.
6. Maintain a constant progressive parking infrastructure (meters, machines, APP).
7. Promote a mix of programs to address parking pressures while encouraging activity downtown as well as ensuring convenience for people to shop and do business downtown.
 - a. Free 15-minute parking along some areas on Pitt Street.
 - b. Paid parking in the adjacent blocks.
 - c. Paid parking lots.

Parking Management Importance

Recognizing that public parking is a community asset, the management policies and procedures play an important role in supporting controlled order downtown during regular workdays as well as during activities and events.

1. The parking management process strives to achieve efficient and effective parking management while supporting business vitality and sustainability.
2. Residents pay a fee to park in a place because there is a premium on space.
3. Paid parking revenues could be committed to the economic vitality of the downtown core to ensure that the downtown continues to be vibrant and progressive. This would mean that additional revenue can be injected into local projects and amenities.
4. The current parking infrastructure is financially self-sufficient and sustainable. The parking system will continue to pay for itself (will operate under a user-pay cost recovery model) including funding for new infrastructure, maintenance, equipment, enforcement, upgrades, customer service APPs, replacement of existing infrastructure and management.
5. Downtown parking promotes a safe and inviting downtown parking environment.
6. Focus on customer service, friendliness and fairness in parking practices by providing options, technologies and information.
7. Parking enforcement is an important tool for managing and maximizing the downtown parking supply and has city-wide implications.
8. Downtown businesses purchase parking permits as a benefit to their staff to ensure parking space is available for them. Employees are a valuable user group in the downtown core. Implementation of any different source of parking must be such that downtown employees remain a valuable economic and social component of the downtown.

Impact of No Parking Fees

1. The parking enforcement for both the Downtown BIA and Le Village BIA is conducted by By-Law Enforcement Officers first “on-foot” and “vehicle” patrol, and secondly by responding to complaints.

If the parking fees are waived for any period (short or long-term), the “on-foot” and “vehicle” patrolling will not be conducted regularly due to the fact that revenues generated from the parking enforcement assist the department with all By-Law Enforcement Service expenses (i.e. staffing, vehicles, etc.).

2. Parking enforcement is considered to be the main deterrent of illegal parking, as drivers are less likely to exhibit illegal parking behavior if they perceive a higher chance of getting ticketed by a By-Law Enforcement Officer. Illegal parking often arises as a result of insufficient enforcement. Less enforcement may encourage more illegal parking.
3. If/When individuals choose to park in a parking stall for a lengthy period of time causing low parking turnover rate, whether it be on street or in parking lots, this type of violation will go unnoticed and will not be resolved quickly.

Financial Services:

The Municipal Act requires a connection between the user fees collected and the cost of a service. The current funding model for the City's parking program is that revenues from parking fees stay within the Parking Program service.

The parking program is not designed as a profit center nor does it perform as one. Revenue is used primarily to offset operating expenditures, including salaries, equipment, maintenance, lease agreements, snow removal, and property taxes. For instance, the City leases three parking lots, and rent is paid by the City with parking revenues.

Revenue is sourced from parking meters, pay and display machines, and monthly passes, as remuneration to the City for the use of its parking facilities. Parking tickets issued for non-payment add to revenues as do public welfare and right-of-way maintenance related violation tickets for parking in front of a fire hydrant, in a fire lane, too close to an intersection, in a barrier-free space without a provincially issued accessible parking permit, restricting snow removal and similar.

Annual parking revenues collected in excess of parking-related costs are contributed to the Parking Reserve Fund. The Parking Reserve Fund is used to offset any operating revenue shortfalls and for funding parking-related capital works; such as, paving of parking lots, fencing.

The dollar (\$1.00) per hour parking rate and violation rates were last set in 2007. Due to inflation and the expansion of the parking program, the Parking Reserve Fund was used to offset revenue shortfalls in three of the last five years to balance operating expenditures to the public to zero.

At this time, any revenue reduction is of concern if Cornwall's parking program is to remain self-financing and not dependent on the general taxation base.

Municipal Works: Infrastructure Planning

Ending Paid Parking Within City Limits

If paid parking was eliminated within City limits, it would greatly discourage vehicle turnover adjacent to local businesses. On-street parking turnover within business areas is very important as it discourages vehicles from parking in a spot for prolonged periods and opens up new spaces for additional shoppers. The best way to self-control and encourage parking turnover is with metered paid parking.

If paid parking was eliminated in an effort to support local businesses, it would likely render the opposite result as it would significantly limit the vehicle turnover adjacent to local businesses thus lowering the number of potential customers. Eliminating paid parking would allow and may encourage guests/clients of residents and non-retail businesses to park in the on-street parking spaces for prolonged periods thus reducing the amount of available on-street parking spots for customers visiting retail businesses.

If complimentary parking for limited time frames (1 or 2 hour timeframe) was implemented, it would be extremely difficult to enforce as noted above. A recent example of the difficulty of enforcing maximum time parking, is York Street in front of the St. Joseph's Villa. Vehicles would park on the road for the entire day and would simply move the vehicle occasionally throughout the day in order to avoid fines. After several months of enforcement efforts, the issue was only resolved with the implementation of metered parking. If complimentary parking for limited timeframes was provided, a similar issue could arise thus limiting vehicle turnover and decreasing the number of potential shoppers.

In addition, if free parking is implemented in paid parking lots, it may hurt other types of business located in the downtown which rely on longer stay short term parking (up to 2 hours). Similar to on-street parking, a parking time limit and vehicle turnover is better controlled with paid parking in the parking lots. The elimination of paid parking in the City owned parking lots would result in vehicles parking for prolonged periods thus eliminating potential parking spots for shoppers as well as for the clients of other businesses located in the downtown. People would likely park at the lots for long periods of time if paid parking is removed at the parking lots, which will be detrimental to parking turnover. There are also areas in the parking lots dedicated to monthly permit holders. The City already has sold permits to those monthly pass users. Making parking free at the parking lots, would be unfair for those who have already paid for a monthly permit.

City owned parking lots require operational and capital investments both in the short and long term. The capital works and operational maintenance of the parking lots is funded using the revenue generated from the metered parking program. The capital expenditures necessary to maintain the parking lots include asphalt resurfacing, concrete curb replacement, fence replacement, etc. The ongoing operational maintenance costs of the parking lots include snow clearing, pavement markings, etc. If paid parking was eliminated, the revenue necessary to fund the capital and operational expenses of the parking lots would be eliminated and would need to be funded directly from the tax base. Additionally, the City currently leases three of the parking lots and the rent is paid by the City with the parking revenues.

Relaxing Parking By-Laws To Allow For Curbside Pickup

As previously noted, the City has installed free curbside parking locations in the two BIA's. The Traffic and Parking By-Law does allow for the vehicles to park temporarily for the purposes of loading or unloading of merchandise. Please refer to Section 1 (27) below:

"Sec. 1 (27) "park" or "parking" when prohibited means the standing of a vehicle, whether occupied or not, except when standing temporarily for the purposes of and while actually engaged in loading or unloading merchandise or passengers."

The Traffic and Parking By-Law could be amended to designate areas as curbside pickup only; however, it would not be required. Since retailers have been permitted to re-open using COVID-19 guidelines, the need for curbside pickup parking has been reduced as noted above.

Allowing Businesses To Claim A Parking Spot In Front Of Their Business For Expanded Shopping Space

If parking spaces were to be designated as expanded shopping space for businesses, it would limit the number of available spaces for vehicles. Currently, there are often not enough open on-street parking spaces to support the needs of the retailers/businesses in the downtown.

If parking spaces are designated for other purposes, it would likely be detrimental to the businesses as it would limit the number of available parking spaces directly adjacent to the store thus possibly reducing the number of customers. Additionally, this could be detrimental to the current curbside pickup arrangement. There are generally not sufficient spaces currently for each business. As noted above, there is a significant amount of pedestrian space that could alternatively be used as expanded shopping space.

To Identify Spaces For Expanded Pedestrian Access (For Social Distancing) And For Possible Expansion Of Bike Lanes Throughout The City

As noted in the Council Report from May 25, 2020, social distancing in the downtown area is not problematic due to the amount of available pedestrian space. Pitt Street, Second Street as well as Montreal Road offer ample sidewalks, varying from 3 to 6 meters in width within the downtown areas and Le Village.

Where space is available, and if rules allow for certain business operations, such as outdoor restaurants, etc., business operators could seek specific encroachment permits that would support their operations on the sidewalk, where possible, on a case-by-case basis.

In terms of bicycle infrastructure, the City has been and continues to expand the bicycle lanes throughout the City with a comprehensive network which provides sufficient connectivity to the downtown areas. At this point, cyclists can access the downtown and Le Village areas safely and conveniently utilizing the existing bicycle infrastructure.

Document Title:	Business Parking - COVID 19 - 2020-307-PDR.docx
Attachments:	<ul style="list-style-type: none"> - Municipal Parking Comparison Review As of May 29, 2020.pdf - 2018-2019 PARKING REVENUE.pdf - DBIA_Parking_Map 8.5x11.pdf - Village_Parking_Map 8.5x11.pdf - DBIA Parking Feedback, May 28, 2020.pdf - Chamber Letter on Parking, May 28, 2020.pdf - Le Village BIA - Business Parking COVID-19, May 18, 2020.pdf
Final Approval Date:	Jun 2, 2020

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

Tracey Bailey - Jun 2, 2020 - 2:19 PM

Maureen Adams - Jun 2, 2020 - 4:40 PM

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

Department: Planning, Development and Recreation
Division: Building and By-law
Report Number: 2020-362-Planning, Development and Recreation
Prepared By: Mark A. Boileau, General Manager
Meeting Date: September 14, 2020
Subject: Business Parking – COVID-19

Purpose

To provide Council with additional information regarding Business Parking during COVID-19 as outlined in the New Business Motion of May 11, 2020 and related Council Motion of June 8, 2020.

Recommendation

That Council reinstate the original parking program, which existed prior to COVID-19.

Financial Implications

While the non-enforcement of paid parking at meters and machines and the more recent 2-hour subsidy has been beneficial to businesses in the two BIAs during the COVID-19 pandemic, the continuation of either program will have an impact on the City's parking program funding, and in turn on the other businesses and general taxpayers. Parking revenue is trending at a shortfall estimated at \$310,000 at year end.

Background / Discussion

At the Regular Council Meeting of May 11, 2020, the following New Business Motion was approved:

Now therefore be it resolved that Council request Administration to prepare a report on parking rule changes for the remainder of 2020 including and not limited to:

- *ending paid parking within city limits*
- *relaxing parking By-Laws to allow for curbside pickup*
- *allowing businesses to claim a parking spot in front of their business for expanded shopping space*
- *to identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city*

Now therefore be it further resolved that this report be presented to Council at its next Regular Meeting of Council of Monday, May 25, 2020.

The goal of the report would be to provide a series of suggestions on which rules would impact the local business community the most and at what cost to the city.

At the Regular Council Meeting of June 8, 2020, following the submission of a report by Administration (attached), the following Motion was approved:

Motion to provide two-hour complimentary parking at all metered curbside and pay-by-plate parking spaces until September 14, 2020.

Since Pandemic:

In summary, complimentary parking coincided with the beginning of the COVID-19 pandemic in March, as paid parking and payment violations were not being enforced by staff. In addition, complimentary curbside parking arrangements and on-street parking cafes were introduced by the City shortly thereafter in various downtown and Le Village locations, to assist with that phase to the economic recovery efforts. Finally, following the Motion of Council, two-hour complimentary parking has been provided at all municipal paid parking locations since June 8, 2020.

Staff's report of June 8, 2020 (attached) outlined the details of the City's parking program including its purpose and benefits, as well as the financial implications of reducing or removing parking fees. This report will primarily provide an update on financial implications to date.

Parking revenues were \$558,132 for 2017, \$588,862 for 2018, and \$529,257 for 2019. These totals include parking permits, meter collections, machine collections and violations. The budget for 2020 was to collect \$606,968 in parking revenues. To date (July 31, 2020 latest financial data), \$182,412 has been collected, including \$50,365 in monthly parking passes, and \$55,727 in violations. On the subject of parking passes, they are predominantly sold to employers (St. Lawrence Seaway Authority, Job Zone, Numed, etc.). We have not received requests for repayments or refunds, however this may occur, and the trend of home employment may reduce our typical parking pass numbers. At July 31, 2020, \$76,320 has been collected from meters and machines this year. As a result of the above, there is a projected substantial shortfall from the budgeted \$606,968 for 2020 as a result of the non-payment and considerable reduction (2-hour complimentary) since the pandemic in March.

Purpose of Funds:

In addition to the benefit of causing a desired turnover of parking spaces, which is beneficial to the BIA's, the collection of funds allows the parking program to be self-funding. Revenue is used primarily to offset operating expenditures, including salaries, equipment, maintenance, lease agreements, snow removal, and property taxes. Any funds in excess of parking-related costs are contributed to the Parking Reserve Fund, which is used to offset any operating revenue shortfalls and for parking-related capital works such as paving parking lots, fencing, etc.

Should parking fees be subsidized (as has occurred since June 8, 2020) or be eliminated, it would place the cost directly onto the general taxpayer, all of which are affected by the COVID-19 pandemic. In the case of businesses which provide their own parking, this would be an additional cost to their parking development and maintenance costs. The overall parking program, totalling approximately \$600,000 in revenue, represents approximately 1% of the tax levy.

Chamber Survey:

Attached to this report is the email message from the Chamber Executive Director, as well as the survey findings. As indicated, the survey was sent to businesses in the BIAs where email addresses existed, resulting in 27 completed surveys. It is worth noting that businesses outside of the BIAs were not included, which would not benefit equally from subsidization.

On the subject of how the 2-hour parking could be improved, staff would offer the following comments. The provision of complimentary parking was difficult to implement at the pay-by-plate machines, as the user was required to access the device. While this was troublesome to the user, it provided a very well recorded method of providing the complimentary period. At the older traditional meter heads, it provided more work for staff, who needed to monitor parking in a similar fashion to typical 2-hour parking allowance (more commonly found on adjacent residential streets). As a result of these challenges, which are identified as the second issue by the survey, the City provided numerous postings on-site, on websites, in newspapers, and on social media.

Conclusion:

Parking payment was not enforced in the early months of COVID-19, as there was little activity by merchants and customers during that period. The provision of 2-hour complimentary parking, together with curbside pickups, on-street cafes, etc. was beneficial to the BIA businesses in recovering from the pandemic. While continuation of the subsidization would similarly be helpful, the cost to the parking program is significant, and is transferred to the other City businesses and general taxpayers. It is therefore recommended that the customary parking program be reinstated at this time.

Document Title:	Business Parking - COVID 19 - 2020-362-Planning, Development and Recreation.docx
Attachments:	<ul style="list-style-type: none"> - Business Parking - COVID 19 - 2020-307-PDR.pdf - 2018-2019 PARKING REVENUE.pdf - Chamber Letter re Parking Survey.pdf - DBIA 2 Hour Free Parking Program.pdf
Final Approval Date:	Sep 9, 2020

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

Tracey Bailey - Sep 9, 2020 - 2:56 PM

Maureen Adams - Sep 9, 2020 - 2:57 PM

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

Department: Planning, Development and Recreation
Division: Building and By-law
Report Number: 2021-12-Planning, Development and Recreation
Prepared By: Mark A. Boileau, General Manager
Meeting Date: January 11, 2021
Subject: Business Parking – COVID-19

Purpose

To update Council regarding business parking during COVID-19 as outlined in the New Business Motion of May 11, 2020 and related Council Motions of June 8, 2020 and September 14, 2020.

Recommendation

1. That the City continue the current free 15 minute curbside parking in the Downtown and Le Village, for the period of the Provincial Shutdown;
2. That Council reinstate the original parking program, which existed prior to COVID-19, following the Provincial Shutdown.

Financial Implications

The City approves a parking budget annually that is funded solely from parking revenues such as user fees, fines, and permits. The 2020 parking budget was \$673,299.

Since March 2020, due to the changes in the parking program, the City has not been collecting parking fees as budgeted and until recently provided enforcement for emergency conditions only, including vehicles impeding intersections, blocked fire hydrants, emergency fire routes, and misuse of accessible parking spaces.

The City's estimated financial position at December 31, 2020, as it relates to the municipality's parking budget is a net shortfall of \$340,000. Parking revenue is estimated to be below budget by \$377,000 (parking fees \$279,300, violations \$97,700). Expenditures are expected to be under budget by \$37,000.

For 2020, the City will offset this shortfall by utilizing Safe Restart Agreement (SRA) funding received from the federal and provincial governments. The SRA funding is to help municipalities address operating pressures related to the COVID-19 pandemic. This funding provided the City with the opportunity to continue to deliver critical public services and address the most urgent needs in the community.

The 2021 parking budget has been prepared with the same service level as in prior years (original parking program, with usual fees). If Council decides to continue to provide complimentary parking, approximately \$400,000 of net expenditures related to: By-law Enforcement, City equipment rentals, lease agreements and parking lot maintenance (snow removal, surface improvements, taxes, electricity, etc.), would be unfunded for this service level change.

Currently, Cornwall's parking program is self-funded, whereby any surplus/deficit is contributed to or funded from the Parking Reserve Fund. The Parking Reserve Fund has an estimated balance of \$42,000. Any additional shortfall in funding would become dependant upon the general taxation base.

Background / Discussion

The City of Cornwall provides municipal parking in the Downtown and Le Village commercial areas through a combination of on-street metered parking spots and parking lots.

The original New Business Motion regarding business parking was introduced at the May 11, 2020 Council meeting, whereby Council requested Administration to prepare a report on parking rule changes for the remainder of 2020 including and not limited to:

- ending paid parking within city limits,
- relaxing parking By-laws to allow for curbside pickup,
- allowing businesses to claim a parking spot in front of their business for expanded shopping space,
- to identify spaces for expanded pedestrian access (for social distancing) and for possible expansion of bike lanes throughout the city.

Subsequent motions of Council included the following:

Jun 8, 2020: Motion to provide two-hour complimentary parking at all metered curbside and pay-by-plate parking spaces until September 14, 2020.

Sep 14, 2020: Motion to maintain the current parking program until December 31, 2020 and the program be revisited at the first meeting of January 2021.

Both Council reports for the above meetings are attached and provide detailed background on this subject.

The City implemented changes to the parking program to provide financial relief to residents and businesses, and has facilitated curbside commerce and on-street patios. With the recent Provincewide shutdown, Administration has arranged for the curbside signage to be re-erected to assist merchants.

The relief to payment requirements provided by Council in the two previous motions has certainly benefitted Downtown and Le Village merchants and shoppers, however its impact is arguably difficult to measure, particularly given our very affordable rates. Council had also supported Transit Services with complimentary fares until September 2020; it is likely that this subsidy benefited a greater transportation need. At the end of the day, it becomes a question of which services Council wishes to subsidize going forward. Any municipal parking program costs money; for land, improvements, enforcement, and maintenance. The City's customary parking program charges the user for the service; any subsidy including those provided since March 2020, are generally charged to the taxpayer. In 2020, the shortfall in funding was covered by the SRA funding as outlined earlier, however going forward Council may wish to direct funds from this funding program to other community needs.

Administration has updated the parking revenue table, attached to this report, to reflect the most recent estimates for 2020, in addition to past 2018-19 figures.

Document Title:	Business Parking - COVID 19 - 2021-12-Planning, Development and Recreation.docx
Attachments:	<ul style="list-style-type: none"> - Business Parking - COVID 19 - 2020-307-PDR June 8, 2020.pdf - Business Parking - COVID 19 - 2020-362-PDR September 14, 2020.pdf - Parking Revenue Comparison 2018, 2019, 2020.pdf - Municipal Parking Comparison Review As of May 29, 2020.pdf
Final Approval Date:	Jan 7, 2021

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

Mark A. Boileau - Jan 6, 2021 - 5:14 PM

Tracey Bailey - Jan 6, 2021 - 5:56 PM

Maureen Adams - Jan 7, 2021 - 8:56 AM

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

Department: Corporate Services
 Division: Clerk's Division
 Report Number: 2021-95-Corporate Services
 Prepared By: Manon Levesque, City Clerk
 Meeting Date: August 9, 2021
 Subject: Unfinished Business Listing for August 9, 2021

Recommendation

That Council receive the Unfinished Business Listing for August 9, 2021.

Title	Department	Date
Parking During Pandemic and Parking Program Working Group Recommendations <ul style="list-style-type: none"> - May 11, 2020 - June 8, 2020 - September 13, 2020 - January 11, 2020 - January 25, 2021 	Parking Program Working Group	August 9, 2021
Newspaper Digitization Project <ul style="list-style-type: none"> - November 9, 2020 	CAO	September 27, 2021
Urban Agriculture and Outdoor Gardening – COVID-19 <ul style="list-style-type: none"> - May 11, 2020 - June 22, 2020 - April 26, 2021 	Planning, Development and Recreation	Zoning By-law

Residential Rental Licensing Public Consultation Results - November 13, 2018 - June 8, 2020 - October 13, 2020 - April 26, 2021	Fire Services, Social Services and Planning, Development and Recreation	TBD
Petition for Crosswalk on Second Street West (Riverdale Terrace) - February 24, 2020 - January 22, 2021	Infrastructure and Municipal Work	TBD
Creation of Remote Worker Attraction Strategy - January 10, 2020	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
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	TBD
Grading By-law - April 26, 2021	Planning, Development and Recreation	TBD
Use of Surveillance Cameras on Private Property - May 10, 2021	Planning, Development and Recreation	TBD
Intersection of Vincent Massey Drive and Tollgate Road West - June 14, 2021	Infrastructure and Municipal Works	TBD

Document Title:	Unfinished Business Listing for August 9, 2021 - 2021-95-Corporate Services.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Aug 3, 2021 - 10:59 AM

Geoffrey Clarke - Aug 3, 2021 - 11:23 AM

Maureen Adams - Aug 3, 2021 - 2:43 PM

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

Department: Financial Services
Division: Information Technology and Telecommunications
Report Number: 2021-77-Financial Services
Prepared By: Tracey Bailey, General Manager, Financial Services
Meeting Date: August 9, 2021
Subject: ITT Master Plan

Purpose

To provide Council with the Information Technology and Telecommunications Master Plan (ITTMP).

Recommendation

That Council receive the City's Information Technology and Telecommunications Master Plan.

Financial Implications

Subsequent to the development of the 5-year implementation plan of the ITTMP, a high-level review of the current funding model was conducted to ensure the appropriate funding levels are in place to support the recommendations in the implementation plan.

It is noted in the ITTMP that to enable the move towards the desired future state, the City should implement an ITT reserve to support and accelerate major ITT projects and deliverables. This ITT reserve should fund ITT projects that have been prioritized for the medium and long-term within the ITTMP and may require capital costs to procure and implement solutions. Administration will review and provide further information to Council at the time of the 2022 budget discussions.

Strategic Priority Implications

Cultivating information and communications technology to improve and enhance the efficiency of City operations, engagement, and service to the community.

Background / Discussion

The City of Cornwall's ITT division provides information, communication, and technology services to support all City departments. The ITT division provides services to over 550 users and a data center providing network connectivity for 23 office locations.

Services include hardware and software technical support, network design and implementation, internet and web, information security (confidentiality, integrity, and availability), wireless and mobile technology and apps, and information and communication technology policy and support. ITT staff provide desktop support, mobile and remote computing environments, maintains physical and virtual servers, and the disaster recovery site data center.

ITT's day-to-day responsibilities include managing technology projects and ensuring that the enterprise systems, applications, networks, end user devices, and communications systems, which support the operations of the City, are continuously available and operating effectively.

As part of the 2020 budget, Council approved the development of its first ITTMP. Through the RFP process, the City engaged with RSM Canada (RSM) to complete the ITT Master Plan.

Over the past 7 months, RSM conducted a review of ITT Services. In order to inform the ITTMP, RSM worked with and conducted interviews and workshops with the staff of ITT services, senior management, and departmental staff. RSM also conducted a municipal scan and collected peer data through information requests and interviews with three comparator municipalities – the City of Kingston, the City of Peterborough, and the Municipality of Chatham-Kent.

The ITTMP identifies the current state of ITT services, determines key gaps, challenges, immediate opportunities, and provides recommendations in achieving the desired future state as it relates to People, Process, and Technology. An implementation plan was developed for the short, medium, and long-term and prioritized on a roadmap. The 19 recommendations included in the 5-year implementation plan are grouped into the following five initiatives: Restructure ITT to Better Serve the City; Strengthen ITT Capabilities; Improve

ITT Service, Support, & Operations; Improve Critical Organizational Capabilities; and Support the Continuous Improvement of Departmental Operations. The implementation plan is structured starting in the third quarter of 2021 and finishing at the end 2025.

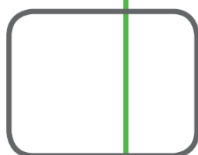
ITT services are a critical component in the provision of City services. The ITTMP provides the required insight to ensure that the ITT division is able to adapt and evolve so that it is able to deliver the support and services that will meet the needs of the City now and into the future.

Document Title:	ITT Master Plan - 2021-77-Financial Services.docx
Attachments:	- ITT Master Plan.pdf
Final Approval Date:	Aug 3, 2021

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

Tracey Bailey - Aug 1, 2021 - 10:12 PM

Maureen Adams - Aug 3, 2021 - 12:51 PM



CITY OF CORNWALL

INFORMATION TECHNOLOGY & TELECOMMUNICATIONS MASTER PLAN (ITTMP)

FINAL REPORT

AUGUST 2021

City of Cornwall

ITT Department



RSM Canada with the ITT department, and in collaboration with City departments, completed its first Master Plan. The ITTMP provides a 5-year implementation roadmap to guide the ITT department to adapt to and meet the future needs of the organization - specifically positioning ITT as a business partner that will help drive the organization towards a more digitally enabled future.



ITT Services

ITT staff are responsible for the architecture, programming, hardware, software, security, and networking of technical infrastructure and devices for the organization.



Systems

Providing network connectivity and remote access, enabling reliable ways to access and share information.



Security

Reducing the risk of data breaches and attacks in ITT systems. Applying security controls to prevent unauthorized access to Corporate information.



Budget

The 2021 operating budget for ITT Services is \$2 million. Capital budgets range between \$200-\$500 thousand annually.

PEOPLE

PROCESS

TECHNOLOGY



Number of ITT staff: 7
(currently 5, 2 retirements)
ITT is a division of Financial Services



Number of desktop computers: 500
Number of laptops/tablets: 250
Number of desktop phones: 500
Number of cell phones: 160



Firewall is scanned every 30s for vulnerabilities
Web filter stops 2,000 cyber threats per day
7,000 daily attempts of spam through our servers
Daily emails: 5,000+ internal, inbound & outbound



Number of supported applications: 86
Number of servers: 138
15% of applications are on cloud servers
4,900 helpdesk tickets per year (20/day)

ITT Roadmap

Current state assessment identifies the role of ITT as Operator and Guard. The desired future state of the City for ITT Services is that of Analyst and Innovator / Transformer.

550 users

ITT staff supports 550 users,
9 departments (44 divisions),
23 facilities

47,000+ Citizens

Supports citizen-facing
digital-services & online
citizen interaction

Key Themes

- Evolving ITT's role towards an Analyst & Innovator/Transformer
- Utilizing ITT as a Stakeholder
- Developing holistic ITT governance
- Progressing towards a digitally enabled organization

**Information Technology and
Telecommunications Master Plan**

August 2021

To reach the desired future state, the ITTMP provides nineteen recommendations and has prioritized these recommendations based on term, timelines, and interdependencies. These prioritized recommendations were incorporated into a visual roadmap that will guide the organization over the next 5 years.



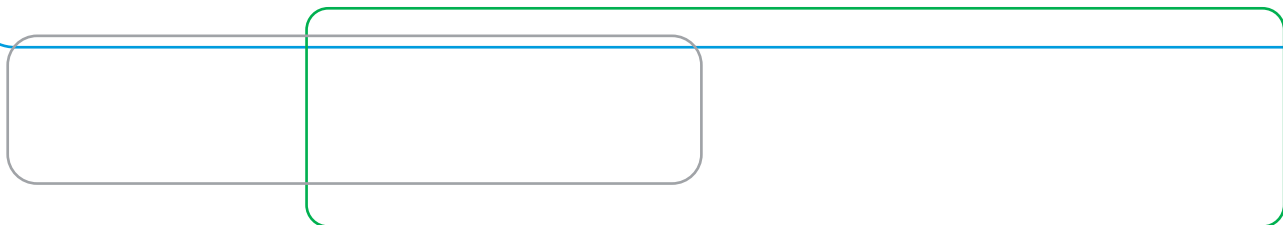


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1.0 Executive Summary

1.1 Project Overview

The City of Cornwall (City) is an Ontario municipality serving nearly 50,000 residents and businesses through their nine departments and 44 divisions including, among others, the City's Information Technology & Telecommunications (ITT) division. The services offered by the City's departments and divisions are essential to the long-term health and growth of the City. As the City continues to grow, expectations and demand for City services continue to increase, specifically for the ITT division. Consequently, RSM was engaged by the City to develop an ITT Master Plan (ITTMP) to provide the required insight, planning, and actions to ensure that the ITT division is able to adapt to and meet the future needs of the organization.

As a result, the ITTMP was developed to enable the City to achieve their desired future state – specifically positioning ITT as a business partner to the organization to help drive organization-wide planning and project execution, as well as guide the organization towards a more digitally-enable future.

The ITTMP identifies the key initiatives with supporting information for the ITT division in the coming years and prioritizes them in a 5-year implementation plan, providing a roadmap for the ITT division to optimize their information and communications systems to achieve value, maximize performance and resources, and deliver continuity for critical services, now and into the future. The ITTMP explains the processes, findings, and analysis that led to the development of the implementation plan.



1.2 Approach

The ITTMP project was delivered following a four-phased project approach. This consisted of developing a set of interim deliverables over the course of approximately six months, ultimately leading to the final ITTMP. The approach undertaken is illustrated in Figure 1.2a.

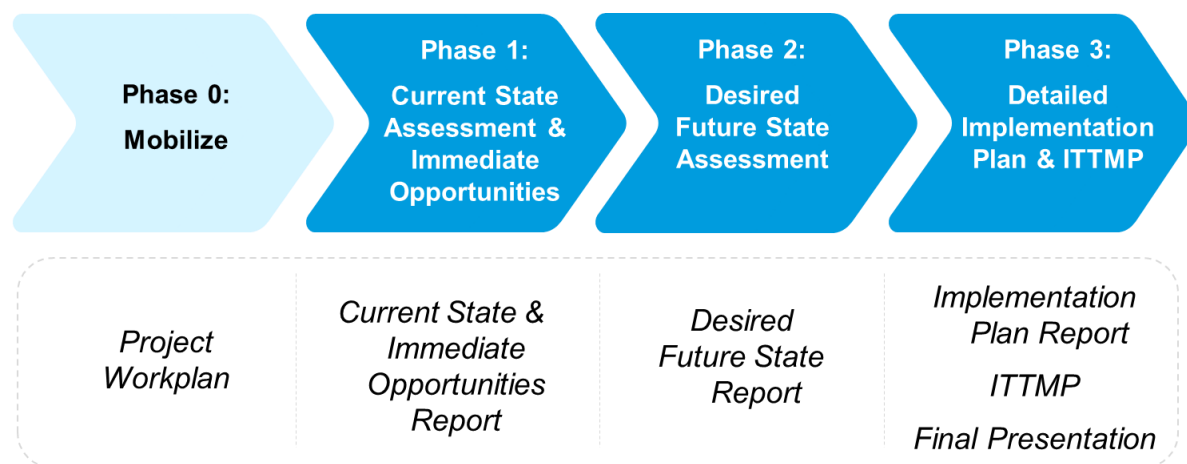


Figure 1.2a. Project Approach

The project was conducted using a set of analysis tools and techniques and included the following data points:

- **Workshops:** Workshops were conducted with relevant City departments, as well as ITT to conduct both the current state and future state assessments, gathering information regarding capacity, structure, service levels and standards, governance, the role of ITT, and overall satisfaction with the service and support provided by ITT;
- **Online Research and Existing Information:** RSM reviewed publicly available information, including policies, budgets, and high-level organizational structure through research on the City website. Additionally, a request for information was made to gather and review all available information from the City that could not be found publicly;



- **One-on-One Interviews:** In addition to workshops, one-on-one interviews were conducted with the ITT team to develop a more in-depth understanding of their current capacity, capabilities, structure, and strategic objectives; and
- **Municipal Scan:** The team conducted a scan of comparable municipalities, with similar service deliveries, identified by the City. This resulted in comparative benchmarks; such as, ITT spending, staffing, infrastructure, and online services.

1.3 Current State Findings

A Current State Assessment was undertaken including analysis of both existing and available documentation and through the completion of current state workshops with ITT, senior management, and departmental staff in order to determine the current state of service delivery of ITT at the City. The assessment enabled RSM to identify current capacities, capabilities, processes, procedures, policies, and satisfaction level with ITT services and technology. The findings were synthesized, documented, and analyzed to develop a Strengths, Weaknesses, Opportunities, & Threats (SWOT) analysis which summarizes the current state of the City's ITT environment and outlines the major opportunities for improvements. Figure 1.3a provides the results of the SWOT:



Figure 1.3a. SWOT Analysis



The findings of the Current State Assessment are summarized in the following categories:

- **Role of ITT:** ITT is currently focused primarily on supporting day-to-day operations and the security aspects of the organization – the satisfaction of which varied by department. The current state identified the role of ITT as Operator and Guard as described in Figure 1.3b.
- **ITT Structure & Capacity:** Due to recent vacancies and limited staff, the ITT team has capacity challenges which have been heightened by the demands and limitations brought on by the COVID-19 pandemic. The current staffing levels prevent ITT from meeting the desired levels of service and support to the organization. Moreover, existing job descriptions for certain ITT positions do not accurately represent their current and expected future roles and responsibilities.
- **Service & Support:** The day-to-day operations of ITT are focused on providing support to the organization. Although ITT was able to adapt to the changes brought on by the COVID-19 pandemic, there has been an increased number of low-complexity, Tier 1 requests from departments, such as password resets, Virtual Private Network (VPN) issues, and user issues. This has however caused delays for higher-complexity requests.
- **ITT Governance:** ITT does not have robust governance. Many of their policies and procedures are not formalized or are requiring update, in addition to transparent service standards and service level agreements. This reduces ITT's ability to ensure best practices are adhered to.
- **Communication:** Currently, communications out of the ITT department are not being effectively received by the organization. Several factors contribute to this including the format of ITT communication emails, unconsolidated or unstandardized channels of communication based on



the communication type, and a general lack of understanding as to how communications should be used for or by the departments.

- **ITT Security:** While the City has a strong focus on security and risk reduction, this has resulted in impacts to user functionality.
- **Enterprise Applications & Software:** As a result of the minimal ITT governance, software is generally procured in silos throughout the organization. This creates inefficiencies, functional gaps and overlaps, and a misunderstanding regarding how existing technology can and should be leveraged across the entire organization.
- **Infrastructure & Technology:** The City currently hosts their servers on-premise and has recently made significant investment in their physical infrastructure. Additionally, ITT controls the devices, including cell phones, tablets, and laptops, issued to City staff. The direction of ITT, such as a move to more digitally-enabled support and/or services, will impact how these devices will be refreshed.
- **Office 365 Rollout & Training:** Although the recent roll out of Office 365 has increased functionality across the City, there is a need for formal training related to how the organization can best utilize the suite of applications to improve operations.

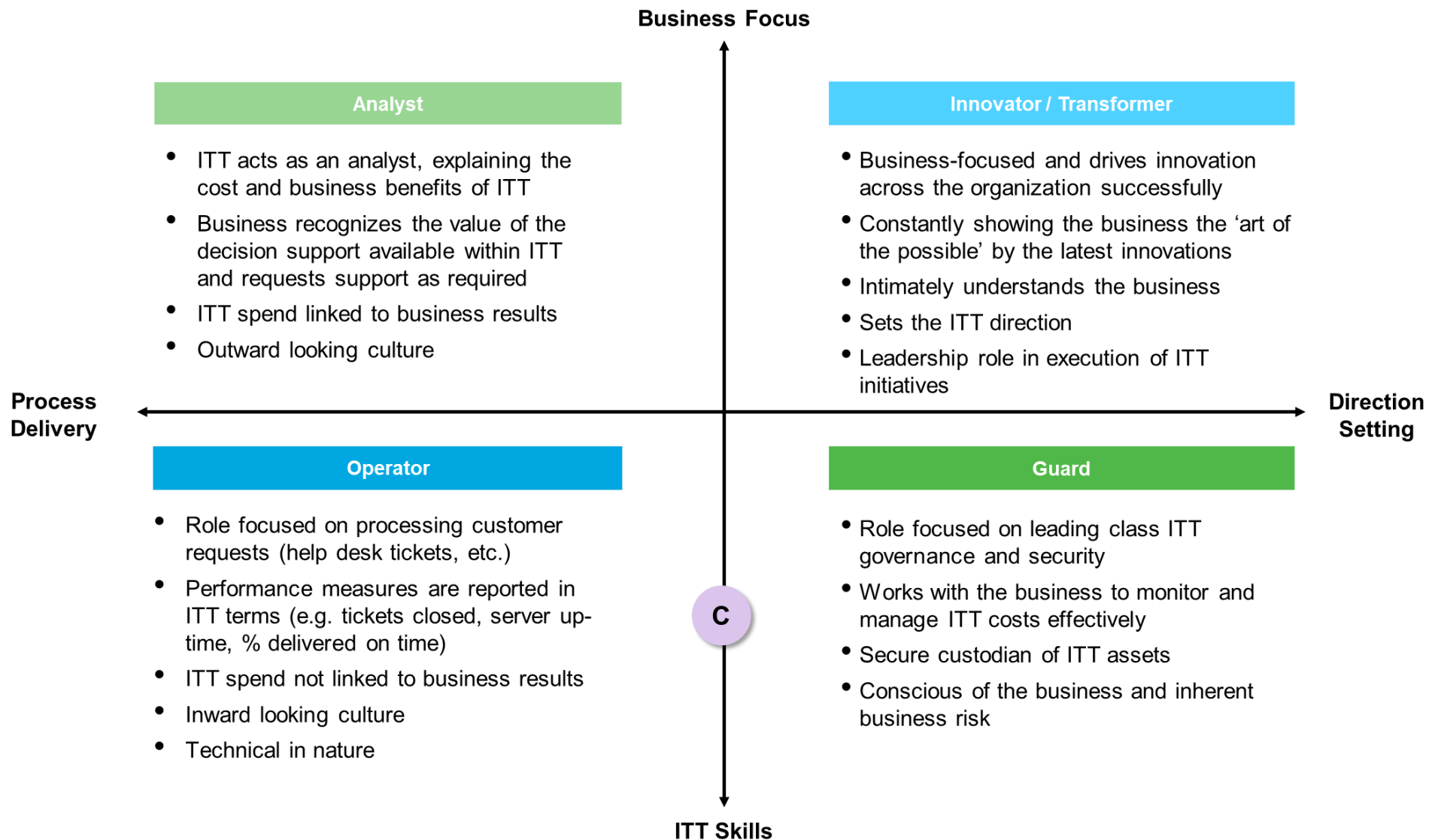


Figure 1.3b. Current State Role of ITT



1.4 Definition of the Desired Future State

The desired future state of the City was defined through both the current state workshops and additional targeted future state input sessions with ITT and departmental leadership. Four key themes emerged from the desired future state definition findings:

1. Evolving ITT's Role Towards an Analyst and Innovator / Transformer

Both ITT and City departments stated their desire for ITT to grow from an Operator and Guard focused role into an Analyst and Innovator / Transformer role. Ultimately, the desire is that ITT provide more direction for the organization around innovative solutions to address current and emerging issues and opportunities and position the City to execute on their future-looking initiatives. The future state identified role of ITT can be seen in Figure 1.4a.

2. Utilizing ITT as a Stakeholder

City departments expressed that they would like ITT to continue maintaining current technical infrastructure and responding to requests and tickets, but in addition to that role, also become a partner to departments and assist them in executing their future state projects effectively becoming a stakeholder.

3. Developing Holistic ITT Governance

The need for clearly articulated and communicated policies and procedures to enable a holistic approach to software and system procurement was voiced by the City's departments during workshops.

4. Progressing Towards a Digitally-Enabled Organization

There is a desire from ITT and City departments to provide more digital-services, both internally and externally, to improve workflows, increase efficiency, and reduce manual, paper-based processes.

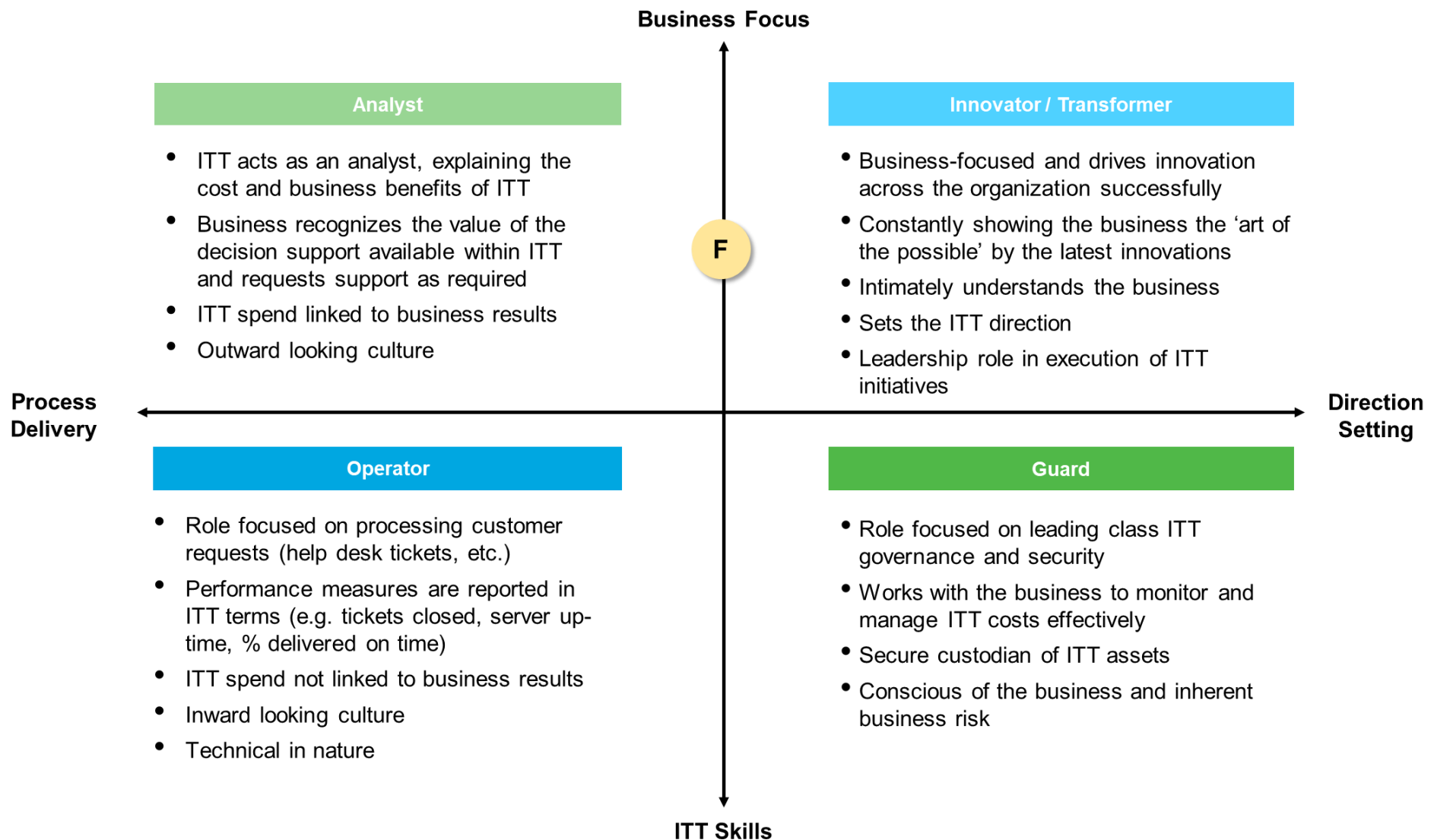


Figure 1.4a Future State Role of ITT



1.5 Municipal Scan Findings

The definition of the desired future state was subsequently supported by a municipal scan with three comparator municipalities – the City of Kingston, the City of Peterborough, and the Municipality of Chatham-Kent – identified in collaboration with the ITT Project Team, to position the City’s ITT division relative to its municipal peers. The information collected through the information requests and workshops was used as indicators and not as absolutes as not all metrics could be directly compared to one another.

- **ITT Spend:** The City’s ITT spending is, on average, in-line with or below that of their municipal comparators, with the caveat that each municipality allocates budget to departments differently. Additionally, the three municipal comparators all have ITT reserves, with various associated funding models, whereas the City does not have an ITT reserve to utilize.
- **ITT Staffing:** The City’s ITT staff, on average, support a higher number of users, buildings, and tickets per total ITT staff member. In other words, the City’s ITT division is understaffed, reinforcing the capacity issues identified in the current state assessment.
- **Infrastructure:** All municipal peers identified a move to the cloud as a priority. Likewise, the City has recognized a migration to cloud infrastructure as an important trend to pursue. A concerted effort to cloud migration would help the City keep pace with their municipal peers and industry trends.
- **Online Services Available:** The number of online services offered by the City is on par or lower than its municipal peers. However, similar to the migration to the cloud, the peer municipalities recognize the need to increase the number of online services available, and the City has identified this as an important initiative moving forward.



1.6 Gap Analysis

A gap analysis was undertaken across the City's ITT environment to identify critical gaps between the City's current and desired future state. Gaps were categorized under People, Process, and Technology

People	Process	Technology
<ul style="list-style-type: none"> ITT is understaffed leading to capacity constraints ITT's structure does not provide the necessary support and strategic outlook Job descriptions do not accurately reflect current or future roles and responsibilities 	<ul style="list-style-type: none"> The necessary ITT governance is not in place to ensure best practices are followed Some technology projects do not involve ITT or enterprise-planning. No formalized communication protocol between departments and ITT Capacity prevents ITT from analyzing service desk data and resolving recurring issues through a formal process Security decisions remedy immediate concerns but may not factor in holistic impacts to users long-term 	<ul style="list-style-type: none"> Both functionality gaps and overlaps exist within the City's suite of enterprise applications ITT does not have a complete formal documented understanding of the criticality and availability needs of the current suite of enterprise applications The City lacks digital citizen-facing services that are increasingly expected from the public There is a gap in strategic planning around how the City provisions technology now and into the future



1.7 Prioritized Recommendations & Implementation Plan




From the gap analysis, RSM developed recommendations to address the identified gaps and immediate opportunities determined through the gap analysis. The recommendations were initially prioritized using the criteria presented in 10.3.1 Prioritization Criteria.

They were then further prioritized based on potential quick wins, dependencies between recommendations, and RSM's perception of the City's readiness to undertake the recommendations.



The final list of prioritized recommendations, found in 8.2 Prioritized Recommendations, was then developed and updated based on feedback from the City. Recommendations were categorized based on term (short, medium, and long-term), timeline (duration in months), and interdependencies.

Following the prioritization of the individual recommendations, RSM grouped complementary recommendations based on major themes into consolidated initiatives, as shown in the following table.






Initiative	Category	ID	Recommendations Included
 Restructure ITT to Better Serve the City	PEOPLE	PE.1	Consider Staffing & Structure Changes
	PEOPLE	PE.2	Update ITT Job Descriptions
	PEOPLE	PE.3	Unlock Additional Capacity
	PEOPLE	PE.4	Execute Comprehensive ITT Resource Planning
 Strengthen ITT Capabilities	PROCESS	PR.1	Develop, Update, & Document Policies & Procedures
	PROCESS	PR.2	Improve ITT Governance Processes
	PROCESS	PR.3	Develop & Enforce Service Standards & Service Level Agreements
 Improve ITT Service, Support, & Operations	PEOPLE	PE.5	Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems
	PROCESS	PR.4	Continuously Improve the Service Desk Function
	PROCESS	PR.5	Improve Organizational Communication
	PROCESS	PR.6	Improve Security Measures
	PROCESS	PR.7	Improve After-Hours Support from ITT



Initiative	Category	ID	Recommendations Included
 Improve Critical Organization Capabilities	TECHNOLOGY	TE.1	Develop an End-User Computing Strategy
	TECHNOLOGY	TE.2	Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities
	TECHNOLOGY	TE.3	Continue to Improve Network Connectivity & Remote Access
	TECHNOLOGY	TE.4	Rollout Office 365 Suite of Products Across the Organization
 Support the Continuous Improvement of Departmental Operations	TECHNOLOGY	TE.5	Enhance & Establish New Departmental Capabilities
	TECHNOLOGY	TE.6	Review High-Priority Applications
	TECHNOLOGY	TE.7	Improve Information-Sharing Between Departments



RSM subsequently sequenced the consolidated initiatives based on their term, timeline, and interdependencies, to create the 5-year implementation plan, shown in Figure 1.7a which serves as a visual representation of the prioritized recommendations. The implementation plan is structured around calendar years starting in the third quarter of 2021 and finishing at the end of 2025.

Implementation Plan Legend	
	Denotes a milestone-based (or finite timeline) recommendation which has already been initiated by the City
	Denotes a milestone-based (or finite timeline) recommendation that has not been initiated yet
	Denotes a recommendation that will be ongoing. Some milestone-based recommendations will have an ongoing component to denote the specific continued activities of that recommendation

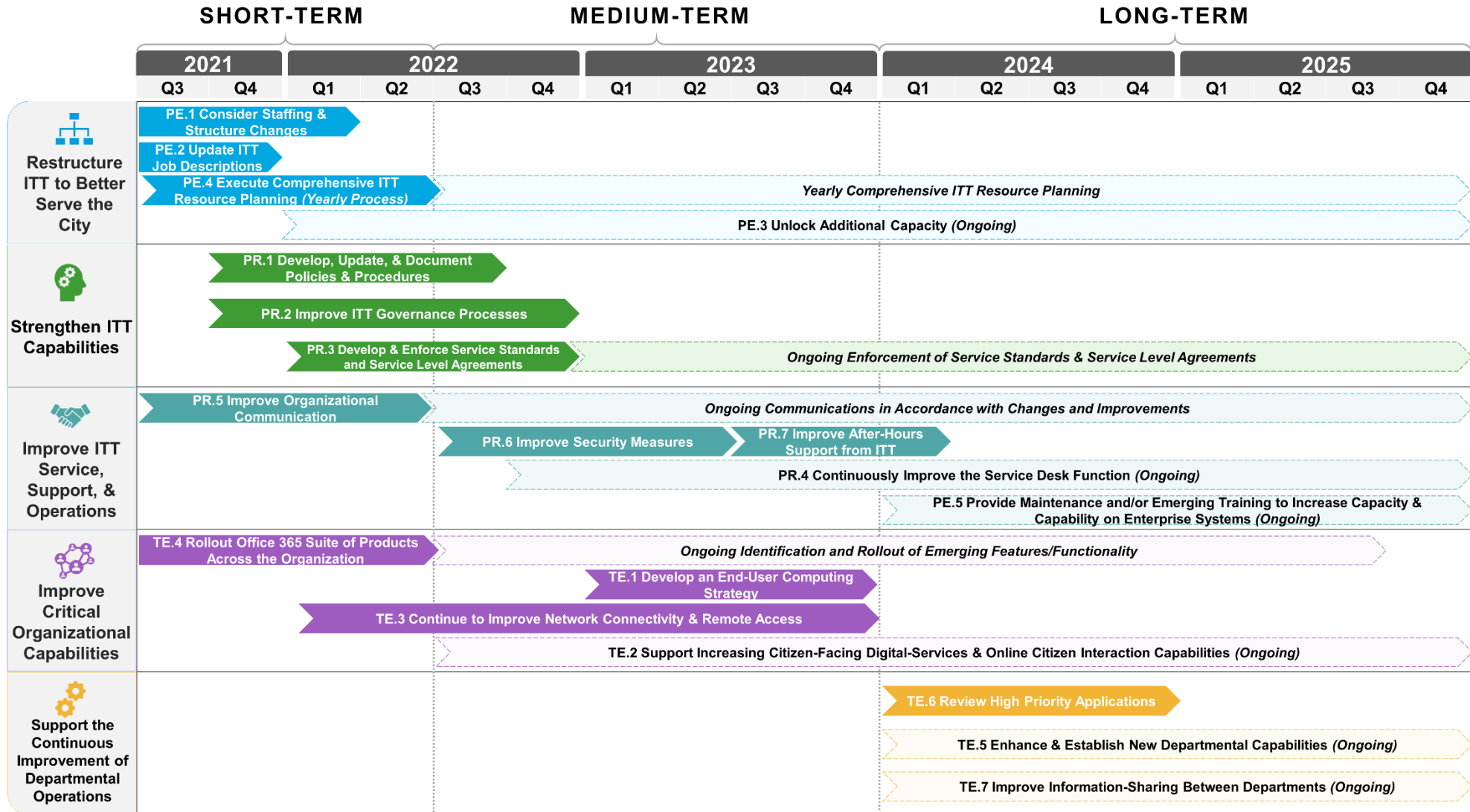


Figure 1.7a. Implementation Plan Roadmap



Subsequent to the development of the implementation plan, a review of the City's current funding model was performed. It was determined that it is not consistent with the desired future direction of the City. To enable the move towards the desired future state, the City should implement an ITT reserve to support and accelerate major ITT projects and deliverables. This ITT reserve should fund ITT projects that have been prioritized for the medium and long-term within the ITTMP and may require capital costs to procure and implement solutions. The ITT reserve, as proposed in recommendation 7.2.1.4 Execute Comprehensive ITT Resource Planning, should be accessed by the organization, adhering to ITT governance. In order to successfully implement this reserve, the proper funding mechanisms and initial investment needs should be identified.

It is important to note that many of the proposed recommendations will result in changes to policies, procedures, practices, roles and responsibilities, and overall day-to-day operations of all City staff. Accordingly, change management and communication considerations for each of the recommendations should be documented and planned for prior to carrying out a given recommendation. The major change management and communication considerations stemming from the recommendations should include both successfully adopting and enforcing policies, procedures, and services standards. This includes leveraging senior management and accurately updating job descriptions and ensuring roles and responsibilities are adhered to.



2.0 Introduction & Project Background

The City of Cornwall (City) is a thriving municipality that serves nearly 50,000 residents and businesses through nine departments and 44 divisions whose services are essential to the long-term health and growth of the City. These nine departments include the following:



+ **Glen-Stor-Dun Lodge**

<p> Chief Administrative Office</p>	<p> Infrastructure, Municipal Works, Transit & Environmental Services</p>
<p> Corporate Services</p>	<p> Paramedics Services</p>
<p> Financial Services</p>	<p> Planning, Development, Recreation & Facilities</p>
<p> Fire Services</p>	<p> Social & Housing Services</p>

The City's Information Technology & Telecommunications (ITT) division is a critical component to the provision of that strategy and vision.

The City's continued growth is increasing the base of users supported by the ITT division, as well as their expectations for service around the range of ITT service offerings. The City is also expanding, with departments seeking to automate and streamline their services. As such, there is a need at the City for an optimized information and communications system that will achieve value, maximize performance and resources, and deliver continuity for critical services, now and into the future. The City therefore identified the need to develop an Information Technology & Telecommunications Master Plan (ITTMP) which would provide



the required insight, planning, and actions to ensure that ITT is able to adapt and meet the future needs of the organization.

This initiative encompassed the holistic and comprehensive reviews of the following in order to identify key gaps, challenges, and opportunities for improvement of the existing ITT service delivery model:

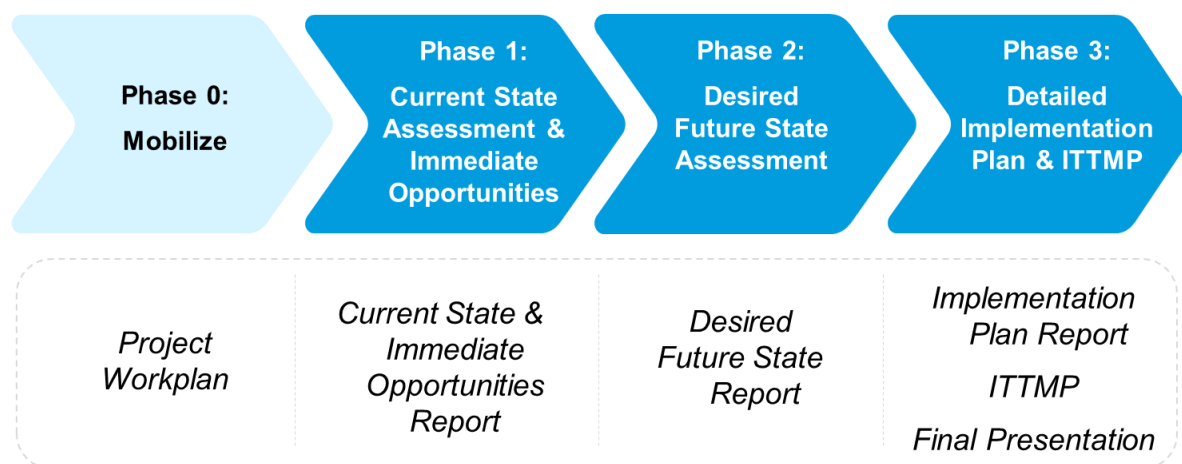
- The provision of ITT Services to the organization, to understand the current business and service delivery model, services and the ITT service catalogue, service levels, and partner departments within the City.
- ITT Services organizational structure, skills and knowledge, roles and responsibilities, and capacity (including staffing numbers and requirements).
- Technology solutions currently in place and the City's plans related to technology including, but not limited to, current applications, trends, and best practices, as well as the viability of Virtual Desktop Infrastructure (VDI) implementation.

RSM was engaged to develop the ITTMP to prioritize the City's ITT initiatives over the next five years. The ITTMP therefore identifies key initiatives to enable ITT Services to optimize their information and communications systems, maximize investments and resource performance, and deliver continuity for critical services, now and into the future.



3.0 Approach & Methodology

RSM carried out this project from January 2021 to July 2021, following a four-phased project approach. Throughout the project, RSM conducted various consultations and analyses, as described in the following “Phase” descriptions. Acknowledging that the COVID-19 pandemic drastically changed the way the City operates, RSM’s consultation, facilitation, and analysis activities focused on pre-COVID operations, current operations, and the future of the City, post-COVID. At key points throughout the project, RSM developed a set of interim deliverables which were amalgamated into the final ITTMP.



Phase 0 – Mobilize

During this preliminary phase, RSM met with the City to develop a clear understanding and alignment on the City’s strategic goals and project objectives. As part of this, RSM confirmed timelines and milestones, and finalized the project approach and methodology. Two kick-off meetings, one with the ITT division and one with the Senior Management Team, were then conducted to establish project governance, confirm the approach, and align outcomes to the wider



group of stakeholders, as well as educate key stakeholders on the importance of the project.

Subsequent to these meetings, RSM worked with the City to schedule workshops and interviews, send out information requests, and identify an initial list of comparator municipalities.

To wrap up Phase 0, RSM delivered a Project Work Plan to the City, inclusive of a Project Charter and Communications Plan, and established a bi-weekly cadence for status update meetings.



Phase 1 – Current State Assessment & Immediate Opportunities

Moving into the first phase, RSM reviewed all existing and available material assembled through the information request in order to best inform the current state workshops. The RSM team then facilitated a total of thirty-one (31) workshops with the following stakeholders to identify areas of strength as well as immediate opportunities.

- Two 1-hour meetings with ITT Supervisor & Staff;
- Nine individual 1-hour meetings with Senior Managers;
- Fourteen 1 to 2-hour meetings with Departmental Staff, depending on the department and size of stakeholder group; and
- Six 30-minute one-on-one ITT staff interviews.

These workshops enabled RSM to develop a holistic view of ITT including their current services, software applications, critical integrations, databases, policies and procedures, network architecture, as well as their current team structure, their roles and responsibilities, and their capacity and capabilities.



RSM then subsequently summarized, documented, and analyzed these findings in order to produce a SWOT analysis of the ITT environment. Preliminary recommendations were developed based on gaps and immediate opportunities to improve the ITT's capacity, capabilities, service levels, and governance processes and structure.

A Current State Assessment and Immediate Opportunities Report was created and delivered to the ITT Project Team for review and approval prior to moving onto the next phase.



Phase 2 – Desired Future State Assessment

In Phase 2 of the project, RSM continued to refine and develop new recommendations to enable the City to improve their support capacity, capability, and service levels over the next 5-years. In order to do so, RSM refined recommendations around the following:

- Structuring of ITT resources, including updating roles and responsibilities to reflect current and future organizational needs;
- Direction of technology, including ITT governance, business continuity, the current mobile device management strategy, and the City's current infrastructure; and
- Long-term planning of ITT services, including responsibilities and staffing requirements in ITT, service delivery frameworks and service level agreements (SLA), and policies and procedures.

In order to refine and develop these recommendations, RSM conducted industry-leading practice research in both the private and public sector through online research, including a municipal scan with



identified comparator municipalities. Specifically, the cities of Kingston and Peterborough and the municipality of Chatham-Kent.

Additionally, three interviews with City staff were conducted to further define the City's future state and refine the recommendations, including:

- Two 1-hour meetings with ITT staff; and
- One 1.5-hour meeting with Senior Management.

As a result of this analysis, RSM also produced a Business Solutions Assessment Model and Methodology (BSAMM) as part of the ITT governance related recommendations. A Desired Future State Report was developed and delivered to the City for review and approval prior to moving onto the next phase.



Phase 3 – Detailed Implementation Plan & ITTMP

The final phase of the project was dedicated to finalizing recommendations and creating the final deliverables of the project – namely, the implementation plan and ultimately the ITTMP – and presenting it to the City.

First, RSM refined and finalized the recommendations developed throughout the project based on feedback from the City. RSM then developed a set of prioritization criteria, which were validated with the City, in order to prioritize the recommendations. The prioritized recommendations were then grouped into initiatives based on similarities and dependencies and sequenced into a 5-year detailed, visual implementation plan. The implementation plan considered associated timelines, costs, resources, requirements, impacts, and potential risks of each recommendation.



A high-level review of the current funding model was conducted to ensure the appropriate funding levels were in place to support the recommendations in the 5-year implementation plan, in alignment with the governance recommendations. Change considerations associated with major recommendations were also detailed for the City to consider as they carry out the implementation plan.

Following this, RSM developed a Detailed Implementation Plan Report to gain feedback from the ITT Project Team prior to drafting the ITTMP.

The Draft ITTMP consolidated all interim deliverables and was reviewed with the ITT Project Team prior to proceeding with the creation of the final plan. Any feedback from the City was incorporated into the Final ITTMP.

Finally, RSM developed a final presentation, validated it with the City, and provided it to Council prior to conducting a Final Presentation to City Council.



4.0 Current State Assessment

4.1 Current State Assessment Purpose & Approach

Following the project kickoff, RSM commenced *Phase 1: Current State Assessment & Immediate Opportunities* to develop a strong understanding of the current state of service delivery of ITT services at the City. The RSM team conducted the current state assessment using a set of data points including:

- **Online and Existing Document Research:** RSM developed a high-level picture of the City's current state through research on the City's website, as well as the review of documents provided by the City. This information included, but was not limited to policies and procedures, job descriptions, existing strategic plans, budgets, and infrastructure information.
- **Departmental Current State Workshops:** In total, fourteen workshops were conducted with all nine City departments. Note that some departments, such as Planning, Development, Recreation, and Facilities were split into multiple workshops based on the number of divisions within the department. These workshops were used to elicit the following information:
 - Their satisfaction with the support and services provided by ITT. In order to understand how the COVID-19 pandemic has impacted the City, information regarding satisfaction was captured considering operations both before and during the pandemic; and
 - Their view of the role ITT currently plays.
- **ITT Current State Workshops:** Several workshops were conducted with the City's ITT team to develop a holistic understanding of the current state of the City's ITT environment. Two workshops were conducted with the entire ITT team to understand the history of their department, as well as their current opportunities and challenges as it relates to performance,



operations, systems and infrastructure, and governance. Additionally, six one-on-one interviews were conducted with the individual members of ITT to probe deeper into their current team structure, their roles and responsibilities, and their capacity and capabilities.

The results of the current state assessment are presented in the following sections.

4.2 Current State Overview

Through the consultations mentioned in the approach, RSM developed an inventory of the current state of ITT, from both an ITT and the departmental point of view, focusing on the structure of their team and the services and support they provide. The following is a summary of the findings related to the strengths and successes, as well as the current issues and opportunities for improvement.

Role of ITT

The current role of ITT can be best summarized as a combination of both Operator and Guard. ITT has handled the changes brought on by the COVID-19 pandemic well, have been able to keep the City operating and have adapted security measures. The satisfaction with the level to which ITT has played the Operator and Guard role, both before and during the pandemic, varies from department to department. Further information on the current state operations of ITT are presented in the following sections.

Figure 4.2a depicts the current state perspective of the role of ITT, represented by the purple circle with the “C” signifying Current State.

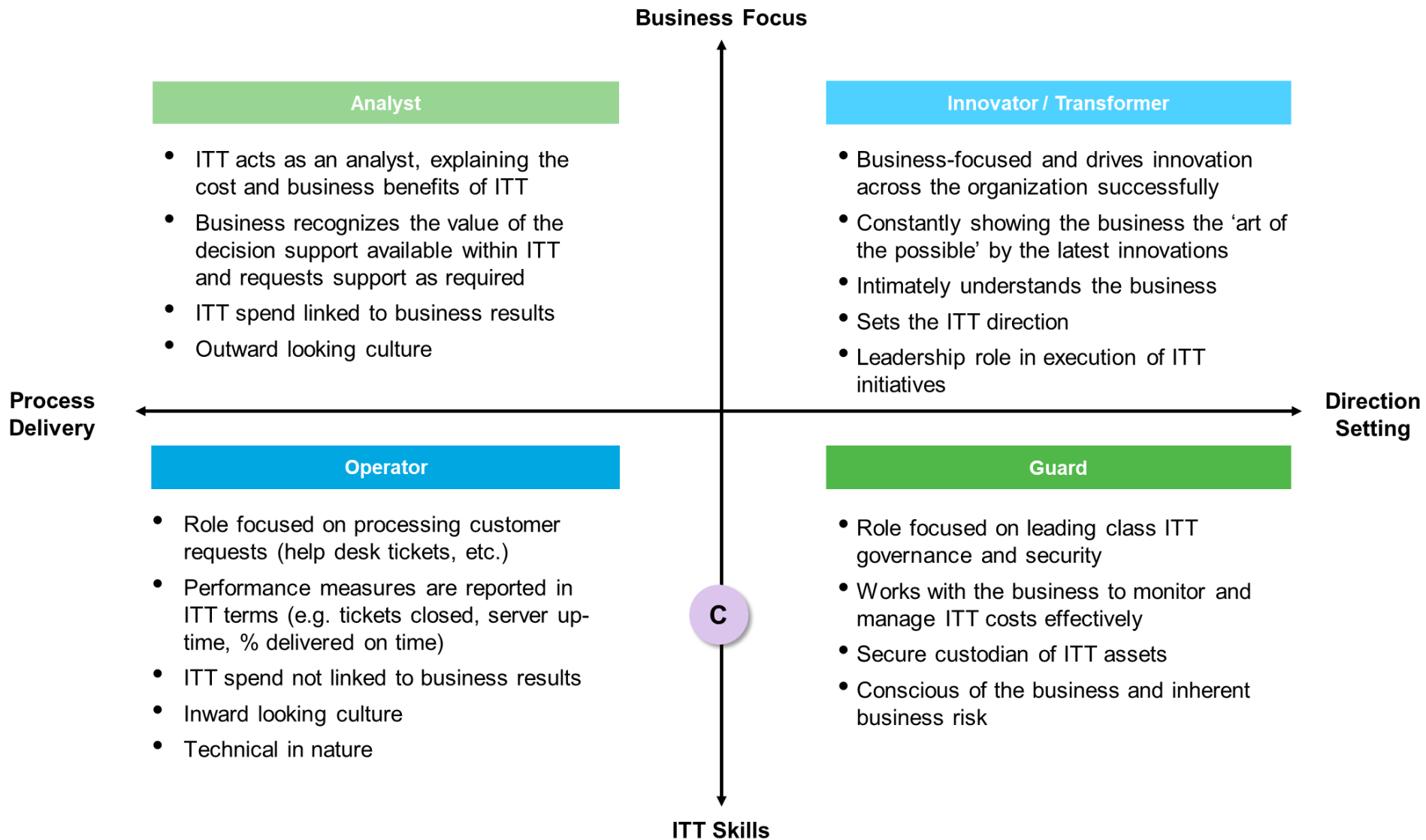


Figure 4.2a. Current State Role of ITT



ITT Structure & Capacity

The City's ITT team has undergone several changes over the last 20 years. Some of the most notable recent changes have been the restructuring of ITT staff to be non-unionized positions by transitioning positions as they become vacant. Additionally, both the ITT Supervisor and Application Support Specialist have retired, and two Operations Support Specialists have been hired within the last 4 years within the existing staff complement. Figure 4.2b shows the current state of the ITT team in May 2021.

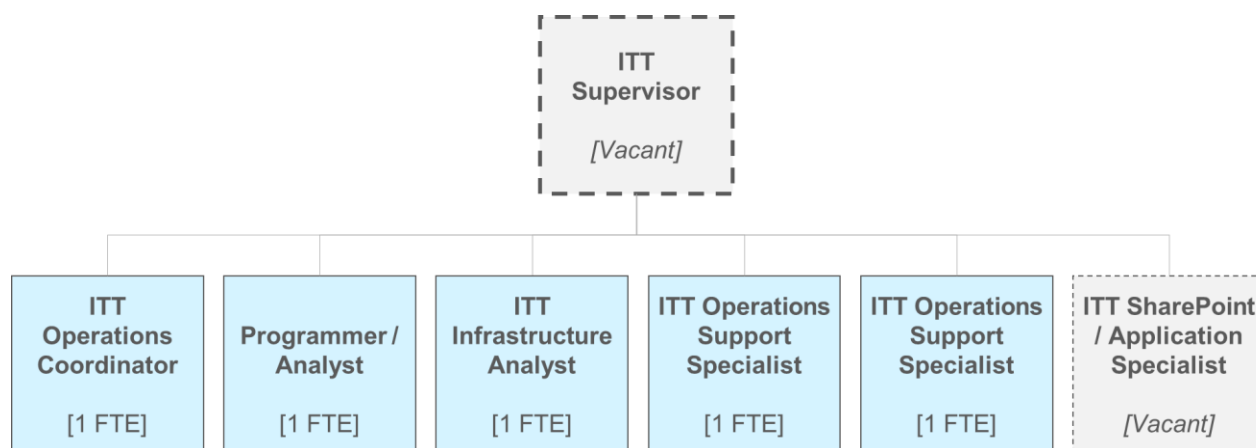


Figure 4.2b. Current State ITT Structure

The ITT team has capacity issues which have been exacerbated by the demands and limitations brought on by the COVID-19 pandemic. Although departments acknowledge the capacity constraints within ITT, they still expect a certain level of service and support which has not been possible with the current staffing levels.

In addition to the day-to-day operational requirements of ITT, RSM identified that recurring issues are adding to the capacity constraints in ITT. These include, but are not limited to the following:

- Responding to issues resulting from security measures, namely security measures on ITT provisioned devices;



- Fielding questions and issues resulting from unread communications;
- Addressing application issues as a result of inefficient or ineffective departmental implementations; (refer to 7.2.2.2. Improve ITT Governance Processes); and
- Participating in recurring conversations explaining the process and timelines around ITT.

As a result, senior resources – namely, the ITT Operations Coordinator and Programmer / Analyst – are spending their time working on operational activities, such as responding to ITT tickets, rather than focusing their efforts on strategic and future-looking initiatives.

Furthermore, the ITT one-on-one workshops highlighted the fact that the existing job descriptions for certain roles within the ITT department do not accurately reflect the current work that is being performed, nor does it accurately reflect the needs of the department and organization as a whole. For example, the current Programmer / Analyst role has been operating as an ITT Security Coordinator.

Service & Support

As mentioned, the current day-to-day operation of ITT is dominated by providing support to the organization. In addition, the pandemic has led to an ever-increasing number of ITT issues and request tickets that are submitted through the service desk. Although departments have been generally happy with the agility and responsiveness of ITT to the disruptions and needs brought on by the COVID-19 pandemic, the increasing number of tickets are cumbersome and taxing on the already understaffed ITT team. This leads to recurring conversations concerning similar issues and prevents them from focusing on activities aside from issue resolution. Additionally, ITT does not have a formal review and analysis process in place to analyze service desk tickets and address



recurring issues. The ITT staff do have informal conversations about certain recurring issues with departmental staff.

This has increased focus on issue resolution and improved the response times for low-complexity, Tier 1 requests from departments. However, it has also reduced the priority on higher-complexity, lower priority requests, resulting in inefficiencies across departments, for example in the cases where requests are being made for productivity improvement projects.

ITT Governance

ITT currently does not have many documented policies and procedures. Most of those that are documented are requiring update, and those that have been updated have yet to be approved by senior management / risk management committee. This includes policies and procedures around service desk requests, new large and small project intake, and use of ITT infrastructure and software which are critical policies to ensure efficient organizational operation. Along with a lack of policies, there is a lack of service standards and SLA which has created expectations from departments concerning the services provided by ITT that do not align with those of ITT.

From a project and planning point of view, most departments currently initiate the procurement of software independently from ITT. If ITT is engaged, there is little notice. This is a systemic issue that has led to sub-optimal investments in ITT solutions, siloed solution implementations, and data integration issues. This has led to a lack of understanding around how existing technology can be better leveraged across the entire organization and integrated into existing business processes to create efficiencies. Additionally, as ITT is not always involved in the procurement of technology, there is a lack of consideration around how newly acquired technology can be integrated in a holistic manner to provide better citizen-facing services.



Communication

In speaking with both ITT and the departments, current communications out of the ITT department are not being effectively received by the organization. There appears to be a myriad of factors that contribute to this. This includes the format of ITT communication emails, unconsolidated or unstandardized channels of communication based on the communication type, and a general lack of awareness as to how communications should be used for or by the departments.

Communications are sent out to departments detailing key information about ITT initiatives and how impending changes will affect their operations. However, these communications may not be thoroughly read, creating problems that ITT has to resolve, taking capacity away from other higher value activities. As a result, communication from the ITT department has declined over time.

ITT Security

The City's ITT has always been focused on security, and rightfully so – cyber-attacks and scams can have severe financial impacts for municipalities and expose data of their many residents. The City's approach to addressing risks, however, has led to some security measures put in place that may impact user functionality of the City's technology in favour of security. It should be noted that a number of these measures were put in place as a reaction to activity on the network that was flagged as dangerous. Overall, the City approaches security decision-making with the best interest of the corporation in mind.

Among other issues, this has resulted in ITT-provisioned devices, such as phones and laptops, to have reduced functionality. Although these efforts are eliminating security risks for the organization, they are also creating potential inefficiencies in departmental operations, requiring workarounds, and impacting the relationship between departmental staff and ITT.



Enterprise Applications & Software

The City has many different enterprise applications that fulfill unique needs within the organization. These applications may be able to provide enhanced workflow efficiencies and functionality throughout the organization, however the selection of several critical applications was generally performed by individual departments without a clear enterprise architecture or holistic service approach in mind. This has resulted in certain application functionality being duplicated across the organization, such as with ICO and Telestaff for resource scheduling.

Procurement of certain software has also been historically undertaken at the City without a holistic viewpoint which has resulted in disparate systems that do not integrate, such as the PMXpert maintenance management software and other ancillary systems.

Several departments stated that new or existing enterprise applications, as well as digital processes in response to the COVID-19 pandemic such as Zoom meetings and going paperless, could be further used to offer more citizen-facing services digitally to improve the customer experience. Especially, as individuals are trying to reduce the number of physical interactions due to the pandemic. As an example, one department expressed that the public has been interested in interacting with a City department through digital channels. In this situation, the department has moved to digital interactions with their customers, although applicants still cannot fill and submit forms online.

Infrastructure & Technology

The City has invested significantly in their physical infrastructure leading to hosting servers on-premise. Additionally, the City provisions devices, including cell phones, tablets, and laptops, to their staff which are controlled by ITT. Workstations are currently between five and seven years old and some are nearing end of life, leading to stresses on these machines with the increased



technology use throughout the City. There has been consideration from the City around moving some of their infrastructure to the cloud to relieve some of the pressure on their staff and physical infrastructure, as well as to realize potential cost savings. An example of this is ITT's consideration of implementing Virtual Desktop Infrastructure (VDI). Although it has been budgeted for and approved by Council, it has not progressed to a formal project due to the need for clearer direction on the City's readiness and overall appropriateness of implementing VDI at this time – which is an outcome of the ITTMP.

Office 365 Rollout & Training

The rollout of Office 365 (O365) across the organization, including the recent rollout of Teams and the planned launch of SharePoint, has provided the City with the opportunity to increase efficiency and improve lines of communication. ITT has provided tutorial links, videos and “how to’s”. However, there has not been any formal training for the new or updated functionalities as a result of the implementation of the full suite of O365.

4.3 SWOT Analysis

The information collected as part of the Current State Assessment was then organized to develop a Strengths, Weaknesses, Opportunities, & Threats (SWOT) analysis which summarizes the current state of the City's ITT environment and outlines the major opportunities for improvements, as well as threats to the City.

The SWOT analysis aims to answer the questions such as the following, as they pertain to ITT and the City as a whole:

Strengths (S):

- What is the City doing well from an ITT perspective?
- What unique ITT services does the City offer (product offering, experience, etc.)?



- Does the organizational culture offer an advantage (hiring the best people, etc.)?
- Does ITT have a high level of engagement or satisfaction with stakeholders?

Weaknesses (W):

- What areas of ITT require improvement?
- Are there gaps in capacity and/or capabilities?
- Are there leadership gaps (succession, poor management, etc.)?
- Are there reputational issues?
- Are there factors contributing to satisfaction?

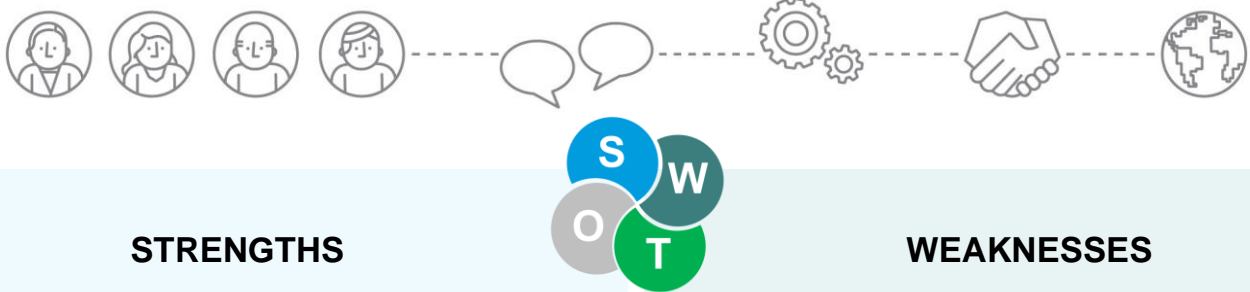
Opportunities (O):

- Are there innovations that could be considered?
- Are there industry or lifestyle trends, i.e. move to mobile, etc.?
- Are there geographical changes in the market?
- Are there new service delivery model opportunities?

Threats (T):

- Are there obstacles that the organization must face?
- Are there issues with respect to sourcing of staff or technologies?
- Are there changes in demand?
- Are your comparators making changes that you are not making?
- Are there economic issues that could affect your organization?

The SWOT analysis was developed based on departmental interviews and is included on the following page.



STRENGTHS

- Numerous leading-class, enterprise-level systems (O365, Diamond, CityView, PerfectMind)
- Engaged and passionate leaders and ITT staff
- Strong ITT security protocols
- Skilled ITT team
- Responsive service desk focused on resolving issues in a timely manner
- Effectively responding to the pandemic
- Many channels to provide communication to organization (Teams, SharePoint, Intranet, Email, Phones, etc.)

WEAKNESSES

- Limited functionality with devices and phones as a result of some ITT security protocols
- Policies require updating and/or formalizing
- No formalized communication protocol between ITT and departments.
- No formalized service levels or definition of criticality around applications
- Limited strategic direction and no position to direct or facilitate it
- Lack of holistic planning when procuring and rolling out new software, both from a departmental and organization-wide perspective
- Capacity issues forcing ITT to focus primarily on “putting out fires”. This prevents ITT from being focused on assisting with projects or taking on more strategic roles
- Decreasing morale within ITT



OPPORTUNITIES

- Leverage cloud-based applications, outsourcing, and other innovations to relieve some capacity from ITT to focus on business analysis
- Internal desire within the department to be more business-focused, but a lack of additional capacity is preventing ITT from executing on the more forward-looking, business-focused initiatives
- Analyze service desk data to better respond to common issues
- Processes and restrictions requiring ITT approval could be relaxed to free up capacity
- As O365 is deployed across the organization this will improve internal efficiencies and resolve common issues such as file storage and sharing
- Further transparency into the service desk processes and practices could reduce frustrations and better set expectations across the organization
- ITT Manager position could be created to provide more direction and authority to the department

THREATS

- Critical positions would leave major gaps if vacancies occur
- Capacity issues exist in ITT due to recent departures and a lack of backfilling roles, which has been worsened by the demands of the pandemic and will only get worse as expectations from the departments and technology demand increases
- Without a dedicated (at least part time) projects-focused ITT member, more issues around technology will occur creating organization-wide issues.
- Unclear strategic direction of ITT
- Level of security is not only prohibiting innovation, but also reducing efficiency across the organization
- Outdated policies prevent the ITT department from enforcing best practices; no current policies for ITT staff to refer to in order to support their rationale for decisions.
- The lack of service levels creates inconsistent responses to issues and prevents proper triaging



5.0 Desired Future State

5.1 Desired Future State Assessment Purpose & Approach

Following the Current State Assessment, RSM conducted Phase 2: Desired Future State to build on the current state understanding of ITT service delivery and identify opportunities for improvement. The assessment included consideration of future state visions of ITT and the departments gathered through both the current state workshops and targeted future state input sessions. It also included a jurisdictional scan with comparator municipalities through an information request and municipal scan workshops.

- **Departmental Current State Workshops:** During the fourteen current state department workshops, RSM also conducted a desired future state assessment by eliciting departments' desired future state vision. This included identifying their desired future state for the role of ITT and their top ITT needs for the next five years necessary to achieve the desired future state. These ITT needs were then prioritized at a high-level by the department. The ITT needs per department are listed in 10.2.1 Departmental ITT Needs.
- **ITT Current State Workshops:** RSM gathered desired future state information from ITT as part of the ITT workshops and the ITT one-on-one interviews conducted during the current state assessment. RSM elicited ITT's future state vision for their department, including their desired future state role, team structure, roles, responsibilities, capacities, and capabilities.
- **Future State Input Sessions:** RSM also conducted two future state input sessions with ITT and one with the senior management team to present the preliminary recommendations developed as an outcome of the current state assessment. The purpose of these sessions was to gather feedback



on the preliminary recommendations and gain additional insight into the desired future state of both stakeholder groups. This feedback and additional information was then used to refine the preliminary recommendations.

- **Municipal Scan:** In order to develop a better understanding of how the City compared to their peers, RSM conducted a municipal scan with three similarly municipalities, agreed upon with the ITT Project Team. These municipalities were the City of Kingston, the City of Peterborough, and the Municipality of Chatham-Kent. RSM, with the assistance of the City, sent information requests to the three municipalities to gather relevant and applicable metrics. A 30-minute follow-up meeting was then conducted with the relevant stakeholders at each municipality to gain additional context around the metrics provided.

The results of the assessment presented in the subsequent section were analyzed along with the findings from the current state assessment and paired with industry best practices to conduct a gap analysis and develop recommendations to address critical issues, gaps, and opportunities.

5.2 Desired Future State Overview

The City's overall desired future state was compiled from the future state visions of both ITT and the departments and centered around four main themes:

1. Evolving ITT's Role Towards an Analyst and Innovator / Transformer

There was an overwhelming desire from both ITT and the departments for ITT to move from an Operator and Guard focused role towards an Analyst and Innovator / Transformer role in the future. As technology use increases across the City, departmental staff want a business partner to understand their issues and work together with them to provide innovative solutions that will not only resolve departmental issues but benefit the organization as a whole. ITT



understands the importance of this shift in roles and recognized that such a shift would position ITT to be more proactive, enabling them to research, explore, and propose innovative solutions for the organization.

The shift to a role as an Analyst and Innovator / Transformer will also enable ITT to continuously improve their role as an Operator and Guard by focusing on customer service, developing strong relationships with the departments, improving two-way communication, and being innovative when it comes to security and operational service delivery.

While there is understanding that there are capacity issues within ITT and that the COVID-19 pandemic has caused a dramatic shift in operations, there is a desire that, as ITT transitions into this new role, they provide more direction for the organization around innovative solutions to address current and emerging issues and opportunities, as well as position the City to execute on their future initiatives.

The desired future state of ITT is depicted in Figure 5.2a, represented by the yellow circle with the “F” signifying Future State based on the desired future state role expressed by the City.

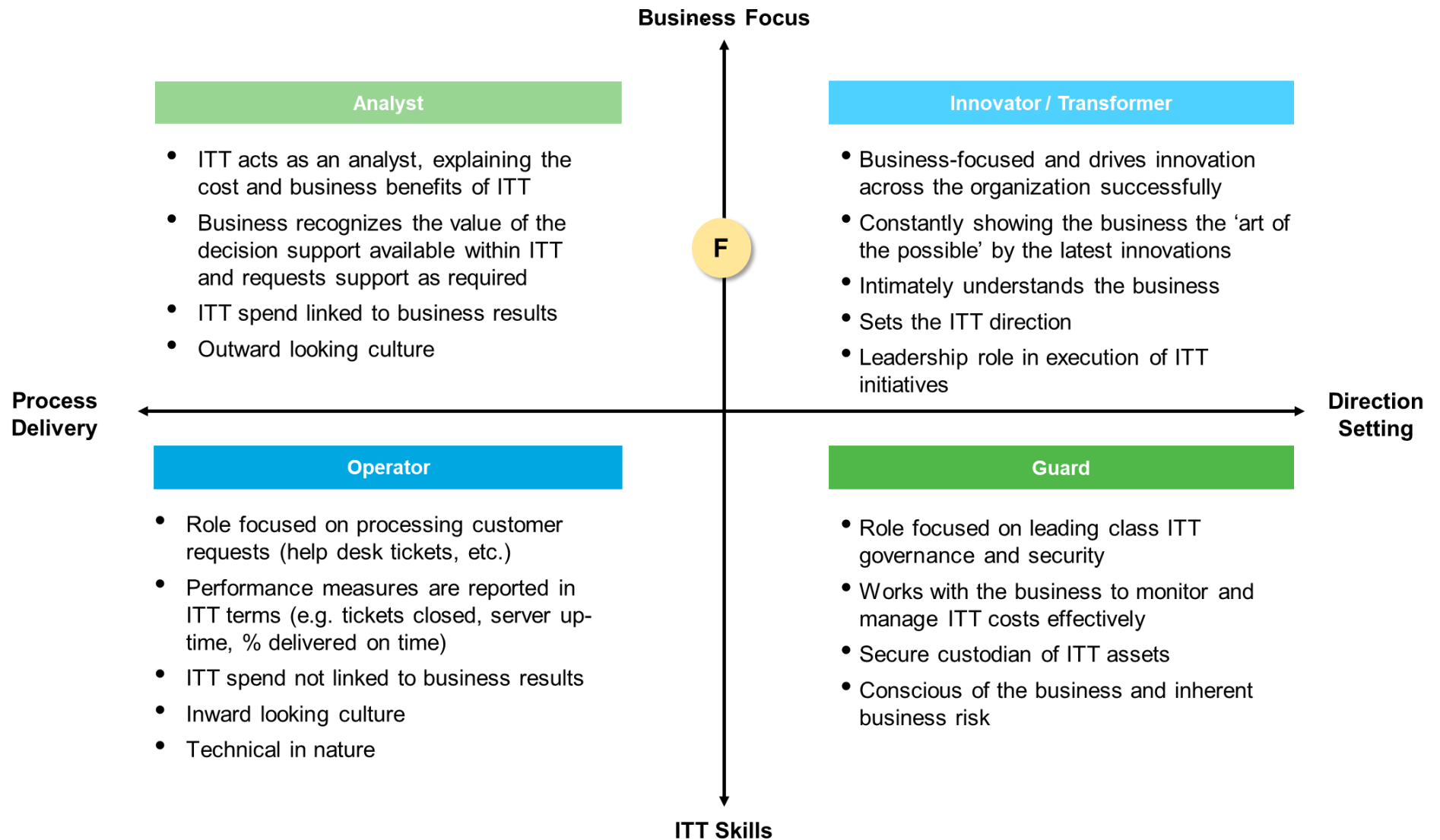


Figure 5.2a. Future State Role of ITT



2. Utilizing ITT as a Stakeholder

As a result of ITT playing a role as an Analyst and Innovator / Transformer, there is a desire that there is a shift in the way ITT is viewed and utilized throughout the organization. Although ITT still must be an organizational resource responsible for maintaining current technical infrastructure and responding to requests and tickets, the organizational future state vision sees ITT becoming more of a partner to departments to assist them with their strategic and operational priorities.

Complementary to ITT becoming a business partner, this primarily includes supporting departments in executing their future state projects, as departments move to more technology focused, digital-service based, and paperless processes. This would entail ITT being engaged as a business partner from the beginning of a project to provide insight and expertise into the due diligence and requirements gathering process, rather than having to subsequently react to remediate issues that evolve. This would shift the organizational view of ITT from a resource used by departments when they need something fixed or approved, to a stakeholder in their projects and a go-to department to suggest innovative solutions and technologies. This could benefit not only individual departments but the organization as a whole.

3. Developing Holistic ITT Governance

The third major theme of the organizational desired future state of ITT is the need for ITT governance processes, supported by clearly articulated and communicated policies and procedures, to enable a more holistic approach to software and system procurement. Software that is procured in siloes can create functional overlap and disparate data repositories across the organization, leading to inefficiencies and reduced value of investments. Developing a governance process for ITT project intake will enable the organization to close



knowledge gaps around software and systems availability and criticality needs, identify opportunities to consolidate applications, maximize the value of their investments, and better plan for the future operational and technical needs of the organization.

Additionally, as the desire to move to the cloud increases in alignment with industry trends, a mandate for cloud technology can be integrated into the governance process, enabling departments to keep up with the pace of change of technology, unlocking ITT capacity, and reducing costs associated with managing the physical infrastructure.

4. Progressing Towards a Digitally-Enabled Organization

The final major theme of the desired future state is for the City as a whole to be more digitally-enabled. This future state is driven by both the departments and ITT. From a departmental perspective, there is a desire for the City to provide more digital-services, both internally and externally, through digital channels to improve workflows, increase efficiency, and reduce manual, paper-based processes. Additionally, the disruptions to “business as normal” brought on by the COVID-19 pandemic has highlighted the need for the City to maintain services while reducing physical interactions, if necessary.

ITT also sees value in moving to a more digital environment, primarily through the migration to virtual servers and cloud hosted applications. Moving to a more virtual ITT environment would reduce the administrative and maintenance burden on their team. This would enable ITT to focus their efforts on more innovative and value accretive initiatives across the organization. Additionally, with work flexibility and remote work becoming an increasingly possible future, establishing a strong digital foundation would provide the City with the digital infrastructure to enable remote work when necessary.



5.3 Municipal Scan Findings & Comparison

In order to deepen our understanding of ITT and further inform the subsequent gap analysis, RSM conducted a municipal scan to position Cornwall's ITT division relative to its peers. RSM collected municipal peer data through information requests sent to three comparator municipalities – the City of Kingston (Kingston), the City of Peterborough (Peterborough), and the Municipality of Chatham-Kent (Chatham-Kent) – and conducted follow-up interviews with relevant stakeholders from their IT departments to gather additional context. RSM compared this information to metrics gathered through workshops with the City to determine ITT's position relative to other municipal comparators. Note that the information in this scan is comparable with the level of context and knowledge we have. Therefore, this information was used as indicators and not as absolutes as not all metrics could be directly compared to one another.

5.3.1 Key Findings

The following are the key findings from the municipal scan:

- The City's ITT spending, on average, is in-line or lower than the peer municipalities with deviations from their municipal comparators in terms of how they allocate capital for ITT, specifically around the absence of ITT reserves. There are opportunities to deliver better service through additional spending and supporting or expediting critical future ITT projects by establishing ITT reserves.
- Compared to their municipal comparators, the City's ITT division is understaffed, supporting the capacity issues uncovered in the current state analysis. There are therefore opportunities to deliver better service with additional staffing and/or through pursuing outsourcing.
- Each of the municipal comparators recognized, and are prioritizing, the need to move more towards the cloud, regardless of their virtual software



and infrastructure presence. The City currently has no servers and a modest number of applications on the cloud but has identified a migration to the cloud infrastructure as an important trend to pursue. While the City is moving in the right direction, a concerted effort to cloud migration would need to be made to align to the current and future state plans of the City's municipal peers and industry trends. There are therefore opportunities to methodically strengthen IT infrastructure and reduce burden on the ITT team by increasing the percentage of servers and applications hosted on the cloud.

- The number of online services at the City and their plans to increase their service offerings is roughly in line with its municipal comparators. Moving forward, increasing the number of online services available would be in line with industry best practices and trends, as well as peer municipalities.

5.3.2 ITT Spend

In order to identify the maturity of the City's position in relation to ITT spending, RSM made use of municipal peer data related to the ITT operating budget as a percent of the total City operating budget, ITT operating budget per City employee, and ITT operating cost per capita.

The following figures indicate that the City's ITT spending, on average, is in-line with or below that of their municipal comparators across the three metrics. Consideration should be taken that not all municipalities allocate budget to departments in the same way due to their funding models, the number of supported programs, and the volume of stakeholders supported by each program. Therefore, despite the ability to directly compare dollar-for-dollar spending, in general, the effects of lower spending may negatively impact ITT's ability to provide adequate levels of service as demand increases with the increased prevalence of technology throughout the City, as well as hindering ITT's ability to play the role as an Analyst and Innovator / Transformer.

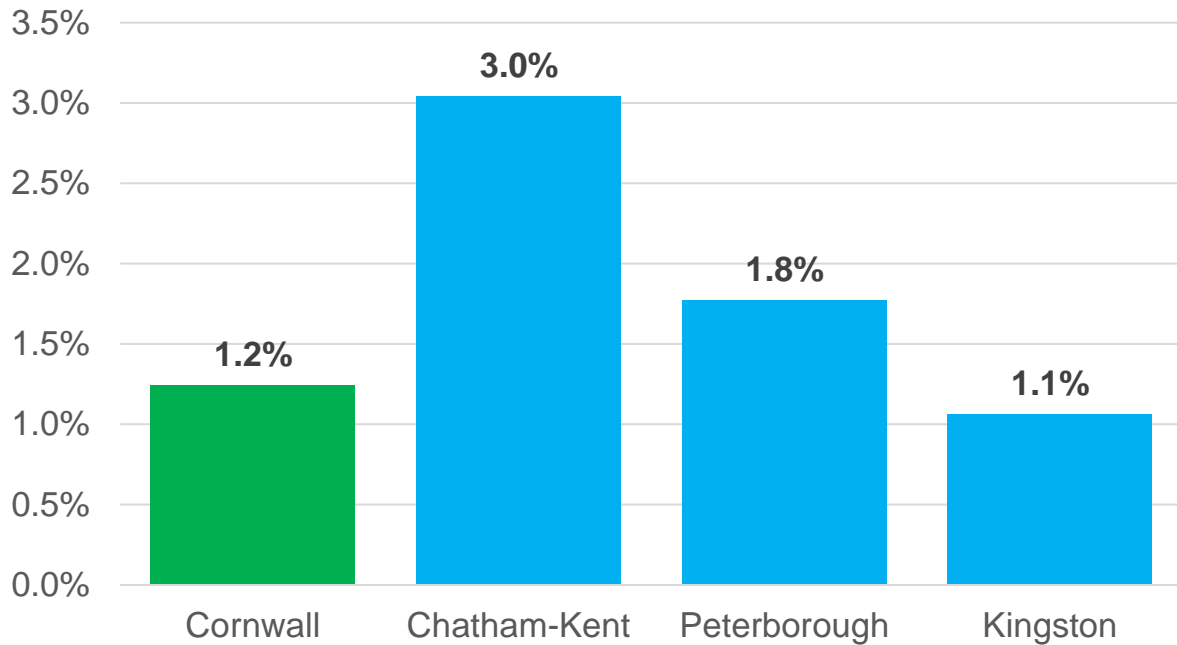


Figure 5.3.2a. ITT Operating Budget as a Percent of Total City Operating Budget

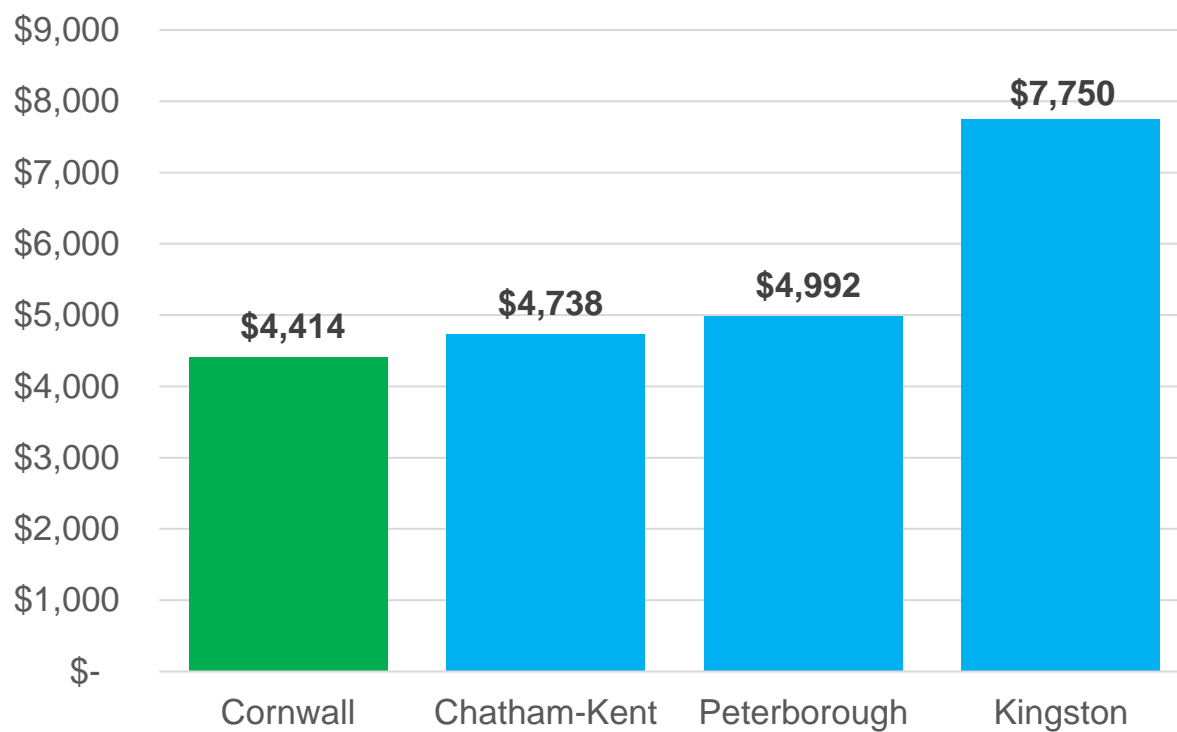


Figure 5.3.2b. ITT Operating Budget per City Employee

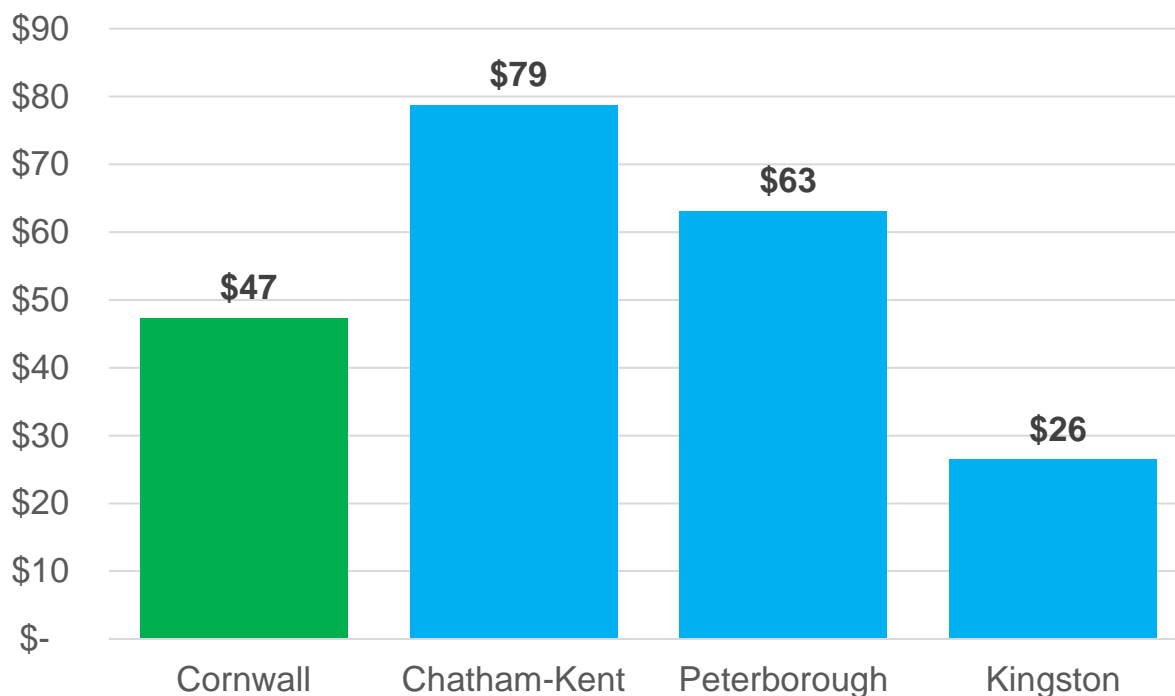


Figure 5.3.2c. ITT Operating Cost per Capita

In addition to these metrics, RSM discussed ITT reserves and the percentage of ITT budget that is allocated to reserves with municipal comparators. Currently, the City does not have any ITT reserves, whereas all three municipal comparators take a different and unique approach to the allocation of capital into their ITT reserves.

Chatham-Kent uses a lifecycle process to allocate reserves, which amounts to roughly 21% of their annual IT budget. Lifecycle budgets are approved by Council and are primarily allocated to capital and replacement hardware costs, staffing and consulting costs, and major system upgrades.

Peterborough's approach focuses on requesting their Council to approve unused capital budget from capital projects to an IT reserve. As such, the amount of capital allocated to their IT reserve varies year-to-year.



Finally, Kingston has a Technology Reserve Fund, which allocates roughly \$1.35 million annually to establish specific technology programs, such as accelerating some of their major system implementations.

5.3.3 ITT Staffing

RSM evaluated the City's ITT staffing across several metrics – namely, the number of users per ITT staff, the number of buildings supported per ITT staff, the number of tickets per total ITT staff, and the number of tickets per service desk employee. By modifying staff numbers to only include those that were serving the same functions as ITT staff at the City, RSM accounted for the nuanced staff structuring models and different approaches to outsourcing at peer municipalities. This included staffing levels at municipal comparators that were reflective of unique programs serviced and additional supported programs, such as shared IT departments with municipal-owned utility companies, and contract employees or consultants that support technical operations.

RSM acknowledged that currently five ITT staff are completing the work of a seven staff member team. Therefore, it should be noted that the comparisons were done considering the current level of staffing in ITT. This is not representative, however, of the level of staff that is currently needed in ITT, which is detailed further in 7.2.1.1 Consider Staffing & Structure Changes. Additionally, RSM recognizes that currently the service desk is supported by the ITT Operations Coordinator as well as the ITT Operations Support Specialists, and therefore both the number of ITT tickets per total ITT staff and designated ITT service desk staff was calculated in the following graphs. This more accurately highlights the current number of ITT tickets per service desk staff.

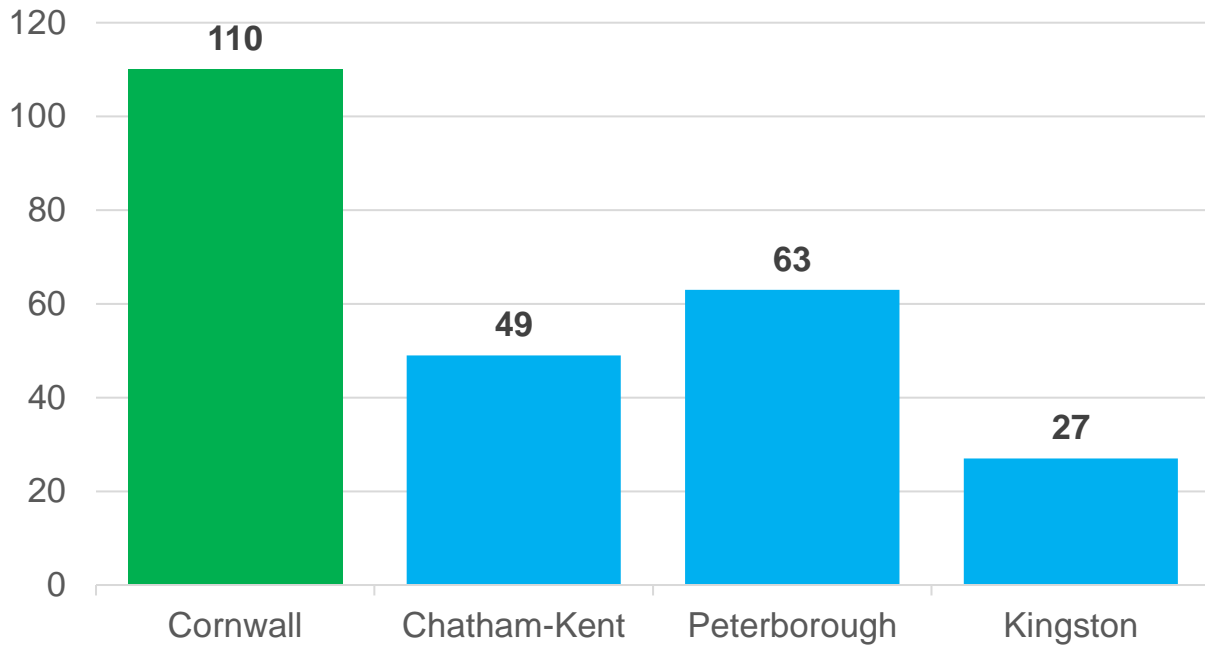


Figure 5.3.3a. Number of Supported Users per ITT Staff

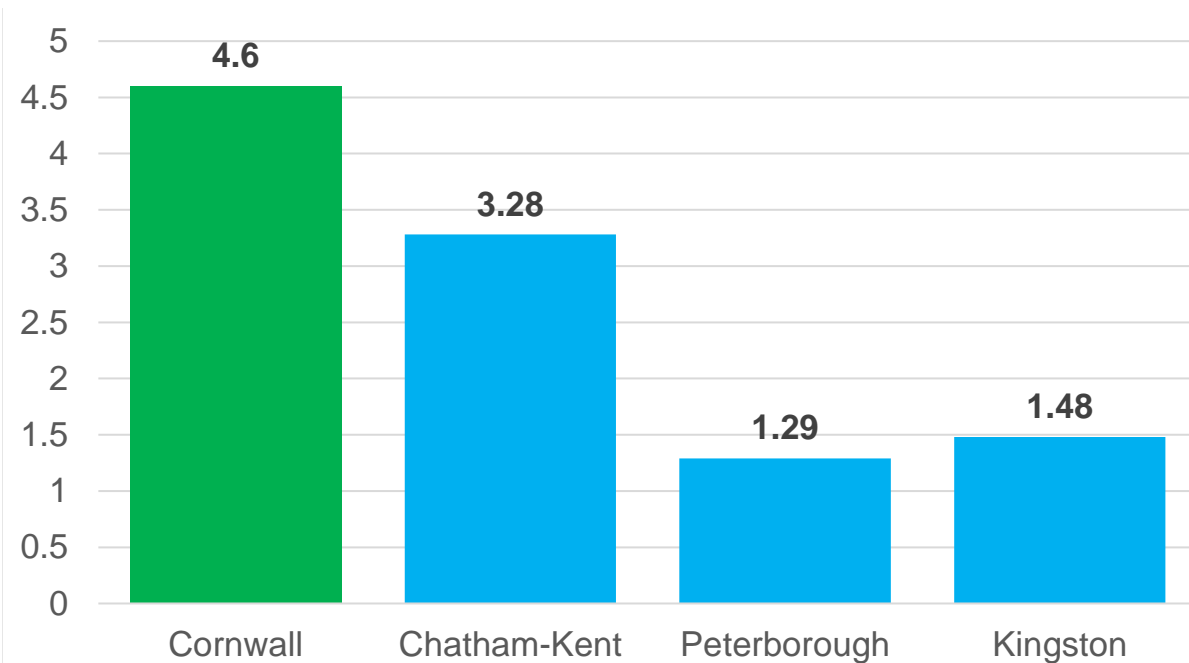


Figure 5.3.3b. Number of Buildings Supported per ITT Staff

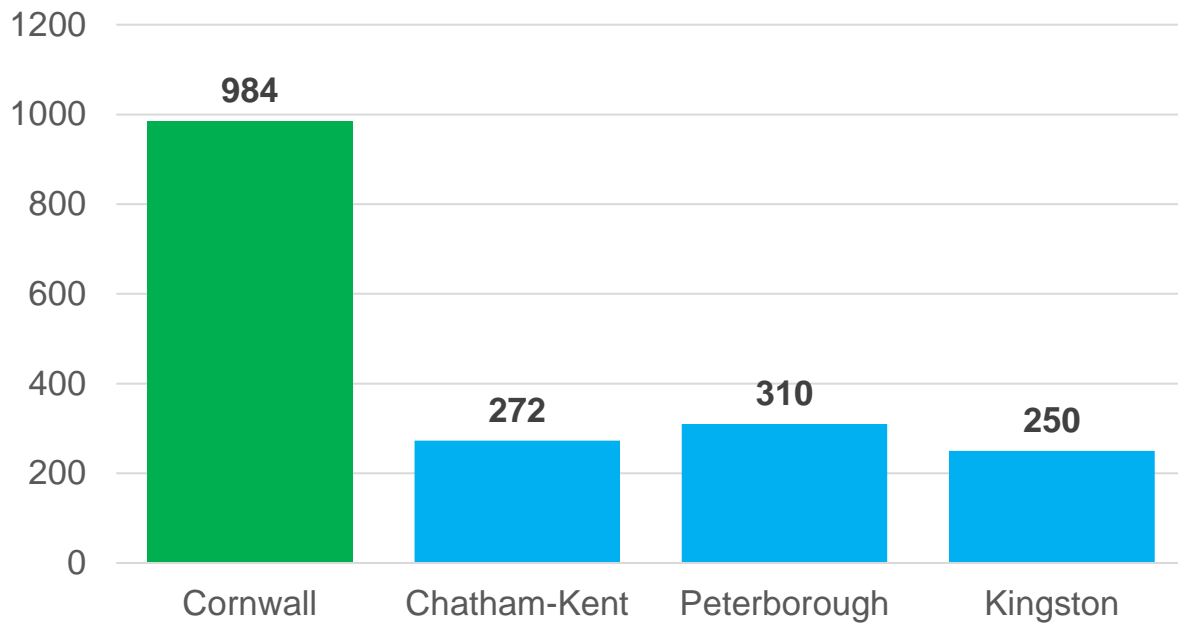


Figure 5.3.3c. Number of Service Desk Tickets per Total ITT Staff

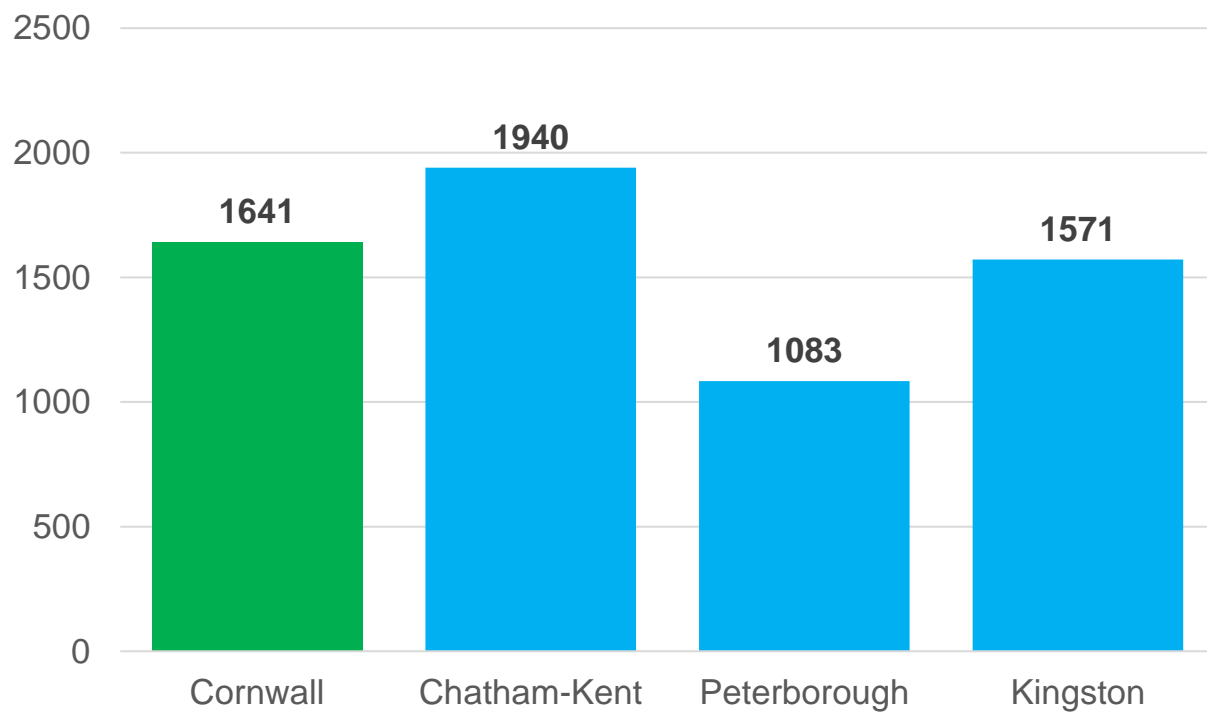


Figure 5.3.3d. Number of Service Desk Tickets per Service Desk Representative



As the graphs indicate, the City's ITT staff, on average, support a higher number of users, buildings, and tickets per total ITT staff member than its peer municipalities, highlighting the capacity limitations that exist within the department. The number of service desk tickets per service desk representative indicates that the City is on par with its municipal comparators and may appear that they are not understaffed. However, this includes the support of the ITT Operations Coordinator, whose official role is not to deal with service desk tickets on a day-to-day basis. Therefore, the service desk would still appear to be understaffed from a roles and responsibilities perspective.

It is worth noting that both Chatham-Kent and Peterborough expressed that they make use of departmental technical experts or "shadow IT" to support department specific IT needs and employ only one or two staff within the IT department to support the business. Moreover, Chatham-Kent is currently piloting a service desk program where they are rotating their service desk technicians in a coordinator role to field phone calls and answer questions from the departments. This has led to increased collaboration and enabled additional schedule flexibility. Both Kingston and Peterborough support their city-owned utility companies, leading to additional staff who are designated to servicing their utilities. As a result, their reported number of service desk tickets did not delineate between utility-based versus City department-based tickets. RSM therefore did not make a distinction between the staff or number of tickets allocated between utility-based versus City department-based tickets.

In addition, the comparator municipalities have identified varying numbers of community facing programs that their IT departments are responsible for, such as supporting convention centres, libraries, and police services. These are programs that the City's ITT department does not currently support – which both increase the need for capacity and also utilizes capacity, increasing the number of IT staff employed.



Concerning outsourcing, much like the City, Peterborough and Kingston have not outsourced many of their IT functions. On the other hand, Chatham-Kent regularly engages consultants to provide capacity and expertise on IT projects and prioritizes the need for knowledge transfer. Furthermore, Chatham-Kent has identified in their strategic plan the objective to outsource certain delivery models and networks moving forward.

5.3.4 Infrastructure

The following figures compare the City's ITT infrastructure to the identified municipal comparators across three metrics. Overall, the City is on par with their comparators with respect to their infrastructure.

The City has none of its servers in the cloud, similar to Peterborough and Chatham-Kent, but less than Kingston. The City is also in line with Kingston and ahead of Chatham-Kent and Peterborough in terms of the percentage of their business applications in the cloud, however, support a higher number of servers (physical and virtual) per system administrator than most of their municipal comparators.

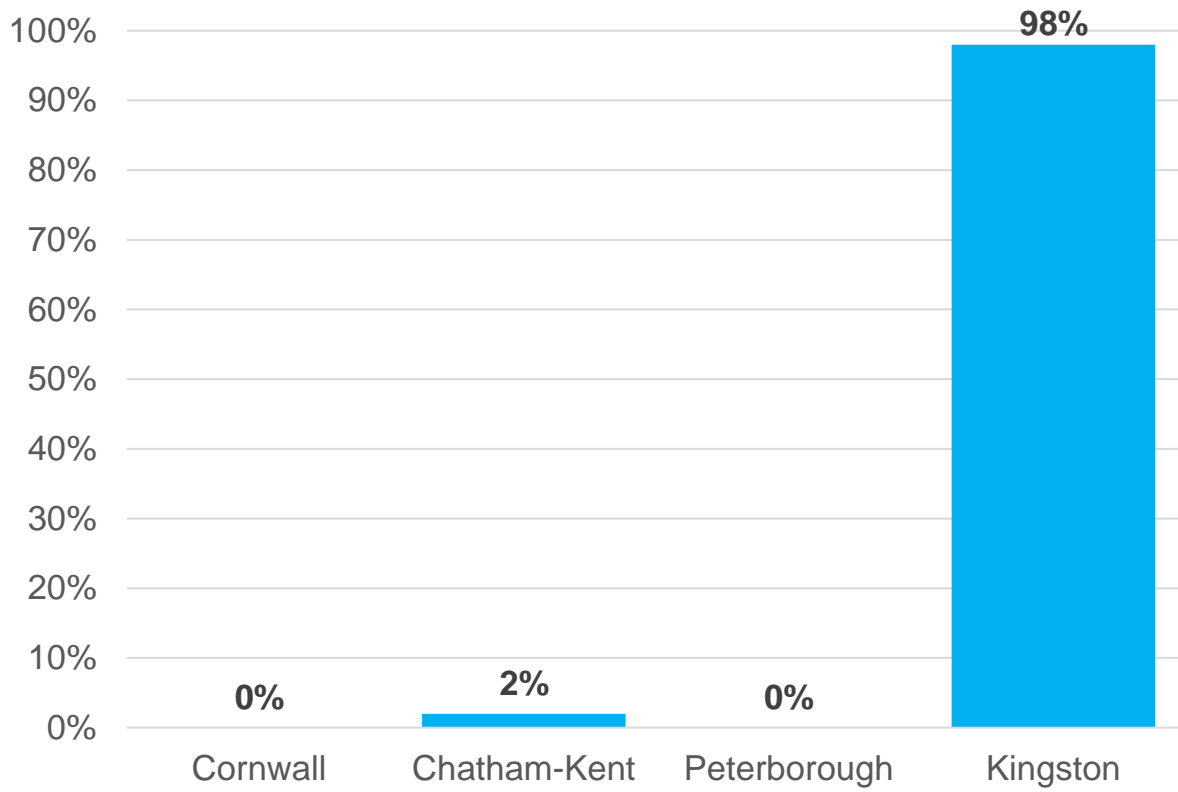


Figure 5.3.4a. Percentage of Servers Hosted in the Cloud

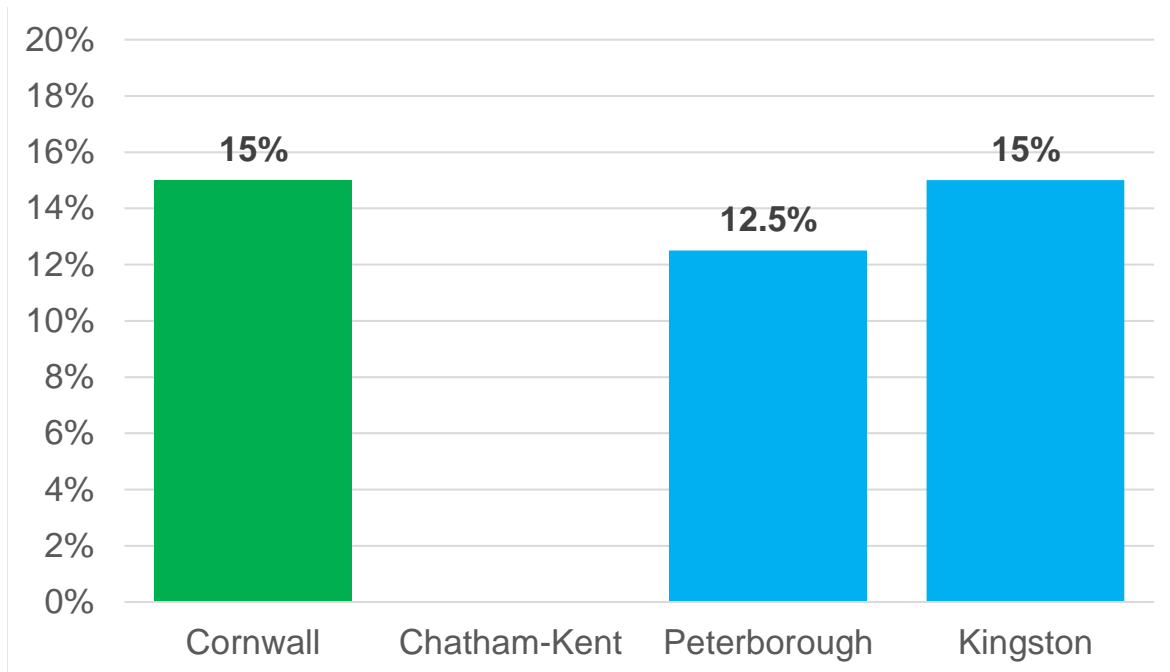


Figure 5.3.4b. Percentage of Business Applications Hosted in the Cloud

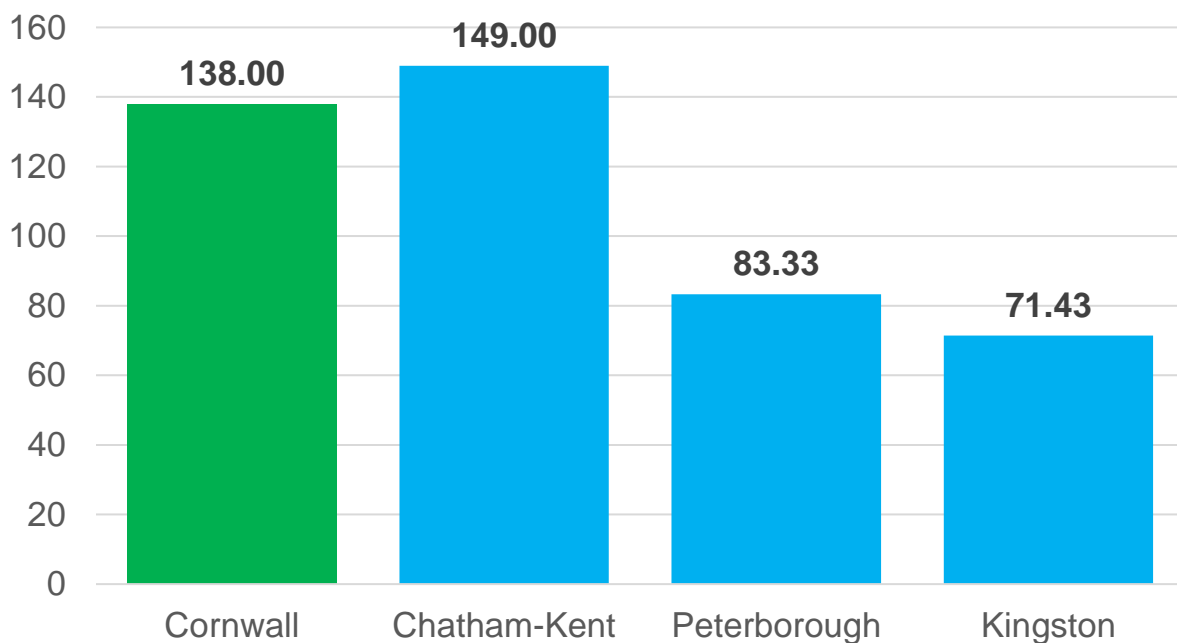


Figure 5.3.4c. Number of Servers (Physical + Virtual) per System Administrator



Despite having no servers and 15% of its business applications hosted in the cloud, the City has identified moving towards the cloud as a priority for the City moving forward. Although Chatham-Kent and Peterborough have not made significant strides towards moving towards the cloud, all municipal comparators identified moving to the cloud as a priority.

Kingston was identified as being more mature in terms of infrastructure than the other comparators. Kingston currently has 98% of servers on the cloud and has recently developed their cloud strategy with the intent of increasing the number of business applications on the cloud to reduce the administrative burden on their IT department.

5.3.5 Online Service Available

The following table shows the online services available both from the City and their municipal peers. It can be seen that the City is comparable to Chatham-Kent and Peterborough, but less mature than Kingston in terms of number of services available online.

However, the City, much like its comparators, recognizes that there is a need to increase the number of services available online and has identified this as an important initiative for the City. Several departments are implementing online services over the next year that are currently not available (marked as “No”), making use of existing enterprise applications such as CityView.



Online Service	Cornwall	Chatham-Kent	Peterborough	Kingston
Basic Property & Assessment Information	Yes	Yes	Yes	Yes
Garbage or Snow Removal	Yes	Yes	No	Yes
Sign Up Recreation Programs	Yes	Yes	Yes	Yes
Payment for Recreation Programs	Yes	Yes	Yes	Yes
Application for Licenses	No*	No	Some	Yes
Payment for Licenses	No*	No	Some	Yes
Application for Permits	No*	No	No	Yes
Payment for Permits	No*	No	No	Yes
Report a Problem	Yes	Yes	Yes	Yes

* The City has identified these as priority services to offer online and several departments are in the process of developing the capability to offer these services, which should be available in 2021.



6.0 Gap Analysis

6.1 Gap Analysis Purpose & Approach

Following the current state workshops and the development of the SWOT analysis and desired future state assessments, RSM conducted a gap analysis across the City's ITT environment. This analysis was completed to identify critical gaps between the City's current and desired future state, as well as immediate opportunities for improvement. The gap analysis was conducted across People, Process, and Technology based on information from the departmental and ITT workshops.

6.2 Gaps & Immediate Opportunities

The gap analysis was conducted to understand the gaps and immediate opportunities that exist within the City across People, Process, and Technology, that will be necessary to address in order to achieve the City's desired digital future state. As a result, the following gaps and immediate opportunities were documented and formed the basis for our recommendations in the following section. The following table shows which elements were considered as part of the gap analysis.

People	Process	Technology
<ul style="list-style-type: none"> ITT Resource Capacity ITT Structure Staff Roles & Responsibilities 	<ul style="list-style-type: none"> Policies & Procedures Service Standards Project Management Enterprise-Planning ITT Communication Service Desk ITT Security 	<ul style="list-style-type: none"> Enterprise Applications Application Criticality Citizen-Facing Digital-Services Technology Provisioning



6.2.1 People

Critical to any planning initiative is the assessment of the people impacts and needs. Ultimately, for a planning initiative, and the subsequent changes, to be successful, the necessary change components need to be in place. The readiness of people within an organization for change is a critical component in driving sustainable change and adoption and achieving the targeted benefits of strategic planning.

As ITT strives to become a business partner to City departments, there are critical gaps and immediate opportunities that need to be addressed to ensure the right people are fulfilling the necessary roles and responsibilities to shift the role of ITT from an Operator and Guard to an Analyst and Innovator / Transformer.

The people-related gaps and immediate opportunities, highlighted in the following table and detailed in the subsequent sections, were identified as part of the gap analysis.

People-Related Gaps

- ITT is understaffed leading to capacity constraints
- Structure of ITT does not provide the necessary support and strategic outlook
- Job descriptions do not accurately reflect current or future roles and responsibilities



ITT Resource Capacity

The most significant people-related gap in ITT is the capacity constraints that the department currently faces. With the current level of demand from the departments and the existing staff, ITT does not have the necessary capacity to provide services and support to the organization above and beyond issue resolution and request fulfillment.

Furthermore, even if unfilled positions in ITT were staffed – namely, the ITT Supervisor and ITT SharePoint / Application Specialist – the department would still face capacity restrictions with the increasing demands from departments and incoming capital projects.

This is both a gap in current staffing capacity as well as a gap in ITT resource planning, which can lead to further capacity issues in the future as technology becomes even more critical to the operation of the organization.

ITT Structure

With the supervisory position currently being vacant, there is a lack of managerial or supervisory leadership, as well as the low number of operational support resources creates a major gap in the structure of ITT. The lack of resources creates gaps in not only their strategic planning and business analysis functions, but their day-to-day operational functions. Both of these functions are important in enabling ITT to move towards the Analyst and Innovator / Transformer role, becoming a business partner focused on serving the City as a whole.

This gap creates an opportunity for the ITT team to be reorganized to provide a higher standard of service to the organization, as well as foster a tighter, more synergistic relationship between the departments and ITT.



Staff Roles & Responsibilities

ITT desires to become more of a business partner, contribute to the strategic direction of the organization, and ensure best practices, policies, and procedures are adhered to. In order to do this, they must address the gap in their current job descriptions. Job descriptions do not accurately represent the current roles and responsibilities and have not been updated to support the future state goals of ITT and the departments; this creates two gaps. Firstly, ITT staff do not have a clear understanding of their day-to-day operational and strategic responsibilities as they relate to ITT's objectives and mandates. Secondly, this makes it difficult for departments to understand what to expect from ITT in terms of service and support delivery.

This creates an opportunity to update job descriptions to ensure expectations for ITT staff responsibilities are well communicated and documented for future ITT resource planning.



6.2.2 Process

When looking at processes, it is imperative to ask the question, “are the proper processes in place and properly documented to support or achieve the strategic goals of the organization?”. The City’s goal in this case is to strategically position the ITT department to support the organization over the next five years through the ITTMP. In order to support this goal, the necessary foundational practices, processes, and procedures need to be in place in order to support the continual improvement of ITT services.

The maturity of critical process elements was evaluated throughout the current state workshops. The process-related gaps and immediate opportunities, highlighted in the following table and detailed in the subsequent sections, were identified as part of the gap analysis.

Process-Related Gaps

- ITT does not have the necessary policies, procedures, and / or service standards to efficiently ensure best practices are followed.
- Projects are initiated without ITT involvement leading to downstream issues. Additionally, this prevents holistic enterprise-planning from being performed.
- The organization does not have a formalized communication protocol to set best practices for communications between ITT and departments. This reduces the overall efficiency of corporate communications.
- Data quality and capacity prevent ITT from analyzing service desk data and resolving recurring issues through a formal process.
- Although made in the best interest of the organization, some security decisions that remedy immediate concerns and issues may not factor in holistic impacts to users long-term.



Policies, Procedures, & Service Standards

The lack of transparent and / or updated policies and procedures creates a gap in ITT's ability to resolve issues and enforce ITT standards and best practices. Without policies to back up their actions and reasoning, ITT is unable to act as a business partner. City Administration has recently implemented a policy review-and-approval process for all City departments. Once established, these policies and procedures will provide consistency in practices and a guide for meeting organizational and service delivery objectives.

Similar to the gap in policies and procedures, without SLA and service standards, ITT lacks the ability to justify and back up their resolution times and level of support. Additionally, the lack of a formal escalation process, aligned to policies, service standards, and SLA creates a process gap in how departmental staff should voice their concerns.

Without formally documented policies, procedures, SLA, service standards, and the accompanying processes, ITT will be unable to develop holistic ITT governance and therefore will be hindered in their ability to operate as an Analyst and Innovator / Transformer.

Project Management

The lack of policies and procedures around ITT planning creates a gap in ITT's involvement in technology-related projects, such as procurement and implementation initiatives, which creates a disconnect between City departments and ITT. This leads to ITT being brought into projects late, or not involved at all, resulting in the execution of projects that may not meet the needs of the organization. However, despite the level of involvement of ITT, the consequences fall to ITT, as it creates technical and operational issues that affect the efficiency of departmental, or in some cases, organizational operations.



This further prevents ITT from moving from operationally focused to strategically focused.

Enterprise-Planning

ITT's lack of involvement in technology-related projects creates a systemic gap in considerations around data management, integrations between applications, and how enterprise applications can be used across the organization. This gap creates an opportunity to employ a 'start where you are' approach in enterprise-planning to have a more holistic view of enterprise applications and their applicability to multiple departments, which will enable ITT to determine which existing enterprise applications have capabilities which could be leveraged better by the organization to achieve departmental needs, rather than procuring new software. Both Telestaff and CityView are examples of these types of software.

ITT Communication

There is a gap in communication between City departments and ITT. This prevents departments and ITT from working synergistically to develop and implement solutions that benefit the organization. The gap in clear communication channels and processes would need to be addressed in order for ITT to effectively assume the role of a business partner, as effective and efficient communication is an essential component of this role.

As mentioned, the current day-to-day operations of the City's ITT department is dominated by providing support to the organization. Additionally, the pandemic has led to an ever-increasing number of ITT issues and request tickets that are submitted through the service desk. The increasing number of tickets are cumbersome and taxing on the already understaffed ITT team, leading to conversations concerning recurring issues and preventing them from focusing on activities aside from issue resolution. This has increased focus on issue resolution and improved the response times for low-complexity, Tier 1 requests



from departments. However, it has also reduced the priority on higher-complexity, lower priority requests, resulting in inefficiencies across departments, for example in the cases where requests are being made for productivity improvement projects.

Service Desk

Notwithstanding the capacity issues, there is a gap in functionality from the service desk. The limited analysis of service desk ticket data is preventing ITT from resolving common and/or recurring issues. This issue is further hampered by the lack of detail and additional information which can be assigned to an ITT ticket, creating unstructured and non-useful data.

As a result, although the departments see ITT as successful in the Operator role, there is an opportunity to improve how ITT tickets are responded to and improve the level of customer service.

ITT Security

Much like the gap in policies, procedures, and service levels, a gap in security governance and holistic security decision-making is preventing ITT from being seen as a business partner and is instead positioning them as gatekeepers. This may be leading to restrictive security decisions, despite their necessity and potential benefits to the organization. As ITT strives to provide better service to the organization, they cannot lose sight of the Guard role. In fact, once ITT develops the necessary security governance, there is an opportunity to improve the Guard role through innovation and transformation to better serve the whole organization.



6.2.3 Technology

The final component of the gap analysis was the technology assessment. This portion of the gap analysis focused on the technology that the City has and the readiness of the organization to procure and implement new technology, as part of the ITTMP. As such, RSM analyzed how the current technical landscape of the City can enable reaching the desired future state.

The technology-related gaps and immediate opportunities, highlighted in the following table and detailed in the subsequent sections, were identified as part of the gap analysis.

Technology-Related Gaps

- There are both functionality gaps and overlaps within the City's suite of enterprise applications.
- ITT does not have a complete formal documented understanding of the criticality and availability needs of the current suite of enterprise applications.
- The City lacks digital citizen-facing services that are increasingly expected from the public.
- There is a gap in strategic planning around how the City provisions technology now and into the future.

Enterprise Applications

Limited ITT governance has led to applications and software being procured not only outside of the purview of ITT, but independently of other departments as well. This has not only created functionality gaps throughout the organization, but has also created overlaps in certain application functionalities. Although it is common to see municipal departments operate in siloes based on urgent,



emerging and/or recurring issues and needs, this has created both disparate and overlapping systems, diminishing the value of the City's technology investments.

Application Criticality

With ITT not being involved in the initial stages of software procurement and onboarding within departments, a significant gap has developed in their understanding of the importance and criticality of each enterprise application and asset. Although the ITT team has an informal understanding, there is not a documented holistic, organization-wide list of technologies and applications that are used by the departments. This gap, if left unaddressed, would prevent the City in developing SLA, and in turn, a robust ITT governance approach.

Citizen-Facing Digital-Services

There is a clear gap in citizen-facing digital-services provided by the City, including online forms, online proposal acceptance, online payments, and a consolidated citizen portal. The root of this gap stems from a multitude of aforementioned gaps. Specifically, gaps in ITT capacity, preventing ITT from acting as an Innovator / Transformer, and gaps in ITT governance and enterprise-planning, leading to a limited understanding of the organization-wide suite of applications and their potential digital-service capabilities. As these other gaps are addressed, and ITT moves towards an Analyst and Innovator / Transformer role, there is an opportunity to address the gap in citizen-facing digital-services in partnership with departments.

Technology Provisioning

The transition to more remote based work during the COVID-19 pandemic, paired with the City's desire to become more digitally-enabled, highlighted a gap in the strategy taken by the organization to provision technology. The City's current ITT workstations are nearing end of life, yet the City has a gap in its



strategic planning to guide whether the organization should continue to provide physical devices or move to implementing virtual or digital infrastructure, such as remote desktop/VPN or VDI. Without policies and procedures related to the technology provisioning and use, as well as an overarching strategy that considers how technology should be provisioned to end-users, the costs, and benefits, the City will not be able to confidently move towards a digital future.



7.0 Recommendations

7.1 Recommendation Development Approach

Following gap analysis, RSM analyzed the information gathered as part of the current state and desired future state assessment to develop a set of recommendations that would address the identified gaps and immediate opportunities. Recommendations were then grouped into People, Process, and Technology focused recommendations.

7.2 Detailed Recommendations

7.2.1 People

The recommendations presented under People have been developed by RSM to enable the City to address the gaps and immediate opportunities in ITT's structure, resource capacity, and staff roles and responsibilities, including the role of ITT as a whole, identified through the gap analysis. The people-based recommendations will facilitate and complement the process-based recommendations in the following section.

Moving forward, in order to consider further resources as it pertains to staffing, section 10.2.4 Detailed Organizational Recommendations & Guidance provides more detailed organizational recommendations. As such, section 10.2.4 should be read in conjunction with this section.

7.2.1.1 Consider Staffing & Structure Changes

In order to provide the necessary key supports for the ITT department to respond to the future state needs of the organization, RSM recommends that the staffing and structure of the ITT department be adjusted. These changes should address the capacity issues within the department, as well as gaps in both the strategic planning and business analysis functions that exist due to the structural gap between the ITT Supervisor function and the General Manager of Financial



Services function. As a result, the following staffing and structure changes are proposed:

i. Consider Creating and Hiring for an ITT Manager Position

There exists a limited strategic direction and governance within the ITT department, due to finite long-term planning and policies, respectively. Further to this issue is the gap between the ITT Supervisor position and the General Manager of Financial Services in terms of a decision-making role. The absence of a specific “manager” role is inhibiting ITT from executing on specific strategic initiatives, such as the development and approval of policies. RSM therefore identified the need for an ITT Manager position. This role would hold a higher level of authority than the ITT Supervisor position, focused on facilitating better ITT Governance and would be responsible for the long-term strategic planning of the ITT department, including how ITT is being used organization-wide. As such, they would play a key role in both the large and small ITT software and project intake process, sitting on the ITT Steering Committee. This role would coordinate with the ITT Supervisor position to ensure the day-to-day operations and strategic initiatives of the ITT department are in alignment with and support the long-term strategic planning.

ii. Fill the Vacant ITT Supervisor Position

Additionally, due to the recent retirement of the ITT Supervisor, RSM recognizes that there is a need for additional supervisory capacity to be introduced. Based on conversations with both the ITT team and departments, there is an overall desire for ITT to better understand the needs of the organization and provide support to departments to execute on their ITT-related initiatives. Specifically, this includes project management, such as participating in the due diligence and requirements



gathering processes, implementation advisory, and the ongoing sustainability of solutions, as well as strategic direction, namely, working with the departments to understand their needs and help to identify market solutions and innovations that could be applicable. Therefore, RSM recommends the ITT Supervisor role be staffed with the necessary experience and expertise to advise on operations, security, and infrastructure. The Supervisor would be responsible for providing strategic, innovative, and forward-thinking recommendations to the ITT department and be accountable for the operational activities of the ITT division, as well as the relationship between ITT and the departments. As such, this role would collaborate with decision-makers and lend their expertise to ITT strategic planning under the guidance of the aforementioned manager position.

iii. Reevaluate the Need for an ITT SharePoint/Application Specialist

This position, formerly the Application Support Specialist, was recently vacated due to a retirement. Instead of filling this role, RSM recommends that consideration should instead be made to prioritize hiring a third ITT Operations Support Specialist to address immediate capacity concerns in the department.

Currently, this position is responsible for training on certain enterprise applications, namely Telestaff, for the support, upgrading, and troubleshooting. ITT capacity can be freed up if roles and responsibilities are clearly defined.

This role was recently changed to SharePoint/Application Specialist based on the departmental need for a role who is specialized in SharePoint and O365 to continue the rollout of office productivity tools – specifically SharePoint and MS Teams. Should the City want to fill this role in the



future, consideration can be made as to whether this is a role that could be hired for or temporarily outsourced, with the ability to provide knowledge transfer to the ITT team.

iv. Consider Hiring an Additional ITT Operations Support Specialist

This role is an additional resource to support the two existing ITT Operations Support Specialist roles. Per conversations with the City, there is a need to provide additional capacity in the ITT department to enable more strategic operations, therefore, RSM recommends externally hiring a third ITT Operation Support Specialist to address the immediate capacity needs in the department.

It should be noted that the proposed structure changes, namely the addition of an ITT Manager and the filling of the ITT Supervisor position, may not resolve all capacity and strategic gaps; additional managerial, supervisory, and/or support staff may be needed as the City grows and requirements evolve. When looking at municipal comparators, it was found that their IT structures were not flat, but rather included several manager or supervisor positions that were responsible for specific IT functions and a dedicated support team. This should be considered as the City continues to review its staffing requirements in the future.

7.2.1.2 Update ITT Job Descriptions

The structural changes proposed in the previous section go hand-in-hand with updating ITT staff job descriptions. This includes defining, and in some cases redefining, ITT roles and responsibilities to ensure expectations can be set both within the ITT department and throughout the organization. This recommendation will enable the City to set expectations for any new or changed positions, as well as existing positions whose roles and responsibilities have changed.



ITT should work together with the HR department to update these job descriptions and ensure that the new roles and responsibilities are properly adhered to and updated on a regular basis as the demands from ITT change.

The following considerations for job description, role, and responsibility changes are based on additional or updated roles detailed in the previous section.

i. ITT Manager

The responsibilities of the ITT Manager should reflect the needs of the ITT department to have a manager that can provide authority to execute on strategic and governance related initiatives. Their responsibilities should include, but should not be limited to, the following:

- Developing and facilitating ITT governance, including policies, procedures, service standards, and SLA.
- Sitting on the ITT Steering Committee. More information can be found in sections 7.2.2.2 Improve ITT Governance Processes and 10.2.2 Business Solutions Assessment Model & Methodology.
- Developing and supporting the execution of long-term ITT strategic planning, including how technology is being used organization-wide.
- Coordinate and plan with the ITT Supervisor to ensure the day-to-day operations and strategic initiatives of the ITT department align with and support the long-term strategic planning.

ii. ITT Supervisor

The roles and responsibilities of the ITT Supervisor should be updated from the current job description to be focused on operations and security within ITT, in addition to supporting the strategic initiatives of ITT alongside the ITT Manager. This may require some realignment of duties between the ITT Supervisor, the Operations Coordinator, and the



Programmer/Analyst to ensure responsibilities support these functions, rather than overlap.

- Executing, monitoring, and reporting on the strategic direction of the ITT department in coordination with the ITT Manager.
- Sitting on the ITT Steering Committee and ensuring ITT governance is adhered to.
- Reporting any issues or necessary changes to the ITT Manager, including facilitating and monitoring the yearly intake process for project planning, as well as the in-year small project intake process, as part of the Business Solutions Assessment Model & Methodology. More information can be found in sections 7.2.2.2 Improve ITT Governance Processes and 10.2.2 Business Solutions Assessment Model & Methodology.
- Executing and monitoring ITT project management in coordination with the ITT Manager.
- Developing an inventory of ITT solutions and holistically considering their applicability to the corporation as a whole.
- Developing an application criticality ranking solutions for ITT inventory that will drive the creation of service levels based on the organizational and departmental criticality of applications.
- Analysis of service desk information and data to create solutions to common issues and improve service delivery to the organization.
- ITT Project Management, including due diligence in coordination with ITT Manager
- Monitoring and lending a hand to the operational side of ITT (service desk) to ensure service meets service standards.



- Understanding service satisfaction and opportunities for improvement through data analysis and interaction/engagement with departments.
- Identification of customization and improvement of security applications and technology to provide better security to the organization.



iii. Existing Positions

RSM discovered that there are some current positions within ITT whose roles and responsibilities do not align with their job descriptions, either because of a change in operations in ITT or due to shifting priorities over time. Therefore, the following positions should be analyzed by ITT to update job descriptions to reflect current and desired roles and responsibilities.

- **ITT Operations Coordinator:** This role is currently providing Operations Support Specialist focused services due to the lack of capacity. Their job description should be reviewed and updated to ensure the documented responsibilities are in line with the purpose of this position, and that they support the responsibilities of the ITT Supervisor.
- **Programmer / Analyst:** This role is currently acting as a security coordinator, although their job description has not been updated since being hired to reflect this. In addition, their roles and responsibilities should support the responsibilities of the ITT Supervisor.
- **ITT Operations Support Specialist:** There will be additional responsibilities and needs from these resources moving forward and this should be reflected in updated job descriptions.
- **ITT SharePoint/Application Specialist:** This role was updated from the recently vacated Application Support Specialist position. Although the City is not actively recruiting for this position, the job description should be reviewed prior to filling the position.



7.2.1.3 Unlock Additional Capacity

Capacity issues in ITT stemming from recurring issues continue to increase. Therefore, ITT should continue to identify opportunities to unlock capacity wherever possible to address the existing capacity issues and enable ITT resources to work on higher value activities. RSM recommends that the City consider the following initiatives:

- i. **Consider Implementing a Move-to-Cloud Mandate:** Moving more applications into the cloud reduces the amount of physical infrastructure needed on-premise, as well as reduces the security, administration, and support burden that comes with on-premise applications. Additionally, trends show that most municipalities will be primarily cloud based in the next five years. Therefore, RSM recommends that the City consider prioritizing the procurement of cloud solutions. This mandate could be embedded into ITT governance processes for both small and large project planning and prioritization to ensure projects are prioritized to provide both significant value to the organization, as well as reduce the dependency on ITT support. However, RSM also appreciated that the City has made significant investment into on-premise hardware and recommend that the City assess the return on investment of these investments when considering moving to the cloud; this would most likely entail the City methodically transitioning while ensuring the value of investments already made into physical infrastructure are maximized. This consideration is incorporated into 7.2.2.2 Improve ITT Governance Processes and 10.2.2 Business Solutions Assessment Model & Methodology.
- ii. **Consider Outsourcing Certain ITT Functions:** Although ITT has expressed that they are on board with outsourcing, completely outsourcing roles and responsibilities is not desirable from an internal ITT skills and knowledge development standpoint. RSM therefore recommends the City



consider temporarily outsourcing certain aspects of ITT such as SharePoint Electronic Document and Records Management System (EDRMS) customization, with a focus put on prioritizing knowledge transfer from the consultant or contractor to the ITT team. This can enable the City to unlock capacity while maintaining, or even improving, the level of service provided through the outsourced service, while also increasing the baseline level of knowledge within ITT.

7.2.1.4 Execute Comprehensive ITT Resource Planning

Acknowledging both the current capacity issues and the future dependency the organization will have on the ITT department, RSM recommends the City undertake ITT resource planning. This ITT resource planning should consider the increasing demand from the organization for ITT support, as technology becomes more intrinsically integrated into day-to-day operations, as well as for the rollout of large technology driven capital projects. Additionally, this plan should account for the changing capability needs of the ITT department from the organization in order to stay on top of current best practices and innovations – in other words, the evolving needs of the organization will become ITT's services. The following describes the recommended ITT resource planning in more detail.

i. Ongoing Departmental Needs and Increase in Technology Use:

Throughout this project, RSM gathered ITT-related needs from the business units which will enable them to achieve their desired future state over the next five years. These needs, along with the demand for technical support and services related to increased technology use will put additional pressure on the ITT team. The ITT team should therefore evaluate the capacity requirements to successfully carry out these initiatives over the next five years, in alignment with ITT governance.



- ii. **Planning for ITT Capital Projects:** Similar to the ongoing capacity needs from departments, there are ITT-related capital projects that are planned for the next five years, spanning various departments within the organization. While the departments have identified most of these projects as requiring ITT capacity to successfully execute, there is an overall uncertainty from departments when asked to state the amount of ITT capacity that will be required.

There are several reasons why the departments are hesitant to declare their ITT needs for the next five years, namely: projects moving forward are dependent on decisions external to the department, such as approval from Council or decisions from the Ministries. The department is waiting on receiving grant funding for the project which will determine whether the project proceeds. Alternatively, the department is considering outsourcing options for future projects and is uncertain how that would impact the demand on ITT. Therefore, ITT planning should take this uncertainty into account when budgeting for resources over the next five years to ensure that ITT has enough flexibility to handle fluctuations in demand.

Regardless, ITT should be involved in the planning process for technology-related projects as early as possible. Therefore, ITT should also be involved in the budgeting process to be aware of technology-related projects from inception and enable proper resource management, including understanding resource requirements.

- iii. **ITT Reserves:** The City does not currently have ITT reserves, although they have identified the need for them. Their municipal peers have seen success using ITT reserves and there is a clear trend among municipalities to establish ITT reserves, including developing governance around allocating capital to these reserves. Given the structure of ITT as part of Financial Services, there is an opportunity to budget reserves to provide a



funding method for capital intensive projects, such as major system upgrades. Similar to the City's municipal building reserve which charges departments based on the square footage they occupy, the process for budgeting ITT reserves could be funded by departments through a levy based on technology use. This fund could then be drawn upon by departments when needed and subsequently paid back through their budgeting process over the service life of the technology. Therefore, the City should identify an initial investment into this fund, develop the appropriate funding mechanisms, and then determine the necessary increases to the fund year-over-year. More information around ITT reserves can be found in 8.3 Funding Model Review.

- iv. ITT Training & Knowledge Transfer:** In order to properly plan for the necessary resources to achieve the initiatives and projects set out in the ITTMP, the City needs to consider how ITT staff are being upskilled to remain knowledgeable and able to continuously support new project requests. Per ITT department staff, this should be done primarily through training, whether self-directed, through knowledge transfer, or through courses. In order to facilitate this, resource planning needs to be done to ensure the following:
- There is sufficient knowledge transfer within the department that if an ITT staff member left the organization temporarily or permanently, that there would be a baseline of knowledge in the department to continue operations until that staff member returned, or a replacement was found.
 - There is sufficient capacity to backfill ITT staff who are undergoing training. Currently, capacity issues are limiting training opportunities. The ITT department should have the necessary support to enable their staff to participate in training on an ongoing basis.



7.2.1.5 Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems

Training is an organization-wide initiative that needs to be facilitated by all relevant and applicable stakeholders. While the onus does not need to be on a department to provide training, the relevant skills, opportunities, and materials should be made available.

From an ITT perspective, as updates or new systems are rolled out, it is important to provide the necessary training to departmental staff. This can be done through Frequently Asked Questions (FAQs), knowledge bases, user guides, videos, suggested training courses, and online articles, hosted through well communicated channels. These channels could include The Insider or could also be part of an Enterprise Service Management system. Regardless of the channel, there should be multiple training options provided to staff to be cognizant of the different levels of technical literacy and learning preferences of staff.

RSM also recommends that the City designate a go-to technical resource within each department who would be responsible for identifying training needs, coordinating and communicating these needs with ITT, and ensuring materials are provided to their respective departments. While it is understood that some departments may not have the necessary resources with a sufficient level of technical literacy to become this resource, the City should prioritize appointing these technical resources in each department as the organization evolves with changing technology landscapes and requirements.



7.2.2 Process

The recommendations presented under Process have been developed by RSM to enable the City to address the gaps and immediate opportunities in policies and procedures, service standards, project management, enterprise-planning, communication, service and support, and security, identified through the gap analysis. The process-based recommendations will be facilitated and complemented by the people-based recommendations in the previous section, as improving ITT processes will require the proper leadership, capacity, and capabilities.

7.2.2.1 Develop, Update, & Document Policies & Procedures

As stated in the gap analysis, there is a need to update or document policies and procedures within ITT. The absence of completely updated or documented policies and procedures impacts ITT's ability to enforce best practices and control the way ITT assets are utilized and maintained throughout the organization. It also necessitates recurring conversations which detract ITT's attention and capacity from higher value activities. Therefore, RSM recommends that the ITT department, in conjunction with any necessary and relevant departments (i.e. HR), update and/or develop and document the policies and procedures that will enable the proper enforcement of ITT standards and best practices. These policies should include, but are not limited to, those presented in the following table and detailed thereafter. It should be noted that under the "Current Status / Format" column, a designation of "Current Practice" signifies areas where either a formal policy has not yet been established or where RSM was not provided with a documented policy.



Policy	Current Status / Format	Recommended Action
ITT Request Policy	Current Practice	Develop
ITT Long-Term Project Planning & Prioritization Policy	Current Practice	Develop
In-Year Small Project & Enhancement Intake Policy	Current Practice	Develop
Bring Your Own Device Policy	N/A	Develop
Acceptable Use Policy	Approved Policy	Update
Information Security Policy	Current Practice	Update
Privacy Policy	Current Practice	Update

The development and implementation of policies will only be successful if there is widespread adoption. Therefore, it is important that policies are managed from the top-down by empowering departmental managers to ensure policies are followed and raise any concerns with ITT on behalf of their staff. More information on the escalation process for existing and net new policies is provided in 7.2.2.3 Develop & Enforce Service Standards & Service Level Agreements.

The City should therefore develop the following Policies and accompanying Procedures.

i. ITT Request Policy

Through RSM's departmental and ITT workshops, it was determined that there is no standardized process directing how to input ITT tickets. This includes when tickets should be submitted, what types of requests should be sent to ITT, and what operational processes should be followed to



ensure the ticket is properly submitted. When departments are submitting tickets to ITT, the first considerations that should be made are “when is it appropriate to submit a ticket?” and “what types of issues or requests should be submitted?”. The ITT Request Policy should therefore address the following:

- **Recurring & Common Issues:** Tickets stemming from common issues or troubleshooting requests take up time and resource effort to resolve. As the ITT department develops FAQs and knowledge bases (more information in 7.2.2.5 Improve Organizational Communication), the ITT Request Policy should dictate the process an individual should take to resolve an issue. This could include directing them to a FAQ page or common issues page to attempt to resolve an issue prior to submitting an ITT ticket. This can relieve some of the capacity for common issues that can be self-addressed by departmental staff.
- **Communication:** The ITT Request Policy should also detail how different solution types will be communicated back to the individual user or to the entire organization, depending on the issue. Changing the current culture around contacting the service desk will need to be communicated and enforced through this policy to ensure that this change management effort is sustainable.

ii. ITT Long-Term Project Planning & Prioritization Policy

The City does not have a robust governance process around long-term planning for ITT projects and solutions across the organization. This has led to solutions being procured by departments in siloes, inefficient and ineffective implementation of software, and difficulties with software support. In early 2021, departments were asked to provide a list of all of their anticipated ITT-related projects over the next five years, however, this



was not a formal process and does not have standards around level of detail or types of projects. Therefore, RSM proposes that the City develop a policy that details the processes and procedures concerning how organizational ITT projects are planned and prioritized for the upcoming 3 – 5 years. This includes the following.

1. When and how planned departmental projects should be communicated to ITT;
2. How projects should be categorized;
3. What the process is for prioritization and planning; and
4. How projects that do not fit within the current budget and capacity will be addressed.

The development of this policy will provide ITT with the ability to carry out more holistic planning, due diligence, and requirements gathering to ensure projects consider how they may be applicable to multiple departmental needs. This will also enable ITT to communicate back to the departments not only how the software will benefit them internally but understanding the intangibles that will make the software successful.

This policy should include a clear prioritization for cloud-based solutions which would not only enable the City to save money from a physical infrastructure point of view, but also would reduce the necessary capacity needed to support the hosting and functionality of these applications from an ITT staff perspective.

iii. In-Year Small Project & Enhancement Intake Policy

For unplanned or in-year small projects and enhancements that are not captured in the ITT Long-Term Project Planning & Prioritization Policy, this will be a key policy and accompanying procedures.

- Similar to the ITT Long-Term Project Planning & Prioritization Policy, this will empower the organization to carry out more holistic due



diligence and requirements gathering processes to ensure procured/implemented solutions can benefit other departments without replicating existing solutions or neglecting similar departmental needs.

- This policy should also include a level of autonomy for the departments to carry out an assessment around the level of capacity they require from ITT to conduct due diligence/requirements gathering. This could be done through a questionnaire that would determine the level of involvement ITT would need in the project.

iv. Bring Your Own Device Policy

In accordance with 7.2.2.6 Improve Security Measures and in alignment with improving certain security elements throughout the organization, ITT should consider developing a Bring Your Own Device (BYOD) policy. This policy should enable staff members to use their own personal devices, namely mobile phones, as a work device. This policy should be predicated on ITT reviewing the security software currently in place and considering any licensing, phone contract, and other procedural benefits, costs, impacts, and risks. A resulting BYOD policy would be integrated into ITT and Security Governance and should align with the security technology in place.

Moving to a BYOD model is in line with current trends in the municipal sector, however, there are considerations that need to be made to ensure the BYOD policy is properly set up and that there is a clear understanding among users as to how the BYOD policy affects their ownership of their device and the data therein.

Therefore, while developing the BYOD policy, ITT should consider security controls necessary for making the BYOD a secure platform. These controls



include but are not limited to password requirements, integration with security monitoring and detection capabilities, troubleshooting, device Operating System updates, incident response procedures, lost or stolen device procedures, and which applications are blocked.

7.2.2.2 Improve ITT Governance Processes

The development of ITT Long-Term Project Planning & Prioritization Policy and In-Year Small Project & Enhancement Intake Policy will provide ITT with the necessary policies to manage ITT projects through the organization. However, the City does not currently have an overarching methodology to carry out ITT governance. Therefore, the City should establish a Business Solutions Assessment Model & Methodology (BSAMM) to encompass the critical governance processes around ITT planning, budgeting, procurement, and project management. 10.2.2 Business Solutions Assessment Model & Methodology provides additional detail around the BSAMM.

The benefits of an overarching governance process include, but are not limited to:

- Eliminating the procurement of ITT solutions in a silo
- Comprehensive requirements gathering and due diligence
- Incorporation of enterprise architecture considerations
- Procurement of applications with an organization-wide consideration
- Maximization of the value of technology spend

It is important to understand that in order to avoid duplication of effort, functionality, and cost, departments should not be allowed to procure ITT solutions outside the established BSAMM.

In order to facilitate this governance, project prioritization, planning, and management should be overseen by an ITT Steering Committee comprised of organizational leadership. RSM recommends that the ITT Steering Committee be



comprised of the CAO, the General Manager of Financial Services, the new ITT Manager and ITT Supervisor, and two other General Managers to be determined by the City through the development of the terms of reference.

The governance processes should be executed at different times of the year to ensure planning and priorities are clearly established and validated. This includes the yearly project intake process for planning and budgeting, as referenced in the ITT Long-Term Project Planning & Prioritization Policy, and ongoing project intake governance, as referenced in the In-Year Small Project & Enhancement Intake Policy.

It should be noted that the annual planning process for projects should be business case driven and explicitly plan for internal and external resource requirements, while prioritization for smaller projects and enhancements to corporate applications should be handled in-year, likely quarterly.

7.2.2.3 Develop & Enforce Service Standards & Service Level Agreements

In addition to the development of policies and procedures, the City should undertake the development of service standards and SLA in order to set expectations around the services and support provided by ITT and supported through their policies, as well as the processes for escalation of issues.

i. Development

To inform the development of the service standards and SLA, the City should create a Technology and Application Criticality Inventory. This should be a holistic, organization-wide list of technology and applications that are used by the organization, including the level of criticality for each piece of technology or software. As discovered through the gap analysis, this will enable ITT to understand the availability- and reliability-need levels of applications across the organization. These requirements can subsequently be incorporated into service standards and SLA. This list will



also enable ITT to develop a holistic understanding as to which departments could benefit from existing enterprise applications – a key component in addressing the gap in enterprise-planning. This can inform planning as part of the ITT Governance Processes.

ii. **Escalation Process**

As mentioned in the Gap Analysis, due to limited policies, procedures, and applicable escalation processes, department staff are directly engaging with ITT to resolve issues that arise. With the new and updated policies that have been recommended in 7.2.2.1 Develop, Update, & Document Policies & Procedures, the City should also develop an escalation process that is aligned to the service standards and SLA so that departmental staff know the process to address issues that arise.

The process for issue escalation could include the following:

- Problem identification
- Consultation of policies, knowledge bases, FAQs, and any other knowledge repositories
- If no resolution, initiation of contact by staff with their departmental manager and/or technical designate
- Consultation of policies with departmental leadership
- If no resolution, formal documentation of issue by departmental manager and submission to service desk
- Based on SLA, response is provided and resolution process continues between the department and ITT



iii. Enabling Continuous Improvement

Additionally, this recommendation will enable the continuous improvement of the service desk. By developing SLA in conjunction with better ticketing mechanisms, ITT will set expectations for resolution times based on different requests and needs and be better equipped to triage tickets and provide support within timeframes supported by service standards. More information can be found in 7.2.2.4 Continuously Improve the Service Desk Function.

7.2.2.4 Continuously Improve the Service Desk Function

Both the departments and ITT expressed their desire for ITT to fill the role as an Analyst and Innovator / Transformer. In order for ITT to take on this role, they must first improve their role as an Operator to foster a tighter relationship between ITT and the departments. These efforts should be led by the ITT Supervisor. By improving their role as an Operator, the ITT department can actively relieve some of the capacity constraints on their staff and address the opportunity to provide a higher level of customer service to the organization. This can primarily be achieved by continuously improving the service desk function through the following:

i. Set Clear Standards Around ITT Ticket Submission

In order to better track and monitor what types of requests are sent to ITT through the service desk, the City should create a standard around how tickets should be submitted. This should also provide the organization with the operational processes that should be followed to ensure the ticket is properly submitted. These standards should be set in alignment with the ITT Request Policy detailed in 7.2.2.1 Develop, Update, & Document Policies & Procedures.



ii. Consider Enterprise Service Desk

Given the confusion around who to contact for ITT-related issues – whether they are owned by ITT or not – a possible solution could be to implement an enterprise service desk or Enterprise Service Management (ESM) tool which could better manage inquiries, not just in ITT, but across the organization. This system could provide a first point of resolution or triage for staff and could auto-route to the relevant department.

iii. Track & Analyze Service Desk Data

The current service desk software, Spiceworks, has the functionality to track and export data related to tickets that are submitted. However, ITT has expressed that the data that is currently tracked may not be structured in a way that would provide helpful insights.

Therefore, RSM recommends that ITT should first identify which data is necessary to track for decision-making purposes and identify if the current Spiceworks system is capable of tracking the necessary data. This data should align with the ticket submission process developed as part of the ITT Request Policy

Next, the ITT team should analyze the incoming ticket data and determine common issues that can be solved organization-wide, either through a list of common solutions, a change on the network, or a mass communication.

It is acknowledged that currently there may not be capacity to analyze service desk data and implement these common issue resolutions right now, however, this service could be, in-part, outsourced to provide an initial list of common issues to then create a knowledge base of troubleshooting which can be communicated to the organization to relieve the number of tickets related to these issues. As the ITT department grows



in capacity, the analysis of service desk information and the resolution of common and recurring issues can then be managed internally.

iv. Enable More Detailed ITT Ticket Categorization and Urgency Prioritization

As part of the identification of relevant data for ticket submission, ITT should configure the service desk ticketing software to have all of the necessary and relevant fields to provide enough information around each ticket. This should align to the aforementioned ITT Request and should include, but is not limited to, the following:

- Request Type: This should delineate whether the ticket concerns a technical issue, a question, or a request for ITT support on a project.
- Urgency: Better levels of urgency should be available to departments (in addition to clear definitions around the levels of urgency) to better help ITT triage and prioritize work.

v. Increase Transparency

Through the service desk portal, ITT should provide transparency into the capacity of ITT to resolve issues. This should include resolution times based on SLA and service standards and provide a queue to give departments an idea of where their request is in relation to other departmental requests. This, along with ITT Governance, should provide enough information to set expectations among departments.

7.2.2.5 Improve Organizational Communication

As mentioned in the gap analysis, several factors have contributed to the aforementioned issues with current ITT communications. In order to address these gaps, and improve their effectiveness at sharing information across the organization, the City should consider the following:



i. Electronic Document and Records Management

Throughout RSM's workshops with departments and ITT, there was a clear lack of electronic document and records management (EDRM) policies and procedures, as well as the necessary software. This has been recognized by the City and has led to the EDRM System (EDRMS) project, facilitated by RSM, which is currently underway.

ii. Communicate Through Departmental Manager & Technical Leads

Building off of 7.2.1.5 Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems, ITT should communicate changes, rollouts, policies, procedures, and all other relevant information not only through the departmental manager, but through an identified technical lead that will be able to internalize and operationalize the information that is presented. This should enable the department manager to disseminate and enforce any changes, process, and policies, while the technical lead can ensure department operations initiate the changes, policies, and procedures, and integrate them into their daily operations.

iii. Standardize Communication Channels

In order to facilitate improved communications across the organization, and a sustainable uptake of change, there should be a concerted effort to engage senior managers to understand which methods and presentation of communications are the most effective and develop the standards based on this. Following this, senior managers in each department should be tasked with ensuring the standard is communicated and understood among their staff.

This standard should consider how the following will be communicated out:

- Policies, processes, standards, and service level information;



- Application updates & software rollouts;
- System outages and resolution times, as well as emergencies;
- New and/or emerging training resources; and
- Knowledge bases, troubleshooting resources, & FAQs.

With over 550 users, as well as employees without access to a City email, the lack of standardization around communication channels, who to contact depending on issue type, and where to find specific information is creating confusion and frustration from both ITT and departments. To remedy this, ITT should create a standard for where certain types of communications and information will be hosted and which resources should be contacted for specific technology-related issues.

There are certain technology assets that are not within the purview of ITT's support. However, due to their technical nature, issues regarding these assets are directed to ITT. Therefore, this standard should be developed in conjunction with the Technology and Application Criticality Inventory, recommended as part of 7.2.2.3 Develop & Enforce Service Standards & Service Level Agreements, to understand who is responsible for which pieces of technology to develop and communicate a directory of who to contact regarding issue resolution. As an example, the Council Chambers, and clock in the Civic Complex is not supported by ITT, however, due to its "technical nature", there are inherent expectations that ITT can provide support.

iv. Further Develop the Intranet

The City currently hosts a SharePoint site called The Insider which is intended to be a central page for staff to find information, training and knowledge bases, submit ITT tickets, and communicate for internal processes, such as the yearly budgeting process. Although this page



exists, it is still not completely operational, and the purpose and expectations of use have not been communicated across the organization. Additionally, through the departmental workshops, it was found that not all departmental managers and staff were aware this page existed.

The Insider is a corporate platform, therefore, ITT in conjunction with other relevant departments, should continue to fully develop this page and issue communications to educate its purpose and promote and expand its use.

Further development of The Insider may require capacity that may not exist within ITT currently. There is an opportunity for the City to outsource SharePoint support to not only develop the City's SharePoint, but also provide knowledge transfer within the department.

7.2.2.6 Improve Security Measures

From an overall security perspective, RSM recommends that the City should undertake a separate security focused assessment, subsequent to the ITTMP.

As ITT strives to be more business-focused, taking on the role of Analyst and Innovator/Transformer, they cannot lose sight of the Guard role. In fact, this role should be improved through analysis, innovation, and transformation to better serve both the organization and ITT, as well as address certain capacity issues. Improving this will be a key role of the ITT Supervisor.

It should be noted that the following recommendations concerning ITT security are based upon specific findings as a result of the ITT and department workshops and are not a result of a security focused assessment. There may be additional security considerations, such as security testing, incident response capabilities, security monitoring and detection capabilities, and vulnerability management, that should be reviewed.

The following sub-recommendations are the result of RSM's consultations.



i. Review the Current Mobile Device Management Application

There is an opportunity for ITT to take a role as an analyst and innovator from a security perspective and implement security technologies that will automate and simplify security processes, in order to improve security posture, while also unlocking functionality.

Mobile Device Management (MDM) solutions are used to split the “business” and “personal” data sides – or “containers” – of mobile devices, enabling a single device to act as both a work and personal phone.

RSM therefore recommends that the City review their current MDM application to determine if the security it provides ITT and the functionality it provides the organization are in line with the City’s policies and best practices, as well as future direction with respect to technology use. A Privacy Impact Assessment is one assessment that can be done as part of this review to assess whether the MDM enables personal data to remain personal, and vice-versa.

ii. Implement Data Usage Limits & Acceptable Use Agreements

ITT has had to implement data usage limits on these devices to prevent overages on data.

RSM therefore recommends that ITT review their smartphone provisioning process and consider implementing an acceptable use agreement. This should include a high degree of user education and communication to ensure this process is understood both at the time of device provisioning / onboarding and on an ongoing basis, including the consequences of not following the Acceptable Use Policy.

Additionally, ITT should ensure that the acceptable use agreement and expectations around device use and management are incorporated into the BYOD Policy. This may require additional capacity to achieve, but



would also resolve some capacity issues related to fielding complaints and other issues as a result of the current security measures.

iii. Security Governance

Moving forward, the ITT department should ensure that security decisions are made considering the holistic needs of the organization, in addition to industry-leading practices. This will require communication both from ITT to the departments around the proposed security decisions (as possible given the immediate nature of some security issues), as well as from the departments to ITT around how the proposed security decisions will impact operations.

Although security decisions should be made to create the least organizational impact, RSM acknowledges and recommends that ITT continue to make security decisions that are in the best interest of the organization and that are aligned with industry-leading practices.

Therefore, RSM recommends that a Security Governance Committee positioned within ITT and with defined roles, responsibilities, and decision-making authority, be developed to oversee decisions that impact the security posture of the organization. This committee should be put in place in order to successfully plan, implement, and roll out future security initiatives. Their core responsibilities would include, but would not be limited to, developing a roadmap of security initiatives, considering the holistic impacts of a security initiative, facilitating due diligence, and developing and approving communications around the impacts of the decision, including how to deal with those changes.

Additionally, this committee should be responsible for documenting and communicating current security controls, such as password policies,



mobile application download restrictions, and device update requirements, to name a few.

7.2.2.7 Improve After-Hours Support from ITT

There are several departments within the City that operate 24/7, namely the Glen-Stor-Dun Lodge, Paramedic Services, and Fire Services, who require support after-hours. ITT currently provides emergency 24/7 services for departments; however, this does not provide service for issues such as being locked out of an account or forgetting passwords. Acknowledging that it would not be possible to provide a dedicated ITT staff to these departments, the City should work with relevant departments to develop an understanding of their after-hours ITT needs and develop solutions. These solutions could look like, but are not limited to, the following:

- Consider expanding or staggering the hours of operation of service desk staff to provide additional support to departments who have 24/7 operations.
- Consider enabling departments to self-resolve issues that occur after-hours, including enabling department managers to reset forgotten passwords. These decisions should be made in the best interest of the City, considerate of security concerns and governance.
- Develop comprehensive and continuously updated knowledge bases and FAQs around common issues.
- Upskilling of departmental staff to reduce the need for after-hours support.



7.2.3 Technology

Finally, the recommendations presented under Technology have been developed to enable the City to address the gaps and immediate opportunities related to enterprise applications, including availability and criticality needs, progressing towards increased citizen-facing digital-services, and enhancing organizational digital capabilities. The technology-based recommendations will be facilitated and complemented by both the people-based and process-based recommendations in the previous sections.

7.2.3.1 Develop an End-User Computing Strategy

Based on RSM's analysis of current technology provisioning and the strategic gaps in how technology will be procured in the future, it is recommended that the City not proceed with the implementation of VDI at this time.

RSM recommends that the City, specifically ITT and other applicable departments such as Financial Services, develop an end-user computing strategy to guide the organization's plans for providing technology to employees now and into the future. The end-user computing strategy should leverage the proposed ITT governance policies and processes in order to form the foundation for how ITT will provision, monitor, and maintain technology across the City. It would also act as a preceding step to determine if and how VDI fits into the future state of the City. This strategy should consider, but should not be limited to, the following:

- Current and proposed investments in physical and/or virtual infrastructure
- How the City intends on provisioning technology and devices to staff
- Plans to increase remote desktop and/or VPN use
- The applicability of VDI to the City's current and planned future state, including costs and benefits, infrastructure requirements, staff needs
- Future plans for cloud versus on-premise technology and infrastructure



- Staff experiences with on-premise versus cloud infrastructure and applications
- How departments interact with ITT now and how they intend to interact with ITT in the future
- Types of access needed across the organization
- Consideration for BYOD policies and plans

7.2.3.2 Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities

Expectations for digital interaction from citizens are increasing, especially with the COVID-19 pandemic. It is increasingly important that municipalities consider how to increase their citizen-facing digital-services and online citizen interaction capabilities. This trend is also being recognized by municipalities, including the City's comparators, as evidenced in the municipal scan.

The objective of moving towards more digital citizen-facing services is not to eliminate existing channels, but rather to drive the volume of interactions to more accessible, lower-cost online channels and to manage the digital divide among residents – where appropriate to do so. Digitizing services allows citizens with the desire to use that channel more effectively and efficiently, thereby reducing demand on more traditionally expensive channels such as phone and in-person, allowing those in need of those more traditional channels to access them more readily. ITT should therefore support the City in considering the following services, but should not be limited by this list:

- Online Applications for Permits and Licenses
 - Fillable PDFs
 - Digital External Stakeholder Signatures
- Online Payments & eCommerce Platforms
 - Payment for Applications and Licenses



- Purchasing of City Services and Programs
 - Community Donations
- Online Proposal Acceptance
 - Further Expanding the Functionality of Bids and Tenders to Enable Proposal Submission Online
- Consolidated Citizen Portal (e.g. “MyCornwall”)
 - Cornwall City Mobile App
 - Report a Problem
 - Single Sign-On for Citizens
 - “One-Stop-Shop” for all City Services

This work should be identified by both ITT and by departments and prioritized and managed through the BSAMM. This will be facilitated both by departmental needs and projects coming through the BSAMM’s project intake process, as well as by ITT as they transition to becoming an Analyst and Innovator / Transformer and push the organization to be more digitally-enabled.

7.2.3.3 Continue to Improve Network Connectivity & Remote Access

Technology is prevalent in every department and this technology relies on consistent, reliable internet connectivity to function properly. Through our departmental workshops, several issues were brought up with respect to network connectivity and remote access including dead spots, slow Wi-Fi speeds, difficulty and connecting to the network from remote locations, to name a few. While the City has recently upgraded their network, RSM recommends ITT work with specific departments to identify their specific connectivity and remote access issues and determine the most effective solution.

7.2.3.4 Rollout Office 365 Suite of Products Across the Organization

The rollout of Office 365 (O365) products across the organization has been slowed down due to staffing levels and the COVID-19 pandemic. Most recently,



ITT has rolled out Microsoft Teams to all departments. Moving forward, there should be a focus on rolling out SharePoint to all departments to facilitate better file sharing, document management, and collaboration. The rollout of SharePoint will coincide with the aforementioned EDRMS project.

On a continuous basis, there should be considerations of how existing O365 applications can be further improved and integrated with Teams and SharePoint to enable more efficient, effective, and collaborative work.

Additionally, as expressed in 7.2.1.5 Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems, as O365 is rolled out across the organization, the City should provide training resources, not only for SharePoint and Teams, but for new features in Outlook, Excel, Word, and PowerPoint. Specifically, since O365 is a critical enterprise application, ITT should undertake the change management effort by providing multiple channels for self-directed and/or guided learning and training. This could include videos, articles, “how to’s”, training manuals, and training seminars hosted by external sources. It may be most efficient for ITT to communicate with department managers, and their designated technical leads, to identify training opportunities.

7.2.3.5 Enhance & Establish New Departmental Capabilities

Throughout our workshops, departments expressed the need to improve or introduce new services to keep up with the pace of change and provide innovative services to citizens and their customers. RSM collected various ITT needs, some of which were new projects, which should be captured through the project intake process as part of the BSAMM. As governance improves and ITT moves towards the Analyst and Innovator / Transformer role, there should be considerations as to how ITT can play a more active role in suggesting and supporting innovative projects within departments.



7.2.3.6 Review High-Priority Applications

The existing applications in citizen-facing departments are essential to provide the services they offer. However, the departments expressed that certain applications need to be improved to provide additional functionality in order to better serve their customers. Additionally, some of the departments expressed that the current essential applications are not meeting their needs.

Therefore, RSM recommends, as part of the application inventory developed through 7.2.2.3 Develop & Enforce Service Standards & Service Level Agreements, that ITT develop a list of critical enterprise applications that should be reviewed. These reviews should be focused on determining if these applications are still fit for purpose in order to decide whether to continue using the software or procure a new solution, in addition to understanding which existing applications in one department could solve gaps and issues in other departments.

As a result of the departmental workshops, RSM identified a short list of applications that should be reviewed initially, however, this list should be updated and further developed by ITT. The following applications were identified by RSM:

- CityView
- PMXpert
- Telestaff
- ICO Software

7.2.3.7 Improve Information-Sharing Between Departments

Although many of the issues with document sharing and records management will be addressed through the EDRMS project, certain departments had specific needs related to sharing information within the organization, such as moving more content online and developing central data repositories. As the organization moves to sharing more enterprise applications across departments, there will be



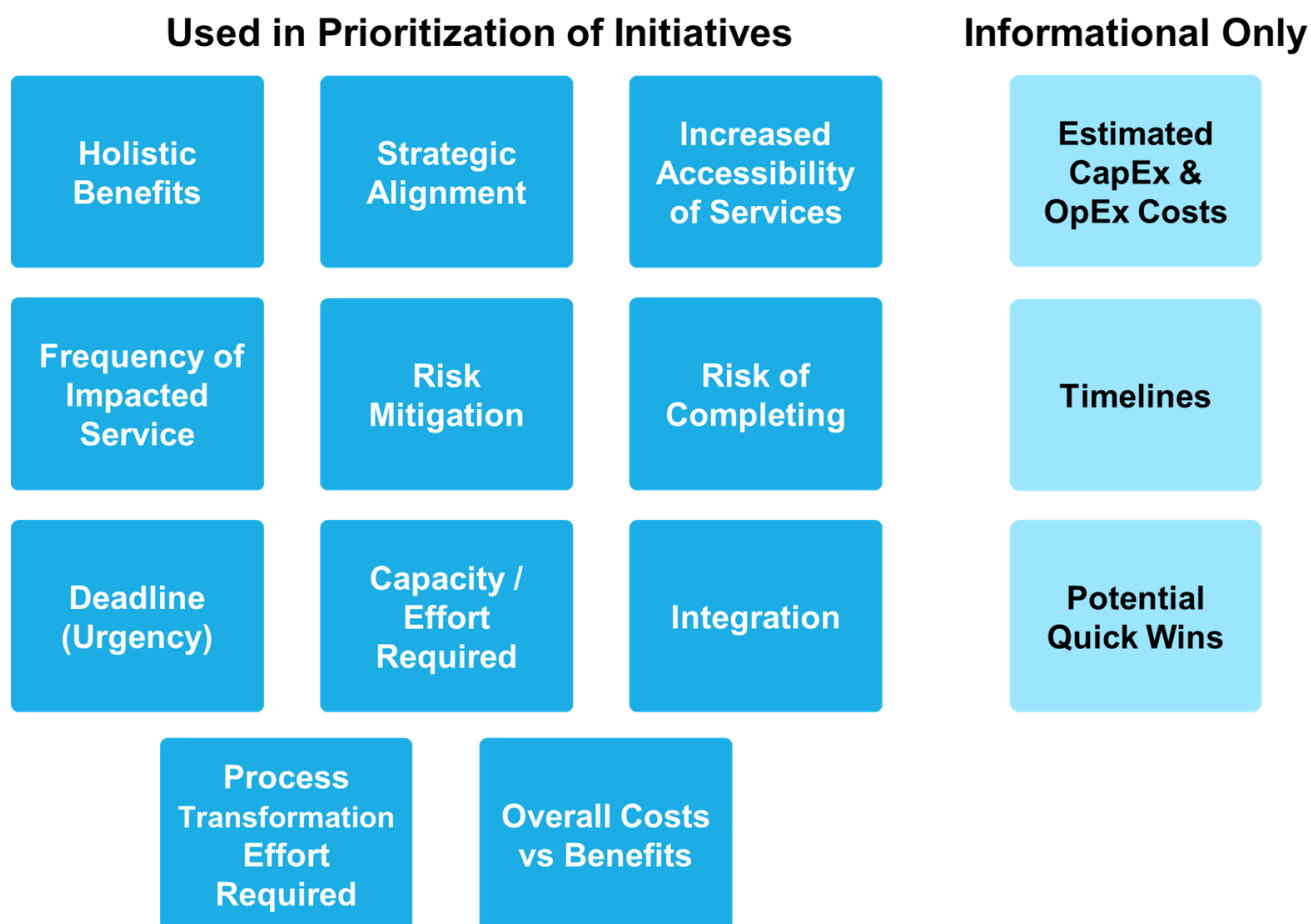
less integration needs and data-sharing will become less complicated. Therefore, RSM recommends that ITT be cognizant of how to reduce integrations and improve data-sharing on an ongoing basis.



8.0 Recommendation Prioritization

8.1 Recommendation Prioritization Purpose & Approach

In order to develop the implementation plan that sequentially maps out the presented recommendations, RSM utilized a framework with scoring criteria and weighting which were developed and validated with the City to prioritize the recommendations. A score of 1 to 5 was given to each criterion for each recommendation, with 1 being the lowest possible score and 5 being the highest possible score. These scores were weighed based on the criteria weights. The following scoring criteria were used and are provided in more detail in 10.3.1 Prioritization Criteria, along with the description, scoring scale, and criteria weighting.





RSM performed an initial prioritization scoring of the recommendations based on these criteria and updated the prioritized list of initiatives based on potential quick wins, dependencies between certain recommendations, and RSM's perception of the City's readiness to undertake the recommendations.

8.2 Prioritized Recommendations

Following the previously-described approach, RSM prioritized the recommendations. Term (short, medium, and long), durations, and estimated costs were also calculated. These prioritized recommendations were later incorporated into the visual roadmap, presented in 9.2 Prioritized Implementation Plan.

Estimated Cost and Effort:

RSM developed a high-level estimate of external cost versus internal effort required to carry out each recommendation. In order to develop cost and effort requirement estimates, the following assumptions were made:

- Required effort was based on staff being available full time for these initiatives
- If resources are not available full time, the effort would remain the same, but the duration would increase
- Duration and effort required could be reduced if external resources (i.e. consultants and contractors) were brought in
- Licensing costs for potential software were not included due to variability in software chosen and the licensing structure

These requirements are presented as High, Medium, or Low, where descriptions of High and Low are presented in the following. The table on the following page details the criteria of a High and Low cost and effort rank, with medium ranking in between the two.



High	Low
<ul style="list-style-type: none"> • Complex and will engage stakeholders from most or all departments • Will require significant effort and resources to execute • Will result in new processes, and therefore will have a significant change component • May require customized software and/or integrations 	<ul style="list-style-type: none"> • Low-complexity and will engage stakeholders from three or fewer departments • Will require a limited amount of effort and number of resources to execute • Can integrate easily into existing processes • May require software with simple, out-of-the-box integrations to existing systems

The recommendations were also classified using the following convention, based on whether the recommendation was categorized under People, Process, or Technology.

This number is an assigned sequential digit. This number has no meaning beyond being a unique identifier

PE.1

*These letters signify whether an organizational gap falls under People “**PE**”, Process “**PR**”, or Technology “**TE**”*

As a result, the following table contains the ranked list of recommendations.



Rank	Recommendation	Term	Estimated Duration [Months]	Estimated External Costs / Internal Effort
1	PE.1 Consider Staffing & Structure Changes	Short-Term	9	H
2	PE.2 Update ITT Job Descriptions	Short-Term	6	H
3	PR.5 Improve Organizational Communication	Short-Term	12	H
4	TE.4 Rollout Office 365 Suite of Products Across the Organization	Short-Term	12 (Then Ongoing)	H
5	PR.1 Develop, Update, & Document Policies & Procedures	Short-Term	12	H
6	PR.2 Improve ITT Governance Processes	Short-Term	15	H
7	PE.4 Execute Comprehensive ITT Resource Planning	Short-Term	Yearly	M
8	PE.3 Unlock Additional Capacity	Short-Term	Ongoing	M
9	PR.3 Develop & Enforce Service Standards & Service Level Agreements	Short-Term	12 (Then Ongoing)	L
10	TE.3 Continue to Improve Network Connectivity & Remote Access	Short-Term	24	M



Rank	Recommendation		Term	Estimated Duration [Months]	Estimated External Costs / Internal Effort
11	PR.6	Improve Security Measures	Medium-Term	12	M
12	TE.2	Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities	Medium-Term	Ongoing	H
13	PR.4	Continuously Improve the Service Desk Function	Medium-Term	Ongoing	L
14	TE.1	Develop an End-User Computing Strategy	Medium-Term	12	M
15	PR.7	Improve After-Hours Support from ITT	Medium-Term	9	M
16	PE.5	Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems	Long-Term	Ongoing	L
17	TE.6	Review High-Priority Applications	Long-Term	12	H
18	TE.7	Improve Information-Sharing Between Departments	Long-Term	Ongoing	L
19	TE.5	Enhance & Establish New Departmental Capabilities	Long-Term	Ongoing	M



9.0 Implementation Plan

The implementation plan provides a visual representation of the prioritized recommendations, as well as additional detail around how they were ordered.




9.1 Implementation Plan Purpose & Approach

Following the prioritization of the individual recommendations, RSM conducted a consolidation activity to group complementary recommendations based on major themes into the consolidated initiatives. These initiatives became the unique streams as part of our implementation plan.



In order to develop the implementation plan, RSM sequenced the prioritized recommendations based on their term, their timeline, and their interdependencies. The implementation plan is structured around calendar years starting in the third quarter of 2021 and finishing at the end of 2025.

The grouped and classified initiatives are presented in the following table and are detailed later in 9.2 Prioritized Implementation Plan.



Initiative	Category	ID	Recommendations Included
 Restructure ITT to Better Serve the City	PEOPLE	PE.1	Consider Staffing & Structure Changes
	PEOPLE	PE.2	Update ITT Job Descriptions
	PEOPLE	PE.3	Unlock Additional Capacity
	PEOPLE	PE.4	Execute Comprehensive ITT Resource Planning
 Strengthen ITT Capabilities	PROCESS	PR.1	Develop, Update, & Document Policies & Procedures
	PROCESS	PR.2	Improve ITT Governance Processes
	PROCESS	PR.3	Develop & Enforce Service Standards & Service Level Agreements
 Improve ITT Service, Support, & Operations	PEOPLE	PE.5	Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems
	PROCESS	PR.4	Continuously Improve the Service Desk Function
	PROCESS	PR.5	Improve Organizational Communication
	PROCESS	PR.6	Improve Security Measures
	PROCESS	PR.7	Improve After-Hours Support from ITT






Initiative	Category	ID	Recommendations Included
 Improve Critical Organization Capabilities	TECHNOLOGY	TE.1	Develop an End-User Computing Strategy
	TECHNOLOGY	TE.2	Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities
	TECHNOLOGY	TE.3	Continue to Improve Network Connectivity & Remote Access
	TECHNOLOGY	TE.4	Rollout Office 365 Suite of Products Across the Organization
 Support the Continuous Improvement of Departmental Operations	TECHNOLOGY	TE.5	Enhance & Establish New Departmental Capabilities
	TECHNOLOGY	TE.6	Review High-Priority Applications
	TECHNOLOGY	TE.7	Improve Information-Sharing Between Departments



9.2 Prioritized Implementation Plan

The implementation plan is shown in Figure 9.2a. An accessible version can be found in 10.3.2 Accessible Implementation Plan. The following table contains a legend to follow while reading the implementation plan.

Details pertaining to each consolidated initiative, as well as commentary around the organization of their encompassed recommendations as part of the implementation plan, is included following the section.

Implementation Plan Legend	
	Denotes a milestone-based (or finite timeline) recommendation which has already been initiated by the City
	Denotes a milestone-based (or finite timeline) recommendation that has not been initiated yet
	Denotes a recommendation that will be ongoing. Some milestone-based recommendations will have an ongoing component to denote the specific continued activities of that recommendation

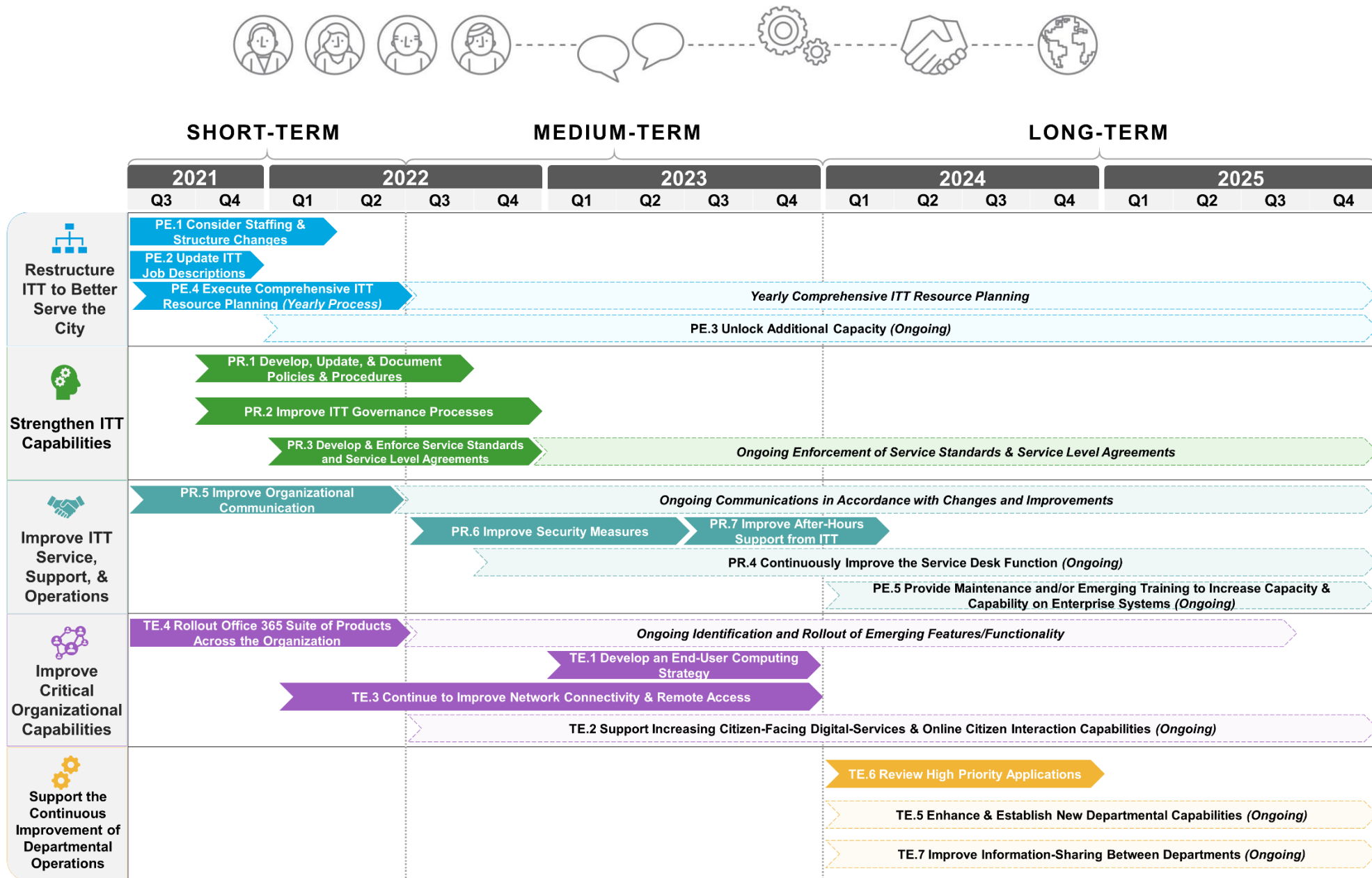


Figure 9.2a Implementation Plan Roadmap



9.2.1 Restructure ITT to Better Serve the City

The ‘Restructure ITT to Better Serve the City’ initiative primarily focuses on addressing the aforementioned gaps and immediate opportunities identified around the People aspect of the City. The encompassed recommendations will position the organization and the ITT department to not only address capacity and capability issues through additional staff and updated roles and responsibilities, but will enable the ITT department to facilitate better strategic and operational planning through additional leadership. These structural and people-focused changes will provide the department with the necessary roles to plan, implement, and monitor strategic initiatives that will enable ITT to both improve their role as Guard and Operator and move towards playing the role of Analyst and Innovator/Transformer, as well as become an organizational stakeholder.



Recommendations

The two short-term recommendations as part of this initiative – namely PE.1 Consider Staffing & Structure Changes and PE.2 Update ITT Job Descriptions – are foundational recommendations that will provide the City with the necessary capacity and capabilities to continue to execute on the remainder of the implementation plan.

Recommendation PE.4 Execute Comprehensive ITT Resource Planning is represented as occurring annually to align with ongoing ITT governance and yearly budgeting, planning, and prioritization processes. Therefore, ITT’s strategy and planning will be refreshed annually based on this recommendation.



9.2.2 Strengthen ITT Capabilities

This initiative and included recommendations relate to both the Process and Technology aspects of the gaps and immediate opportunities analysis. These recommendations will primarily address the lack of policies, procedures, and standards around ITT processes, such as project intake, project management, enterprise-planning, and service levels. The intention is for these recommendations to be primarily carried out by internal ITT staff to develop and strengthen ITT governance before working in tandem with departmental senior management to disseminate the information.



Recommendations

The three recommendations that form this initiative have all been designated as ‘short-term’ recommendations as they will be critical in setting the proper foundations for the City to not only execute the remaining recommendations, but efficiently and effectively operate past the 5-year timeline of the ITTMP.

These recommendations will all start between Q4 of 2021 and Q1 of 2022 to coincide with the changes to ITT’s structure, enabling new leadership to contribute in shaping the new ITT governance.

9.2.3 Improve ITT Service, Support, & Operations

The recommendations under this initiative primarily address how ITT service, support, and operations can be improved to address recurring ITT needs as expressed by the departments. These needs include improving the service desk, communications, training, and security to provide better service to the organization and identify efficiencies for the ITT department. This will be a key component of ITT becoming an organizational stakeholder and will be driven by ITT governance.



Recommendations

In order to support the changes to ITT's structure and their governance, recommendation PR.5 Improve Organizational Communication has been slated to commence at the beginning of the implementation plan. As this will be an organization-wide effort, the capacity demands from ITT should be small, while the benefits will be large, enabling better communication of best practices, policies, processes, and procedures.

9.2.4 Improve Critical Organizational Capabilities

This initiative was created to address key functions including network connectivity, the rollout of O365, and increasing digital-services in order to address the needed improvements to critical organization-wide capabilities. The recommendations that form this initiative have implications on the services and operations of all departments within the City.



Recommendations

Recommendation TE.4 Rollout Office 365 Suite of Products Across the Organization was placed at the beginning of the implementation plan because the City has already made considerable progress with this recommendation and are in the process of rolling out SharePoint across the organization as part of the EDRMS project. The remaining medium-term recommendations will depend on the City unlocking additional capacity in ITT and developing robust governance in order to successfully execute.



9.2.5 Support the Continuous Improvement of Departmental Operations

Throughout the assessment, RSM captured department-specific ITT needs. These can be found in 10.2.1 Departmental ITT Needs. These needs related to department operations and the need to keep up with the pace of change, ensure their current systems were fit for purpose, sustainable, and improve their coordination with other departments.



Recommendations

In order to successfully carry out the recommendations that fall under this initiative, RSM identified that the City needs to address their ITT capacity issues, update roles and responsibilities to reflect current and future state operations, and develop robust governance to guide how the City operates from people, process, and technology point of view. Therefore, these recommendations were identified as long-term and sequenced in the implementation plan as such.



9.3 Funding Model Review

As a result of the assessment, RSM determined that the City's current funding model is not consistent with several of the proposed recommendations and the future direction of the City. Specifically, the City's current funding model would impede the City from reaching their desired future state. The current funding model is limited in terms of how it plans for future state projects which can be less formalized projects or simply unknown in terms of financial needs.

The City has identified ITT reserves as a funding method to enable them to execute on ITT-related projects throughout the organization. This aligns with the overall strategic plans of the City; one of the objectives of the City's Long-Term Financial Plan (LTFP) is to maintain reserve and reserve funds at appropriate levels. However, the City does not currently have an ITT reserve fund.

The municipal scan also showed that the City's comparator municipalities all utilize some form of reserve to fund ITT initiatives that require large amounts of capital, allocating funds to a reserve well before the initiative has been slated to commence or even formally identified. This has enabled them to carry out and expedite critical projects.

Assuming the City has the necessary internal capacity and capability, the majority of the short-term, foundational recommendations can be completed internally and supplemented with external resources. However, the City could make use of ITT reserves to support and accelerate major ITT projects and deliverables, including those that have been prioritized for the medium and long-term which may require capital costs to procure and implement solutions.

Per recommendation PE.4 Execute Comprehensive ITT Resource Planning, the City should determine an initial investment amount into the ITT reserve as well as determine the necessary year-over-year financial requirements to plan for future software and infrastructure procurement or replacement needs. This will enable



the City to identify the proper funding mechanisms. Considerations should be made to account for the City's move to the cloud which will progressively transition capital costs into operational costs.

As the City continues to evaluate their funding model alongside the recommendations proposed in the ITTMP, there is an opportunity to evaluate funding opportunities from the province of Ontario, such as the Ontario Municipal Modernization Fund, to bolster their internal funding efforts.

9.4 Change Management & Communication Considerations

Many of the recommendations proposed by RSM will result in changes to policies, procedures, practices, roles and responsibilities, and the overall day-to-day operations of City staff. The change management and communication considerations of each of these recommendations should be well documented and planned for prior to carrying out the recommendations and executed during and following the completion of the recommendations.

The following are the major change management and communication considerations stemming from the recommendations:

i. **Successfully Adopting and Enforcing Policies, Procedures, and Service Standards**

One of the major changes proposed as part of the recommendations are the changes to the City's ITT governance. In order to ensure sustainable adherence to these policies across the organization, ITT, in partnership with relevant stakeholders, should do the following

- Ensure transparency with Senior Management to secure buy-in into policies and procedures
- Align with Senior Management to develop a top-down enforcement approach



- Create a communication plan to ensure City staff understand the change impact of the new governance policies and procedures, including escalation processes for issues
- Make relevant documents accessible to all staff

ii. Accurately Update Job Descriptions & Adhere to Roles and Responsibilities

With the assistance from the HR department in updating job descriptions, the proposed changes to ITT staff job descriptions will result in new roles and responsibilities based on current and future organizational needs. These job descriptions should faithfully represent the expected day-to-day responsibilities of the ITT staff in question, as well as guide and set expectations for that role across the organization. Therefore, the City should consider the following:

- Changes to job descriptions should be communicated to the organization, where relevant
- Job descriptions should be accessible to staff
- Expectations for how roles and responsibilities are expected to change should be communicated to staff by leadership
- A feedback process should be set up to enable ITT staff to communicate their adherence, or lack of adherence, to new job descriptions, roles, and responsibilities
- A process, including reporting and communication lines, for continuously updating job descriptions based on current and future needs of the organization



10.0 Appendices

10.1 Current State Appendix

10.1.1 Current State Assessment Meeting Agendas

The following are the meeting agendas, including the questions that were used to facilitate the current state assessment workshops with the departments and the ITT team, including the one-on-one ITT meetings.

10.1.1.1 Department Workshops Agenda

Note that additional questions were asked based on the specific functions of the department

INTRODUCTION & CONTEXT

1. Please provide us with an overview and brief history of your role(s) and responsibilities.
2. What are the key initiatives you currently lead or support?
3. How is your team currently structured?
4. How have the structure and responsibilities of your team evolved over the last year?
5. Are there any gaps in capacity or capability within the team?

CURRENT STATE

Overall Satisfaction

6. How satisfied are you with the services provided by ITT to your department?
Please elaborate on what services are essential and which are “nice-to-have”.
7. Do you feel supported by ITT in the following ways?



- a. ITT's ability to adapt to your changing needs?
- b. ITT's ability to provide the necessary technology needed to operate your department effectively and efficiently?
- c. ITT's level of support for your current technology?
- d. ITT's level of communication with your department?
- e. ITT's hours of operations?
- f. ITT's agility and response to your needs/issues/problems? (If possible can you distinguish between projects and service requests/needs/issues? In other words, how good or effective is ITT at delivering projects compared to their ability to address needs/issues/incidents?)

8. Do you feel satisfied with the following:

- a. The service desk's ability to resolve your issues?
- b. The timeliness of the service desk?
- c. The availability and speed of your network?
- d. Your remote access abilities?
- e. The performance and capabilities of your devices?

Support & Services

9. Can you please elaborate on essential applications to your department?

- 10. Do you believe the ITT department was able to effectively and quickly respond to the technical challenges brought on by the COVID-19 pandemic?**
- a. What did they do well?
 - b. What was not done well?



- c. What still needs to be done?
- d. What could be improved upon to plan better for another unforeseen major change?

ITT

- 11.** How do you see the Role of ITT currently vs where you would like the role of ITT to be?
- 12.** Do ITT constraints prevent you from meeting your departmental objectives?
- 13.** Do you feel the need to bypass ITT to get your own technology or solutions?
- 14.** What areas is ITT doing well and is meeting your department's needs and expectations?
- 15.** What areas is ITT not doing well and not meeting your department's needs and expectations?
- 16.** What are some key concerns and challenges regarding the City's CURRENT use of IT?

FUTURE STATE

- 17.** Key expectations and hopes regarding the City's FUTURE use of IT?
- 18.** Discuss your department's vision for the next 3 – 5 years and define your top 3 – 5 IT needs.



10.1.1.2 ITT Department Workshops Agenda

INTRODUCTION & CONTEXT

1. Please provide us with an overview and brief history of your role(s) and responsibilities.
2. What are the key initiatives you currently lead or support?
3. How is your team currently structured?
4. How have the structure and responsibilities of your team evolved over the last year?
5. Are there any gaps in capacity or capability within the team?

CURRENT STATE

Performance

6. In your opinion, which areas is ITT doing well and exceeding the Department and staff's needs and expectations?
7. Conversely, from your perspective, what are some potential areas for improvement within ITT?
8. What do you think would be the feedback from the perspective of the various Departments regarding potential challenges or areas for improvement related to technology?
9. What metrics and/or key performance indicators do you track? Do you produce performance related reports?

Operations

10. Is your ITT methodology request-driven (proactive) or reactive?



11. What were the biggest challenges posed by the COVID-19 pandemic to your current ITT environment/operations?
12. What would you say are currently the top three risks, and how do you mitigate against those risks?

Systems & Infrastructure

13. What are the key systems used to support major and day-to-day functions? (including email, calendaring, finance systems, practice management systems, collaboration tools, instant messaging, accounting software, etc.)
14. Does your ITT philosophy primarily favour off-the-shelf solutions or are they typically heavily-customized and/or developed in-house?
15. How many systems are maintained in-house?
16. Are systems predominantly on-premise or in the cloud? Do you have a mandate to move towards being primarily in the cloud?
17. How old is current physical infrastructure, and how often is hardware/software updated?
18. Do you believe any of your systems are or are near end of life or obsolete?
19. Do you have defined architecture roadmaps and standards that guide technology decisions? Do you have any current state architecture maps?
20. Do you have redundancies in your network/servers/power supply/data storage in order to mitigate the risks of any disasters/security incidents?



21. Do you have any security standards & processes in place? Do you follow ISO 27001, NIST, CMMC, etc.?
22. How sophisticated would you say automation is at the City?
23. Do you plan to extend your contract for O365 past the 3 years set out in the O365 Agreement Bylaw?

Governance

24. Please briefly walk through the shared documents – what do you believe to be the key points to note from each document?
25. What is your governance structure?
26. How are their initiatives prioritized? How is their budget determined?
27. Do you have a Disaster Recovery Plan in place, and when is the last time there was an event that triggered a recovery scenario?
28. Do you have a Business Continuity Plan in place?
29. Have you conducted any Disaster Recovery Plan, Business Continuity Plan, and/or Security Incident Response Plan exercise?
30. What documentation is maintained related to processes and infrastructure, and where/how is that stored?
31. How are policies enforced across the organization?
32. Do you believe these policies are followed? Why or Why Not?
33. Does ITT have formalized Service Level Agreements around your policies and operations?
34. Does ITT have a formalized and documented policy and process for project and request intake from the business departments?



FUTURE STATE

35. What are the main projects in ITT that are planned for the next 5-years?
36. Do you have business cases and/or detailed budgets/documentation around these projects?
37. What are the main goals for ITT now and over the next five years?
38. Has there been any work done on building a technology roadmap or target state architecture for the future?

10.1.1.3 ITT One-on-One Interviews Agenda

Structure

1. How is your team currently structured?
2. How has the structure of your team evolved over the last year?

Roles & Responsibilities

3. What are your key role(s) and responsibilities?
4. How have your roles and responsibilities changed over the last year?
5. What are the key initiatives you currently lead or support?
6. What are the future state goals/roles & responsibilities/initiatives you plan to or want to execute?



Capacity & Capabilities

7. Which activities currently take up the most of your capacity?
8. Are there any gaps in capacity or capability within the team?
9. Do you have the appropriate capacity to carry out your day-to-day activities?
10. Do you have the appropriate capacity and/or capability to execute on your future state goals/initiatives? What additional capacity and/or capability would you need to execute your future state goals?
11. Are there any constraints or process bottlenecks within the department or organization that needs to be addressed?
12. What is your view of the ITT/Business engagement and alignment? How strong do you think ITT's relationship with the business is?



10.2 Desired Future State Appendix

10.2.1 Departmental ITT Needs

The following tables show the raw ITT Needs as listed by departments. These ITT needs were analyzed to develop a select number of preliminary recommendations.

CAO & Mayor's Office

Rank	ITT Need
1	Increased Citizen-Facing Digital-Services
2	Platform for Internal Communications
3	Holistic Software Procurement & Rollout Policy
4	Better File Storage Processes, Policies, System
5	Better File Transfer Capabilities

Corporate Services

Clerks Division

Rank	ITT Need
1	ITT Ownership & Involvement in Projects
2	Increased Citizen-Facing Digital-Services
3	Effective ITT Security without Limiting Functionality
4	Improved Service Desk
5	Enterprise-Wide Training to Increase Capacity & Capability



Human Resources

Rank	ITT Need
1	Improve Payroll Processing
2	ITT as an Analyst & Innovator / Transformer
3	Enhanced Enterprise-Wide Training
4	ITT Ownership & Involvement in Projects
5	More Effective Management of Work Phones
6	More Effective ITT Communication

Financial Services

Rank	ITT Need
1	Defined Structure and Better Transparency into ITT Triaging & Priorities
2	Better ITT Governance
3	ITT as an Analyst & Innovator / Transformer
4	Further Rollout of Office 365
5	Holistic Software Procurement & Rollout Policy
6	Expanded Finance Application Functionality & Capabilities
7	Internal & External Electronic Document Signing
8	Easier / Less Restrictive Department-Led Technology Purchasing of Smaller Total Items



Fire Services

Rank	ITT Need
1	ITT as an Analyst & Innovator / Transformer
2	Implement Additional Functionality & Integrations with ICO Software (Scheduling & Staffing & RMS)
3	Central Data Repository
4	Further Rollout & Training of O365 Suite (Team + SharePoint)
5	After-Hours Support (High Availability / High Reliability)
6	Optimizing "Who's Responding" Software Functionality
7	Remote Access from Outside Station

Glen-Stor-Dun Lodge

Rank	ITT Need
1	Improved Network Connectivity
2	Integrated Nurse Call & Point-of-Care Phone System
3	Dedicated Onsite ITT Representative
4	More Functional & User-Friendly Devices
5	Less Restrictive Security Measures
6	Better Communication from ITT
7	Better Education / Training from ITT
8	ITT as an Analyst & Innovator / Transformer



Infrastructure & Municipal Works

Engineering

Rank	ITT Need
1	Improved Service Desk
2	ITT as a Business Partner
3	Better Communication from ITT
4	Improved External File Sharing
5	Further Integration of Office 365 Suite into Operations

Municipal Works

Rank	ITT Need
1	Better Customer Service from ITT
2	Better Communication from ITT
3	More Authority to Departmental Leadership to Make ITT-related Decisions
4	ITT as an Analyst & Innovator / Transformer

Transit

Rank	ITT Need
1	Touchless Fare Boxes in Buses
2	Dedicated ITT Staff for Transit
3	ITT as an Innovator & Transformer
4	Contact Tracing System for Transit Buildings
5	Better Staff Access to Communications
6	Tablet Based System / Going Paperless or Touchless
7	Further Rollout and Improvement of Use of O365 Suite
8	More Departmental Control over ITT Decisions
9	Better Communication with ITT
10	Integrations Between PMXpert & Fuel Management System



Water & Wastewater

Rank	ITT Need
1	Better Transferability of Data / File Sharing
2	Faster ITT Request Response
3	Provisioning of Devices / Components to Enable Better Audio / Video Communication
4	Data & Integrations Implications Related to Water Conservation & Servicing Master Plan

Paramedic Services

Rank	ITT Need
1	Better Mobile Network Connection & Remote Access
2	Better Document Management
3	ITT as an Analyst & Innovator / Transformer
4	Less Restrictive Security Measures
5	File and Information-Sharing with External Stakeholders
6	Human Resource Inventory
7	Review of Resource Staffing Software
8	Better Customer Service / Service Desk Feedback Mechanisms
9	Expanded Hours of Operation
10	More Built-for-Purpose Maintenance & Asset Management Software
11	Formalized Training on Technology / ITT Superusers
12	Move Disaster Management Content Online
13	Innovative Mapping Software



Planning, Development, & Recreation

Building & Bylaw

Rank	ITT Need
1	Better Customer Service from ITT
2	Increased Mobile Data for Staff
3	Moving Paperless
4	ITT as an Analyst & Innovator / Transformer
5	Reassessment of Provisioned Devices

Planning & Economic Development

Rank	ITT Need
1	Increased Functionality of Smart Phones / Mobile Devices
2	File Management including Better File Sharing
3	Increased Online Citizen Interaction Capabilities
4	ITT as an Analyst & Innovator / Transformer
5	More Technology Training
6	Efficient Submission / Tracking of ITT Service Desk Requests

Recreation & Facilities

Rank	ITT Need
1	ITT as an Analyst & Innovator / Transformer
2	Providing Additional Training on New Software / Technology
3	Clarity around ITT Requests / Escalation of Ticket or Issue Priority
4	Access to Full ITT Functionality without Having to Call ITT



Social & Housing Services

Rank	ITT Need
1	Transparency into ITT Business Continuity Model
2	ITT as an Analyst & Innovator / Transformer
3	Better Customer Service from ITT
4	Robust & Secure File Sharing
5	More Inclusive Training Options for Corporate Wide Applications



10.2.2 Business Solutions Assessment Model & Methodology

In order to provide the City with a framework and overarching methodology to carry out critical governance processes around ITT planning, budgeting, procurement, and project management, RSM developed a proposed Business Solutions Assessment Model & Methodology (BSAMM) which should be built upon and embedded within the City's ITT governance.

The proposed BSAMM is a mechanism by which projects can be prioritized and initiated and ensures that the City is able to maximize the value creation of its resources and spending.

Components	Function(s)
Long-Term Project Planning & Prioritization	Annual process designed to elicit organizational ITT needs for the next 3-5 years and prioritize those needs using agreed upon criteria. This should be done in alignment with the ITT Long-Term Project Planning & Prioritization Policy
Project Initiation & Gating	Annual process designed to further filter the highest priority needs through high-level analysis, business case development, and project planning. Needs will be filtered through gates that ensure effort is expended only on high-value items
Project Governance	Monthly reporting process to ensure project updates are communicated,



Components	Function(s)
	project demand and resource capacity are well understood, resource allocation is planned appropriately, and risks are understood and mitigated
In-Year Small Project & Enhancement Intake	Quarterly process that prioritizes enhancements, less rigorously than the long-term planning process, and is managed through release management. This should be done in alignment with the In-Year Small Project & Enhancement Intake Policy
Annual Governance Process Review	Process used to review the entire ITT Project Prioritization and Governance project to ensure continual improvement

BSAMM Governance Structure

It is recommended that the BSAMM and accompanying governance be directed, facilitated, and monitored by an ITT Steering Committee comprised of organizational leadership. RSM recommends that the ITT Steering Committee be comprised of the CAO, the General Manager of Financial Services, an ITT Manager and ITT Supervisor, and two other General Managers to be determined by the City through the development of the terms of reference. The structure is



designed to ensure there is top-down buy in across the organization and ensures that there is common messaging being disseminated.

The responsibilities of the ITT Steering Committee include:

- Facilitating the long-term planning and prioritization of ITT projects in accordance with the ITT Long-Term Project Planning & Prioritization Policy
- Facilitating in-year project planning and prioritization of small ITT projects, software requests, and enhancements in accordance with the In-Year Small Project & Enhancement Intake Policy
- Executing project initiation and gating
- Conducting the annual governance process review
- Monitoring ITT projects through quarterly project updates

Long-Term Project Planning

The long-term planning process is used to plan ITT projects 3 – 5 years into the future and determine which organizational needs are of highest priority for the current year. It should be noted that the ITTMP being developed as an output of this project will make use of the same process to provide the City with the first iteration of long-term project planning.

The long-term process planning consists of the following steps:

1. Elicitation and Categorization of Organizational Needs & Projects

The first step in the long-term planning process is to elicit organizational needs and ITT projects. This can be accomplished through conducting targeted workshops with departments, such as those conducted by RSM. However, RSM recommends that this process be streamlined through a standardized intake process as defined through the development of the ITT Long-Term Project Planning & Prioritization Policy. This will ensure the



information is aligned to the budgeting process and is received well in advance of yearly budgeting.

The organizational needs that are gathered should not include any projects or initiatives that are currently underway, and focus should be placed on their needs for the next 3 to 5 years. Once needs are gathered from across the City, they should be categorized and consolidated based on similar needs, and the prioritization process can then be initiated.

2. Development of Prioritization Criteria

Once organizational needs have been identified, categorized, and consolidated, they should be prioritized using a defined prioritization approach. RSM recommends using the Scoring Model, which is a simple yet effective method for prioritizing needs. The Scoring Model scores each business driver for the organization against a set of weighted criteria according to relative importance.

Before scoring can begin, the ITT Steering Committee must agree on the following three components:



Criteria Development

What are the key business drivers for the organization?



Criteria Weighting

What are the most important business drivers?



Criteria Scoring

How do we objectively score each business driver?



i. Criteria Development

The ITT Steering Committee must agree upon a set of criteria that will be used to rank organizational needs. In general, the criteria selected should represent key organizational drivers. The following listed criteria are examples and can be modified based on the City's priorities.

- **How does it benefit the organization?**
 - Will this project create value for the organization and staff?
 - Will other departments benefit?
- **How does it benefit our citizens?**
 - Will this project create value for citizens and society?
- **Does it reduce corporate risk?**
 - Will this project eliminate or mitigate corporate risks?
 - Risk may include, but is not limited to, legal, compliance, health safety, and/or financial
- **How does it leverage existing investments?**
 - Are other existing achievements or technological investments getting leveraged to maximize the value of existing investments?
- **How will it integrate with existing programs and platforms?**
 - Does the project integrate with existing programs and/or platforms?
- **How does it align with the organization's goals?**
 - Does the project align to the strategic objectives of the organization?



- For example, if the City has a mandate to move to cloud-based software, does this project support that mandate?
 - Is the alignment demonstrable?
- **What efficiencies will it create for the organization?**
 - Will the project drive efficiency and operational effectiveness across our program and services?
- **What is innovative about the project?**
 - Does the project enable the organization to demonstrate true innovation and create better, smarter, communities for citizens?
- **Is there an external/urgent deadline?**
 - Is the project driven by an external and/or urgent deadline such as a contract, regulatory requirement, or software end of life?

ii. **Criteria Weighting**

Criteria should then be discussed at length within the ITT Steering Committee and refined to only include criteria that accurately represent the strategic priorities of the organization. Once criteria are confirmed as being important to the prioritization of projects, weighting should be attributed to them based on their relative importance to the outcomes of the project.

iii. **Criteria Scoring**

Once a weighting has been assigned to each criterion, the ITT Steering Committee should create an objective measurement scale



to further define each criterion. This scale will be used to assign a scoring to each organizational need. Typically these are developed using a 1 to 5 scale, where scoring criteria are given to scores of one, three, and five.

The following example shows how the City could create a scale for whether a project creates cost efficiencies.

Example: Will this project produce cost savings?

1. This initiative will not produce tangible savings
2. (Intentionally Left Blank)
3. This initiative will result in tangible savings, but they are hard to measure and may not offset the full investment
4. (Intentionally Left Blank)
5. This initiative will ultimately pay for itself in tangible cost savings

3. Prioritization of Projects

The final step in the project prioritization process is for the ITT Steering Committee to score each organizational need or project against each criterion, based on the objective measurement scales. This score is then multiplied by the assigned weighting factor resulting in the criteria weighted score.

Then, each criteria weighted score, per organizational need, is summed across all criteria to get an 'Overall Weighted Score' for project prioritization. A higher 'Overall Weighted Score' signifies a higher priority need/project. A general example is shown in the table on the following page.



Organizational Need/Project	Criteria A			...	Criteria X			Overall Weighted Score
	Score	Weight	Criteria Weighted Score		Score	Weight	Criteria Weighted Score	
Project A	1 to 5	0 to 100	Score x Weight		1 to 5	0 to 100	Score x Weight	Sum of Criteria Weighted Scores
Project B	1 to 5	0 to 100	Score x Weight		1 to 5	0 to 100	Score x Weight	Sum of Criteria Weighted Scores
Project C	1 to 5	0 to 100	Score x Weight		1 to 5	0 to 100	Score x Weight	Sum of Criteria Weighted Scores



4. Roadmap Development

Once project prioritization has been completed, projects should be further categorized and prioritized by the ITT Steering Committee. This is a subjective process that provides an additional layer of expertise to ensure projects are appropriately sequenced. Besides the priority of the project, factors affecting sequencing may include project dependencies, availability of scarce resources, availability of budget, and the need to smooth demand. The roadmap being developed by RSM will act as an appropriate reference for this process.

Project Initiation & Gating

The project initiation and gating process starts by taking the top priority needs and projects identified through the Long-Term Project Planning & Prioritization and passing them through a stage-gating process to move them from planning through to the execution cycle.

There are many stage-gating processes that can be used, but the formula for them is generally the same. Project initiation is divided into distinct stages (or phases), each separated by gates, which act as decision points. The ITT Steering Committee will make a decision at each gate, based on a set of criteria, to determine whether project initiation should continue. RSM proposes that the City employ a three-gate process.

These gates, along with relevant criteria are presented in the following table. It should be noted that for more complex projects, detailed information is required for each gate. For less complex and emergency projects, high-level information can be used to expedite the process.



Gate 1: Detailed Project Plan	Gate 2: Implementation Ready	Gate 3: Post-Mortem
<p>Occurs at end of detailed project planning</p> <p>Deliverables/Outputs:</p> <ul style="list-style-type: none"> • Project Plan including: <ul style="list-style-type: none"> ○ Scope and cost of project ○ Realistic plan for completion ○ Resource requirements <ul style="list-style-type: none"> ▪ Resources identified and available ▪ All project costs well understood ○ Sponsorship in place ○ Risks evaluated ○ Benefit realization in place <p>Outcomes:</p> <ul style="list-style-type: none"> • Project is authorized to begin design/build phase 	<p>Occurs prior to implementation</p> <p>Deliverables/Outputs:</p> <ul style="list-style-type: none"> • Change management focus present throughout project <ul style="list-style-type: none"> ○ Department is ready for the change ○ ITT is ready for the change • Testing completed • Risk mitigation in place <p>Outcomes:</p> <ul style="list-style-type: none"> • Project is authorized for implementation 	<p>Occurs at the completion of the project</p> <p>Deliverables/Outputs:</p> <ul style="list-style-type: none"> • Completion of project outcomes • Validation of business outcomes • Lessons learnt • Project close-out report



Project Governance

Project governance occurs before, during, and after a project is completed.

Regular project reports should be created to communicate project updates with the project team and the stakeholders in the project. These project reports should also include resource management reporting and risk management assessments to identify and mitigate project risks.

a. Project Updates

Project updates are important for communication with both the project team and the stakeholders involved in the project. It ensures they are kept informed on the progress of the project and will help to mitigate risks due to last minute changes. Project updates should include, but are not limited to the following information:

- Current and past month activities
- Upcoming deadlines
- Updates to deliverables
- Project completion to date

b. Resource Management

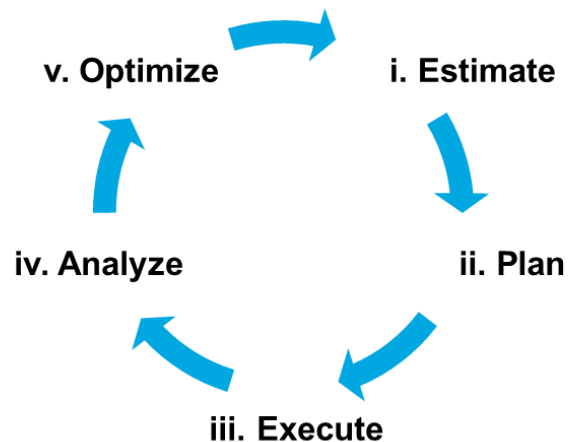
As projects move through the gating process, resource management must be considered. Resource management is an iterative process that occurs before and during project execution. This process is closely tied to demand management and will help with understanding the current and future resource needs and capacity of all projects. In addition, resource management will enable conflict resolution for resource use for current and future projects. It is recommended that resource management and reporting be completed monthly.



Resource management can be done iteratively and in real time using enterprise resource management processes. It will enable the City to understand resource demand, capacity and available resources, and conflicts and constraints related to the usage of resources.

The resource management lifecycle explains the process by which resource management should be carried out:

- i. **Estimate:** Understanding the high-level scope, key milestones, availability of required roles for current and future month projects. Understanding the resource allocation needed based on previous month projections.



- ii. **Plan:** Allocate the resources needed for the current and future month projects. This is based on the previous month data.
- iii. **Execute:** Scheduled resources start their assignments for current month projects and understand their need for future month projects. Track the resource use during this time. Understand that projects might need more resources overtime, and this could affect future allocation.
- iv. **Analyze:** Collect data constantly to understand where resources are being improperly allocated or where additional resources are needed. Use data to understand challenges in resource allocation (over resourced or under resourced, conflicts with resource demand)



v. **Optimize:** Optimize as you go, relocate resources as needed.

Understand what needs to be changed for the future month. This will formulate the future month estimation for resource allocation.

Each monthly resource management cycle should include reporting as well, including, but not limited to reporting on:

- **Resource Availability, Utilization, & Allocation:** Including a breakdown of all resource allocation requests, committed allocations, availability, and capacity hours. It should also include committed and forecasted resource utilization
- **Recommendations & Conflict Resolution:** Including recommendations for resource allocation and for resource conflict resolution to inform future decisions
- **Current and Future Project Breakdown:** Including current and future project breakdown to understand where resources are currently allocated and where they will need to be allocated for upcoming projects which will complement the resource availability, utilization, and allocation



c. Risk Management

Risk management is used to understand and evaluate the risks in the project. It is important that all stakeholders are aware of risks and the proper measures to take in order to avoid them.

Risk management reporting should include the risk, the likelihood of that risk happening, the impact of that risk, the mitigating factor for the risk, and a designated responsibility for the risk. Risk levels can be determined from a risk matrix, such as the following.

		Impact →				
		Negligible	Minor	Moderate	Significant	Severe
Likelihood ↑	Almost Certain	Low Med	Medium	Med Hi	High	High
	Likely	Low	Low Med	Medium	Med Hi	High
	Possible	Low	Low Med	Medium	Med Hi	Med Hi
	Unlikely	Low	Low Med	Low Med	Medium	Med Hi
	Rare	Low	Low	Low Med	Medium	Medium



In-Year Small Project & Enhancement Intake

Small, unplanned, or ad hoc projects or enhancements, such as those for enterprise applications, should adhere to a less rigorous prioritization approach than Long-Term Project Planning & Prioritization. They should occur at a time that aligns to the current needs and capacity of the City and in alignment with budget.

While small projects should follow a lean version of the Long-Term Project Planning & Prioritization stage gating process, enhancements should be managed through a release management process, similar to the following.

Release Management Process



Identify Potential Changes

Departments address their individual enterprise application needs

Group and Prioritize Changes

Group of affected users, chaired by the application owner, groups and prioritizes changes based on departmental needs.

Establish Upcoming Release

ITT receives, internally prioritizes, plans, and develops relevant upcoming releases for delivery

Deliver the Release

Happens over the course of the determined time frame and can be concurrent with next release planning



Annual Overall Process Review

The overall BSAMM should be reviewed on an annual basis to ensure continual improvement and ascertain whether the process is still effective and still aligns with organizational needs.

This review requires the ITT Steering Committee to review the following:

Components	Review
ITT Steering Committee Structure, Roles, & Responsibilities	Ensure the members of the IT Investment Committee are performing their duties and add, remove, or replace members as needed
Long-term Project Planning & Prioritization Process	Ensure the prioritization approach (criteria, weighting, scales) are still representative of the priorities of the organization
Project Initiation & Gating	Determine whether the gating process is allowing the right projects through and is doing so in an effective manner
Resource Management	Understand how resources were being managed and ensure that they are being managed in a way that facilitates ongoing and future project development
Small Projects & Enhancements Process	Ensure enhancements are properly prioritized and released based on departmental and organizational needs



10.2.3 Municipal Scan Data

	Cornwall	Chatham-Kent	Peterborough	Kingston
Capacity & Staffing Metrics				
Number of IT Staff	5* (currently active)	36.6	21	44
Number of Users Supported by IT Staff	550	1,796	1,325	1,200
Number of Departments	9 (44 divisions)	7	Four departments, Fire Services, Corporate and Legislative Services, Infrastructure and Planning, Community Services	25
Number of Citizens	47,100	108,117	82,094	159,000
Number of Facilities (Buildings)	23	120	27	65
Number of Desktops	500	411 Desktops/785 Laptops/140 Tablets/148 chrome devices/>2500 Network Devices	1,100 (includes laptops)	1,562



	Cornwall	Chatham-Kent	Peterborough	Kingston
Number of Phones	500	500	Cell phones or Office Desk phones?	546 Cell / 700 Desk
Number of Supported Applications	86	59	94 Corporate Applications. This does not include desktop software like the MS Office Suite etc.	184
Percentage of IT Outsourced	0%	Print Management Services - approximately 3%	None	10% (very rough estimate)
Service Metrics				
Average Number of IT Tickets Per Year	4,922	9,700	6,500	11,000
Average Resolution Time per Ticket	Not available	N/A	Average resolution time for critical/high priority tickets is 4.5 hours	SLA attainment is at 83%. (Average close time not available as yet)
Percentage of Total IT Tickets Received Afterhours	Before 8:30 = 9.25% After 4:30 = 4.41% 13.66% total after hours	N/A	Metric not currently tracked. IT staff are not officially on-call however there is a	6 or less per week on average. There has been rise since the increase in remote work



	Cornwall	Chatham-Kent	Peterborough	Kingston
			Call-Out procedure that users can utilize	
Online Services				
Basic Property & Assessment Information	Yes	Property Tax Information Service (basic property information for realtors; self-service tax certificate generation for lawyers)	Some basic property information is available online through our GIS (ESRI)	Yes
Garbage or Snow Removal	Yes	Snow Plow Tracker Application; MyWaste App for Garbage and Recycling; GIS Mapping Service for garbage and recycling zones	Not applicable	Collection calendar and email or text reminders / Snow plow Tracker
Sign Up Recreation Programs	Yes	PerfectMind Online Registration	Yes, application is called Perfect Mind	Yes - Perfect Mind
Payment for Recreation Programs	Yes	PerfectMind Online Registration	Yes, application is called Perfect Mind	Yes - Perfect Mind



	Cornwall	Chatham-Kent	Peterborough	Kingston
Application for Licenses	No. CityView used internally	N/A. CityView used internally only	Not applicable (some available online, Marriage)	Yes - Pet, Marriage. Business planned for in next 12-24 months
Payment for Licenses	No. CityView used internally	N/A. CityView used internally only	Not applicable (some available online, Marriage)	Yes -Pet.
Application for Permits	No. CityView used internally	N/A. CityView used internally only	Not applicable (RFP in process)	Yes. Accella - Development applications and building permits.
Payment for Permits	No. CityView used internally	N/A. CityView used internally only	Not applicable (RFP in process)	Yes - Parking.
Report a Problem (Pothole, Graffiti, etc.)	Yes	Microsoft Dynamics CRM being implemented in 2021. Active Citizen Response (internal only) being replaced.	Yes, this is done through our website (eSolutions)	Yes - Oracle Service Cloud CRM
Support & Infrastructure Metrics				
Number of Servers	138	298	250	500 (490 virtual + 10 physical)
Percent of Cloud Servers	0%	2%	Have a number of third party hosted or SaaS applications such as Website,	98% (private cloud)



	Cornwall	Chatham-Kent	Peterborough	Kingston
			Recreation and Facility Booking, Office 365, SAP Success Factors, Office 365 Backup) Currently exploring what IT Infrastructure or workloads/apps could be candidates to move to the Cloud	
Number of System Admins	1	2	3 (with temporary funding for a 4th due to one planned retirement in next year)	2 (sys admin) + 2(net admin) + 3(DBA) + 1(security admin)
Percent of Business Facing Applications in the Cloud	15	?	Between 10 and 15%	15%
Do they have O365?	Yes	Implementation Project in Progress 2021. Some features such as OneDrive in production.	Yes, currently using Exchange Online, Teams, SharePoint Online and piloting OneDrive and Power	Yes



	Cornwall	Chatham-Kent	Peterborough	Kingston
			BI. Also piloting Teams Telephony	
Have they rolled out Teams and SharePoint organization-wide?	Have rolled out Teams. SharePoint Implementation and roll out to begin in 2021	Microsoft 365 Implementation Project in Progress 2021. Replaces Corporate Intranet based on SharePoint 2010. Public Website also based on SharePoint hosted on Azure.	All Office staff have Teams as well as Outside workers that require it. SharePoint is currently used by the majority of Office staff with further deployments planned.	In progress - all staff have access but have not converted all shared drives as yet
Program Metrics				
Number of Community Facing Programs They are Responsible For	3	5		6
What Community Programs are They Responsible	Fire Services, Home for the Aged, Infrastructure, Transit, Municipal Works, Paramedic Services,	Police, Fire & Emergency Services, Housing Services, Public Health, Public Utilities Commission,	Social Housing, Social Services, Arenas, Recreation, Library, Economic Development, Public	Fire and Rescue; Housing; Social Services; Residential Long-term Care; Recreation Programs;



	Cornwall	Chatham-Kent	Peterborough	Kingston
For? (Paramedic, Social Services, Housing Services, etc.)	Planning, Economic Development, Recreation Services, Social and Housing Services, Building and Bylaw	Employment and Social Services, Provincial Offences Court, Child & Early Years Services, Long-term Care Facility, Public Library, Planning Services, Building and Enforcement Services, Economic Development, Resident Attraction & Retention, Customer Service, Clerk's Office, Licensing, Recreation Programs, Recreation Facilities, Cemeteries, Drainage Management, Waste Management	Works, Transit, Waste Water, Provincial Offences, Art Gallery, Waste Management, Building and Planning, Clerks Office)	Municipal Fee Assistance Program
Does their IT support 911?	No	Partially - Senior Network Administration, Security and 911 Data	Yes, we provide IT support to the Peterborough Fire and Police Service	No



	Cornwall	Chatham-Kent	Peterborough	Kingston
		Management. Police have local systems support IT staff for line of business applications and vendor support for CAD System.		
Spending Metrics				
Total City Capital Budget (2021)	\$37,129,200	\$6,340,000 (the \$6.34M is the capital reserve annual amount. Total lifecycle budget is \$62.09M, this includes the capital reserve amount)	\$70,700,000	\$76,800,000
Total City Operating Budget (2021)	\$179,258,389	\$279,900,000	\$292,240,613	\$395,000,000
IT Capital Budget (2021)	\$200,000	\$0	\$1,434,000	\$5,100,000



	Cornwall	Chatham-Kent	Peterborough	Kingston
IT Operating Budget (2021)	\$2,227,882	\$8,510,000	\$5,179,931	\$42,000,000
Do they have IT reserves?	No	Yes, lifecycle reserves of \$1,740,000	Yes	Yes - Technology Reserve Fund
If Yes, What Percentage of their IT Budget are Reserves?	N/A	20.48%	This varies year to year.	60% of Capital Budget



10.2.4 Detailed Organizational Recommendations & Guidance

The organizational recommendations in this appendix disclose further details regarding potential restructuring of ITT in addition to the recommendations presented in 7.2 Detailed Recommendations. As such, this section should be read in conjunction with section 7.2.1 People.

Due to recent vacancies and limited staff, as well as the increased demand for technology, ITT is experiencing capacity constraints which have been heightened by the challenges brought on by the COVID-19 pandemic. The current staffing levels prevent ITT from meeting the desired levels of service and support from the City. Gaps in ITT's structure also impede ITT from efficiently and effectively executing strategic planning both for ITT and for the organization as a whole, with respect to technology. Moreover, existing job descriptions for certain ITT positions do not accurately represent their current and expected future responsibilities. These capacity and capability gaps need to be addressed as ITT continues to improve its role as a strategic partner to the City.

The following details recommendations which were developed following the current state workshops, including the in-depth insights gathered through the ITT one-on-one meetings and reviewing current job descriptions. They are targeted at positioning the City and ITT to address capacity and capability gaps through additional staff and updated roles and responsibilities, as well as enabling ITT to facilitate better strategic and operational planning through structural changes.

These organizational changes will assist the City to address People related gaps. Specifically, they will provide the department with the necessary roles to plan, implement, and monitor strategic initiatives, enforce governance, and improve their role as Guard and Operator and move towards playing the role of Analyst and Innovator / Transformer.



10.2.4.1 Implement Structure Changes

The City's ITT team has undergone several changes over the last 20 years. Some of the most notable recent changes have been the restructuring of all ITT staff to be non-unionized positions, except for the Infrastructure Analyst position which will occur either through retirement, a departure, or a renegotiation of their contract between HR and the union. Additionally, both their ITT Supervisor and Application Support Specialist have retired, and two new Operations Support Specialists have been hired within the last 4 years. Figure 10.2.4.1a shows the current state of the ITT team.

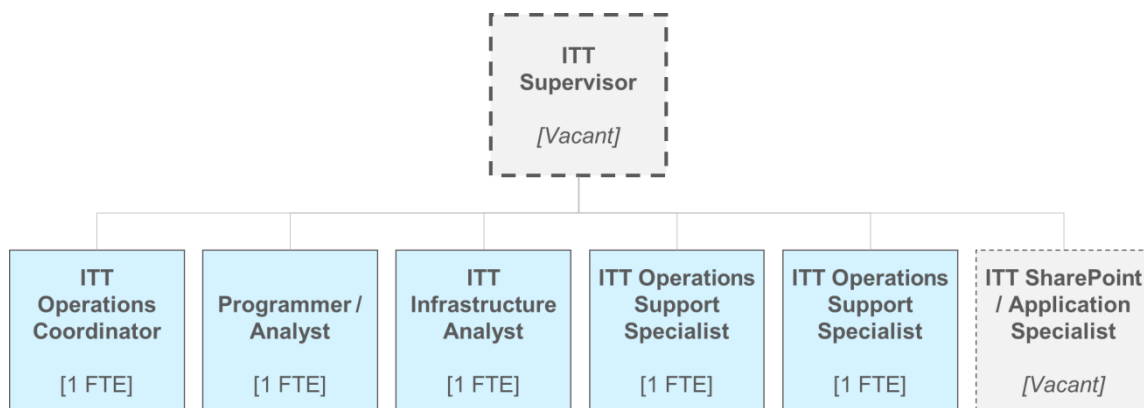


Figure 10.2.4.1a. Current State ITT Structure

In order to set the foundation for the ITT department to execute on both the near- and long-term needs of the organization, RSM recommends that the structure of the ITT department be adjusted. These adjustments should address the capacities issues within the department, as well as gaps in both the strategic planning and business analysis functions that exist due to the lack of a Manager position between the ITT Supervisor function and the General Manager of Finance function. As a result, the following structure changes are recommended. Figure 10.2.4.1b, on the following page shows the proposed future state of the ITT team resulting from the proposed structure changes.

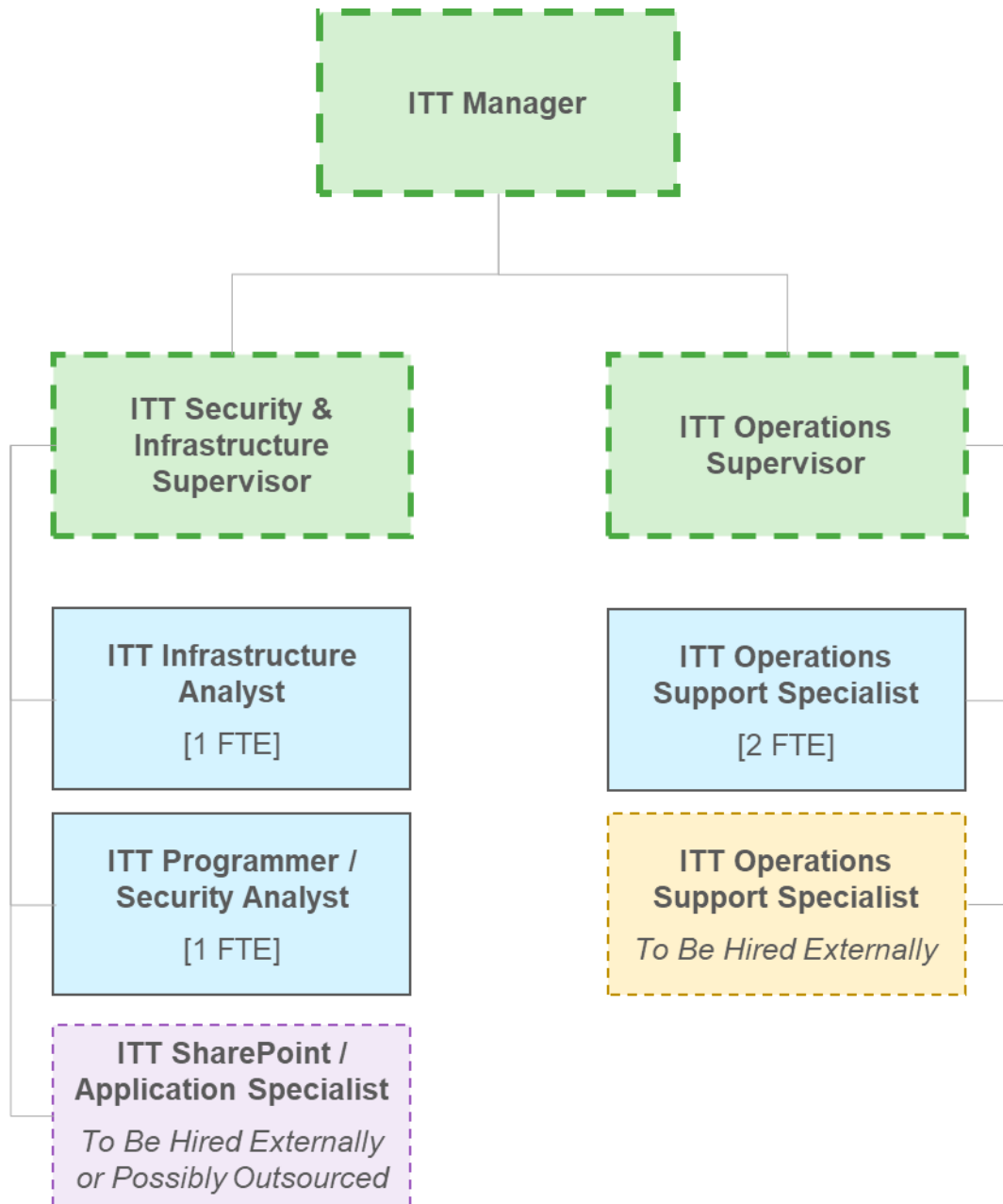


Figure 10.2.4.1b. Proposed Future State ITT Structure



The organizational charts presented in 10.2.4.3 Municipal Comparator IT Organizational Charts were referenced to develop the recommended structure changes. There is a clear direction that has been taken by both organizational comparators; specifically, both municipalities have supervisors or managers for each specialized function of IT that report into a CIO or director. While there are contextual differences between the organizations, as the City grows and with an increasing need for ITT support this type of realigned structure may more adequately fit with organizational needs and the perceived role of ITT into the future. This, along with our analysis and assessment of the structure has been factored into the suggested structure change considerations.

These structure changes will introduce new functional roles within ITT and repurpose roles that currently exist, whether they are filled or vacant. These roles are detailed further below:

i. Create and Hire for an ITT Manager Position

There exists a lack of strategic direction and governance within the ITT department, from a limited long-term planning and policies perspective. Further to this issue is the gap between the ITT Supervisor position and the General Manager of Financial Services in terms of a decision-making role. The absence of a specific “manager” role is inhibiting ITT from executing on specific strategic initiatives, such as the development and approval of policies. RSM therefore identified the need for an ITT Manager position. This role would hold a higher level of authority than the ITT Supervisor position to facilitate better ITT Governance and be responsible for the long-term strategic planning of the ITT department, including how ITT is being used organization-wide. As such, they would play a key role in both the large and small ITT software and project intake process, and sitting on the ITT Steering Committee.



This role would coordinate with the ITT Operations Supervisor and ITT Security & Infrastructure Supervisor, as detailed in the following sections, to ensure the day-to-day operations and strategic initiatives of the ITT department are in alignment with and support the long-term strategic planning.

ii. ITT Supervisor

This existing role is currently vacant. RSM recommends that this position be duplicated to accommodate Supervisor positions for both ITT Operations and ITT Security & Infrastructure, described as follows.

ITT Operations Supervisor

Based on conversations with both ITT and the departments, there is an overall desire for ITT to better understand the needs of the business and provide support to them to execute on their ITT related initiatives.

Specifically, this includes:

- Project Management (i.e. participating in the due diligence and requirements gathering processes);
- Solution Implementation Advisory;
- Monitoring of Ongoing Sustainability of Technology Solutions; and
- Strategic Analysis and Direction (i.e. working with the business to understand their needs and help to identify market solutions and innovations that could be applicable).

RSM therefore recommends that the City consider the current ITT Operations Coordinator position be repurposed as an ITT Operations Supervisor to partially replace, as well as enhance, the function of the ITT Supervisor role.



The purpose of the role would be to provide strategic, innovative, and forward-thinking expertise to the ITT department and be accountable for the operational activities of the ITT division, as well as the relationship between ITT and the business. As such, this role would collaborate with decision-makers and lend their expertise to ITT strategic planning under the guidance of the ITT Manager.

Additionally, this role would work closely with the ITT Manager and ITT Security & Infrastructure Supervisor to execute on the strategic direction of the ITT department through operations, as well as to ensure adherence to ITT governance and facilitate long-term planning initiatives.

ITT Security & Infrastructure Supervisor

Similarly to the ITT Operations Supervisor, RSM recommends that the City consider an ITT Security & Infrastructure Supervisor to partially replace as well as enhance the function of the ITT Supervisor role. The purpose of this role would be to provide strategic direction, expertise, and oversight to IT security and information risk management, network infrastructure, hardware and software management, system integration, enterprise application development, and telecommunications. Although the current ITT Operations Coordinator manages some of these functions presently, it would be a better fit under this new supervisor role. Regardless, the distribution of responsibilities should be discussed the ITT Manager and the two ITT Supervisors to ensure the best and highest value distribution of responsibilities.

This role would collaborate with decision-makers and lend their expertise to ITT strategic planning under the guidance of the ITT Manager.

Additionally, this role would work closely with the ITT Manager and ITT Operations Supervisor to execute on the strategic direction of the ITT



department through security and infrastructure, as well as to ensure adherence to ITT governance and facilitate long-term planning initiatives.

iii. ITT SharePoint/Application Specialist

This position, formerly the Application Support Specialist, was recently vacated due to a retirement. This position is responsible for training on certain enterprise applications, namely Telestaff, for support, upgrading, and troubleshooting.

This role was recently changed to SharePoint/Application Specialist based on the departmental need for a role who is specialized in SharePoint and O365 to continue the rollout of office productivity tools – specifically SharePoint and MS Teams.

RSM recommends that consideration should be made to prioritize hiring a third ITT Operations Support Specialist to address immediate capacity concerns in the department. Consideration can be made by the City as to whether this is a role that could be hired for or temporarily outsourced, with the ability to provide knowledge transfer to the ITT team.

iv. ITT Operations Support Specialist

There are currently two existing ITT Operations Support Specialists and RSM recommends the consideration for hiring a third to address the immediate capacity needs in the department. Per conversations with the City, there is a need to provide additional capacity in the ITT department to enable more strategic operations.

10.2.4.2 Update the Definition of ITT Roles & Responsibilities

The structural changes proposed in the previous section go hand-in-hand with updating ITT staff job descriptions. This includes defining, and in some cases redefining, ITT roles and responsibilities to ensure expectations can be set both within the ITT department and throughout the organization. This recommendation



will enable the City to set expectations for any new or changed positions, as well as existing positions whose roles and responsibilities have changed.

ITT should work together with the HR department to update these job descriptions and ensure that the new roles and responsibilities are properly adhered to and updated on a regular basis as the demands from ITT change.

The following considerations for job description and role and responsibility changes are based on additional or updated roles detailed in the previous section.

i. ITT Manager

The responsibilities of the ITT Manager should reflect the needs of the ITT department to have a manager that can provide authority to execute on strategic and governance related initiatives. Their responsibilities should include, but should not be limited to, the following:

- Developing and facilitating ITT governance, including policies, procedures, service standards, and SLA.
- Sitting on the ITT Steering Committee as part of the Business Solutions Assessment Model & Methodology.
- Developing and supporting the execution of long-term ITT strategic planning, including how technology is being used organization-wide.
- Coordinate and plan with the ITT Operations Supervisor and ITT Security & Infrastructure Supervisor to ensure the day-to-day operations and strategic initiatives of the ITT department align with and support the long-term strategic planning.



ii. ITT Operations Supervisor

The responsibilities of the ITT Operations Supervisor role should be updated based on the ITT Supervisor and ITT Operations Coordinator job posting to include the following:

- Executing, monitoring, and reporting on the strategic direction of the ITT department in coordination with the ITT Manager.
- Sitting on the ITT Steering Committee and ensuring ITT governance is adhered to and reporting any issues or necessary changes to the ITT Manager, including monitoring the yearly intake process for project planning, as well as monitoring the in-year small project intake process, as part of the Business Solutions Assessment Model & Methodology.
- Executing and monitoring ITT project management in coordination with the ITT Manager and ITT Security & Infrastructure Supervisor.
- Developing an inventory of ITT solutions and holistically considering their applicability to the Corporation as a whole.
- On the back of the ITT solution inventory, develop an application criticality ranking that will drive the creation of service levels based on the organizational and departmental criticality of applications.
- Facilitating the yearly project intake and planning information gathering in conjunction with the ITT Manager.
- Analysis of service desk information and data to create solutions to common issues and improve service delivery to business.
- Monitoring and lending a hand to the operational side of ITT (service desk) to ensure the service meets identified service standards.



- Understanding service satisfaction and opportunities for improvement through data analysis and interaction/engagement with business.

iii. ITT Security & Infrastructure Supervisor

The ITT Security & Infrastructure Supervisor and their roles and responsibilities should include, but are not limited to:

- Executing on, monitoring, and reporting on the strategic direction of the ITT department in coordination with the ITT Manager.
- Sitting on the ITT Steering Committee and ensuring ITT governance is adhered to and reporting any issues or necessary changes to the ITT Manager, including monitoring the yearly intake process for project planning, as well as monitoring the in-year small project intake process, as part of the Business Solutions Assessment Model & Methodology.
- Executing and monitoring ITT project management in coordination with the ITT Manager and ITT Operations Supervisor.
- Customization of SharePoint to provide better services to the organization¹.
- Focused customization and improvement of security applications and technology to provide better security, while reducing limitations. This includes better using applications such as Darktrace to improve and automate security functions.

The Responsibility Assessment Matrix (RASCI - Responsible, Accountable, Support, Consulted, Informed) presented in Figure 10.2.4.2a and the subsequent

¹ A SharePoint expert could be brought in to help with certain initiatives and provide knowledge transfer to ITT.



table presents the major responsibilities of the ITT team at a high-level per position and the definitions of each RASCI role, respectively.

The following legend accompanies Figure 10.2.4.2a

R	Responsible	Assigned to complete the task or deliverable.
A	Accountable	Has final decision-making authority and accountability for completion.
S	Support	Provides support to the responsible party.
C	Consulted	An adviser, stakeholder, or subject matter expert who is consulted before a decision or action.
I	Informed	Must be informed after a decision or action.



ROLES								
	Finance General Manager	ITT Manager	ITT Operations Supervisor	ITT Security & Infrastructure Supervisor	ITT Operations Support Specialist	ITT Infrastructure Analyst	ITT Programmer / Security Analyst	ITT SharePoint / Applications Specialist
Responsibility Description	Information Technology & Telecommunications ("ITT") Division							
ITT Governance (Policies, Procedures, SLAs)	C	A	R	R	I	I	I	I
ITT Steering Committee	A	R	S	S	I	I	I	I
ITT Strategic Planning	C	A	R	R	I	S	I	S
ITT Project Management	I	A	R	R	C	C	C	C
Coordination with Departments on ITT Needs (Analyst)	I	A	R	C	S	S	S	S
Analysis of Service Desk Information	I	I	A	C	R	C	C	C
Tier 1 Support (Resolution of Service Desk Tickets)	I	I	A	C	R*	R*	R*	R*
Tier 2 Support	I	I	A*	A*	C	C	C	C
ITT Server Maintenance	I	I	I	A	C	R	C	C
Customization of ITT Applications	I	I	I	A	C	C	S	R
Developing & Disseminating ITT Communications	C	A	R	R	I	I	I	I

* Responsible role is dependent on type of support *

Figure 10.2.4.2a. RASCI Matrix



In order for the City to achieve their desired future state, provide the necessary levels of service and support, and maximize the value of their investments, the fundamental structure of ITT should be repositioned. Addressing capacity and capability gaps and updating job descriptions to reflect current and future roles and responsibility needs will enable ITT to provide more efficient and effective service.

The proposed ITT organizational recommendations should be considered, in addition to the recommendations outlined in 7.2.1 People, to address the current and near-term gaps in ITT. Together these recommendations will enable ITT to play a role as an innovative, organizationally-focused stakeholder to the City pertaining to technology decisions and operations.

10.2.4.3 Municipal Comparator IT Organizational Charts

Pursuant to the municipal scan meetings conducted as part of the Future State Assessment, RSM requested the organizational charts from the municipal comparators. We were able to obtain organizational charts from the City of Kingston and the Municipality of Chatham-Kent. These can be found in Figures 10.2.4.3a and 10.2.4.3b, respectively.

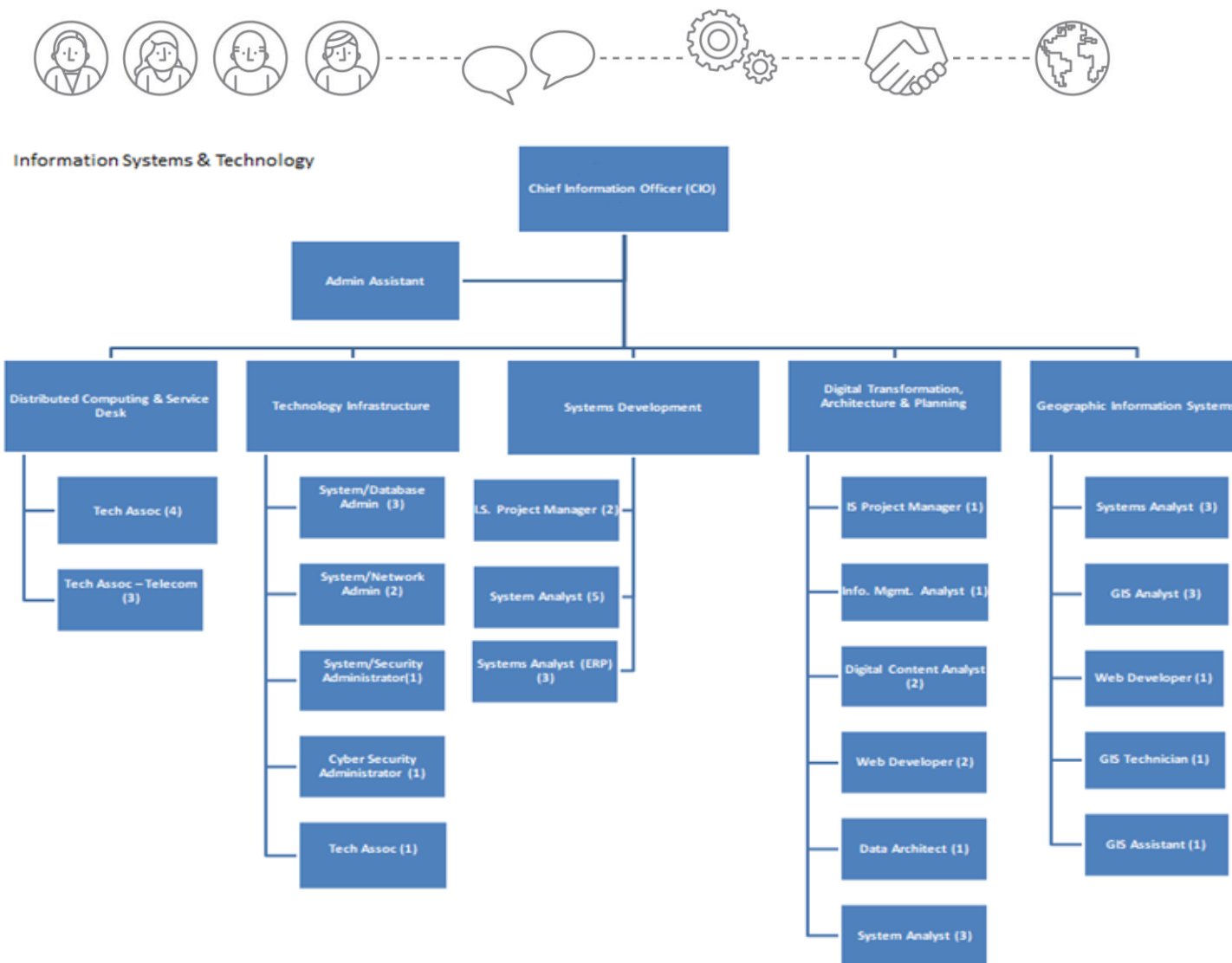


Figure 10.2.4.3a. City of Kingston IS & IT Organizational Chart



ITT Division

DIRECTOR



Figure 10.2.4.3b. Municipality of Chatham-Kent ITT Organizational Chart



10.3 Implementation Plan Appendix

10.3.1 Prioritization Criteria

The prioritization criteria outlined on the following pages were used to initially prioritize the recommendations presented in 7.0 Recommendations. The initial prioritized list of initiatives was then updated to reflect potential quick wins, City capacity and capabilities, dependencies between certain recommendations, and RSM's perception of the City's readiness to undertake the recommendations. These criteria were therefore used as an initial guide to organize recommendations by priority, however, did not dictate the final sequencing of recommendations.



Criteria	Description	Scoring Levels	Weight
Organizational Value			
Holistic Benefits	Does this initiative benefit the City as a whole, such as creating efficiencies or improved service?	1 = Benefits to only one department 3 = Benefits to a few departments 5 = Benefits to all departments	12.5%
Strategic Alignment	Is this project linked with a defined council strategy/priority or strategic priority?	1 = No, there is no linkage 3 = There is an indirect linkage 5 = Yes, it directly aligns	12.5%
Increased Accessibility of Services	Does this initiative contribute to improving the accessibility of City Services?	1 = This initiative does not contribute to improving service accessibility 3 = This initiative indirectly contributes to improving service accessibility 5 = This initiative directly contributes to improving service accessibility	5%
Frequency of Impacted Service	How frequent is the service that is impacted by this initiative?	1 = This initiative impacts a service that is rarely requested 3 = This initiative impacts a service that is requested no more than one a week 5 = This initiative impacts a service that is requested multiple times every week	10%



Criteria	Description	Scoring Levels	Weight
Associated Risk			
Risk Mitigation	Will this initiative mitigate or reduce corporate risk? Risk could include legal, health and safety, financial, environment, cyber security, privacy, reputation, service failure, etc.	1 = This project will not mitigate any identified risk(s) 3 = This project will reduce, but not eliminate associated risk(s) 5 = This project will significantly reduce or eliminate associated risk(s)	10%
Risk of Completing	If the project is undertaken, what are the risks to the City during its implementation? This could include unforeseen costs, reputational impacts, security or privacy issues, business continuity, etc.	1 = High Risk to the City if undertaken 3 = Medium Risk to the City if undertaken 5 = Low Risk to the City if undertaken	5%
Deadline (Urgency)	Is the project driven by an internal deadline/priority or external deadline such as a contract, corporate business plan, regulatory or Ministry requirement, or software end of life?	1 = No deadline/urgency 3 = Has deadline, but no immediate urgency 5 = Has deadline and immediate urgency	5%



Criteria	Description	Scoring Levels	Weight
Complexity			
Capacity / Effort Required	Does the initiative require a significant amount of technical effort, including ITT and technical readiness?	1 = This initiative is significantly complex and requires significant capacity to complete 3 = This initiative is complex and requires some capacity to complete 5 = This initiative is relatively simple and minimal capacity is required	12.5%
Integration	Does this initiative integrate well with or use an existing City system / service / solution / capability?	1 = New initiative with no integration to current operations/systems or requires significant effort to integrate 3 = Integrates with existing operations/systems with some effort 5 = Part of an existing solution/capability already in place at the City or seamlessly integrates with existing operations/systems	5%
Process Transformation Effort Required	Does the initiative require a significant amount of process transformation before it is ready?	1 = This initiative is significantly complex and requires significant process transformation effort 3 = This initiative is complex and requires some process transformation effort 5 = This initiative is relatively simple and minimal process transformation effort is required	10%



Criteria	Description	Scoring Levels	Weight
Cost Considerations			
Overall Costs vs Benefits	Does this initiative result in tangible cost savings for the City? (i.e. Do the benefits outweigh the costs and enable a Return on Investment [ROI]?)	<p>1 = This initiative will not produce tangible cost savings and therefore will not have an ROI</p> <p>3 = This initiative will result in some tangible savings, but they are either hard to measure and/or do not offset the full investment (leading to an unknown ROI)</p> <p>5 = This initiative will result in tangible cost savings that will enable an ROI</p>	12.5%



10.3.2 Accessible Implementation Plan

The following table can be used as a reference point when interpreting the Accessible Implementation Plan that is presented following the table. Start and end dates are by organized by calendar year.

Rank	Recommendation	Initiative	Term	Start	End	Estimated Duration [Months]
1	PE.1 Consider Staffing & Structure Changes	Restructure ITT to Better Service the City	Short	Already Started	2022 Q2	9
2	PE.2 Update ITT Job Descriptions	Restructure ITT to Better Service the City	Short	2021 Q3	2022 Q1	6
3	PR.5 Improve Organizational Communication	Improve ITT Service, Support, & Operations	Short	Already Started	2022 Q3	12
4	TE.4 Rollout Office 365 Suite of Products Across the Organization	Improve Critical Organization Capabilities	Short	Already Started	2022 Q3	12 (Then Ongoing)
5	PR.1 Develop, Update, & Document Policies & Procedures	Strengthen ITT Capabilities	Short	2021 Q4	2022 Q4	12



Rank	Recommendation		Initiative	Term	Start	End	Estimated Duration [Months]
6	PR.2	Improve ITT Governance Processes	Strengthen ITT Capabilities	Short	2021 Q4	2023 Q1	15
7	PE.4	Execute Comprehensive ITT Resource Planning	Restructure ITT to Better Service the City	Short	2021 Q3	N/A	Yearly
8	PE.3	Unlock Additional Capacity	Restructure ITT to Better Service the City	Short	2022 Q1	N/A	Ongoing
9	PR.3	Develop & Enforce Service Standards & Service Level Agreements	Strengthen ITT Capabilities	Short	2022 Q1	2022 Q4	12 (Then Ongoing)
10	TE.3	Continue to Improve Network Connectivity & Remote Access	Improve Critical Organization Capabilities	Short	2022 Q1	2024 Q1	24
11	PR.6	Improve Security Measures	Improve ITT Service, Support, & Operations	Medium	2022 Q3	2023 Q3	12



Rank	Recommendation		Initiative	Term	Start	End	Estimated Duration [Months]
12	TE.2	Support Increasing Citizen-Facing Digital-Services & Online Citizen Interaction Capabilities	Improve Critical Organization Capabilities	Medium	2022 Q3	N/A	Ongoing
13	PR.4	Continuously Improve the Service Desk Function	Improve ITT Service, Support, & Operations	Medium	2022 Q4	N/A	Ongoing
14	TE.1	Develop an End-User Computing Strategy	Improve Critical Organization Capabilities	Medium	2023 Q1	2024 Q1	12
15	PR.7	Improve After-Hours Support from ITT	Improve ITT Service, Support, & Operations	Long	2023 Q3	2024 Q2	9
16	PE.5	Provide Maintenance and/or Emerging Training to Increase Capacity & Capability on Enterprise Systems	Improve ITT Service, Support, & Operations	Long	2024 Q1	N/A	Ongoing
17	TE.6	Review High-Priority Applications	Support the Continuous Improvement of	Long	2024 Q1	2025 Q1	12



Rank	Recommendation	Initiative	Term	Start	End	Estimated Duration [Months]
		Departmental Operations				
18	TE.7 Improve Information-Sharing Between Departments	Support the Continuous Improvement of Departmental Operations	Long	2024 Q1	N/A	Ongoing
19	TE.5 Enhance & Establish New Departmental Capabilities	Support the Continuous Improvement of Departmental Operations	Long	2024 Q1	N/A	Ongoing

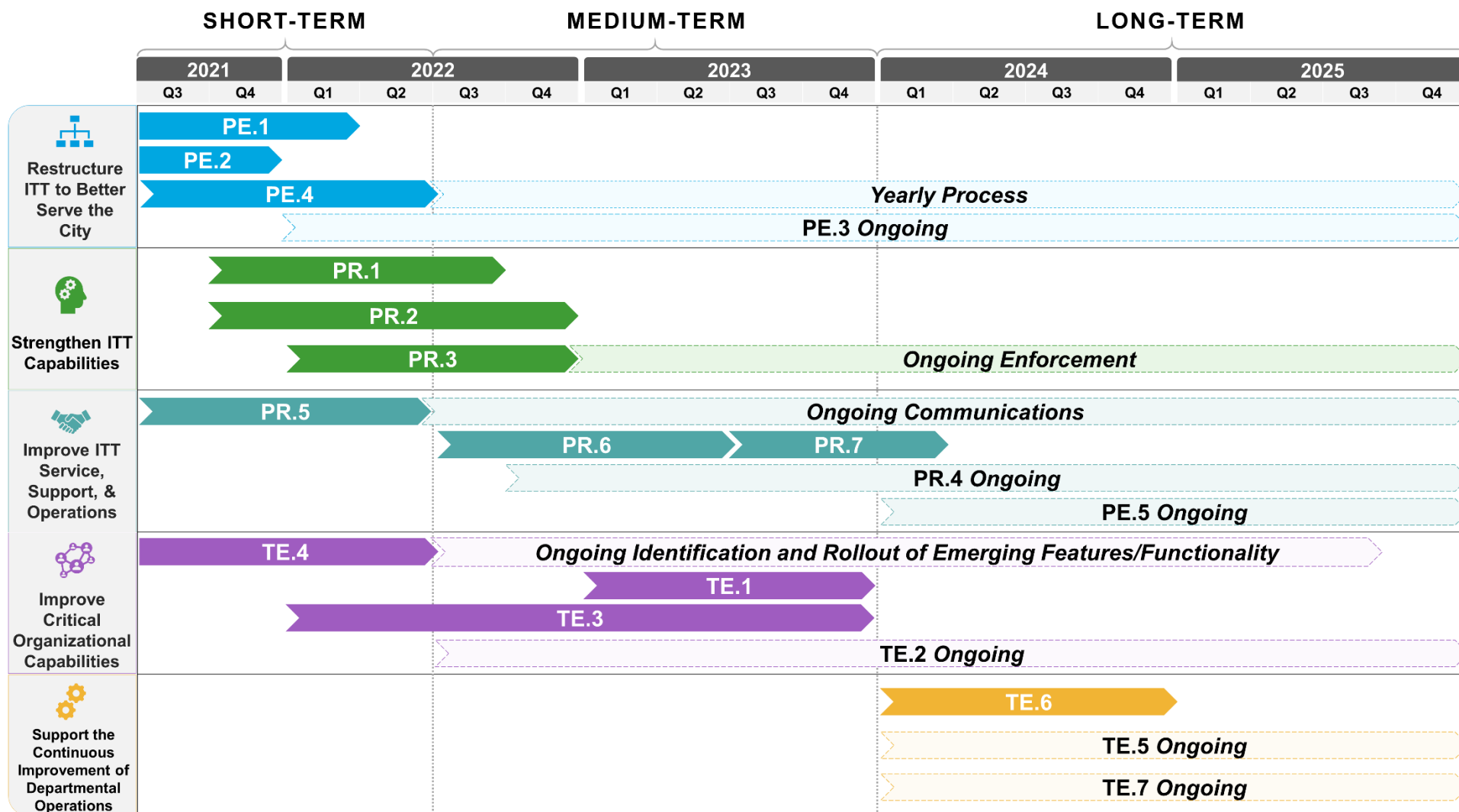


Figure 10.3.2a. Accessible Implementation Plan

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

Department: Corporate Services
Division: Clerk's Division
Report Number: 2021-94-Corporate Services
Prepared By: Manon Levesque, City Clerk
Meeting Date: June 28, 2021
Subject: Process to Fill a Vacant Seat of Council

Purpose

To provide Council with information on the process to fill a vacant seat of Council.

Recommendation

That Council choose from one of the following three options:

- a. Appoint the first non-elected candidate for the position of Council Member during its last municipal election to fill the vacancy, subject to conditions in accordance to the *Municipal Election Act*; or
- b. Require a by-election to be held to fill the vacancy in accordance with the *Municipal Election Act, 1996*; or
- c. Fill the vacancy by appointing a person who has consented to accept the office if appointed.

Background / Discussion

On Monday, July 8, 2021, Council selected Glen G. Grant to be its Mayor.

With Glen G. Grant being appointed Mayor, a vacancy has occurred for the seat of Councillor. As outlined in the Municipal Act, where a vacancy has been created for the seat Councillor, Council will need to determine the manner in which to fill the vacancy at a Council meeting.

Subsequently, Council will need to choose one of the following three (3) options in replacing the vacant seat of Councillor within sixty (60) days of the seat being declared vacant. They are as follows:

- a. Appoint the first non-elected candidate for the position of Council Member during its last municipal election to fill the vacancy, subject to conditions in accordance to the *Municipal Election Act*; or
- b. Require a by-election to be held to fill the vacancy in accordance with the *Municipal Election Act, 1996*; or
- c. Fill the vacancy by appointing a person who has consented to accept the office if appointed.

Option A – First Non-Elected Candidate

Council can fill the vacancy by appointing the first non-elected candidate during its last municipal, election to fill the vacancy, subject to conditions in accordance to the *Municipal Election Act*.

The appointment must be made within sixty (60) days of declaring the seat vacant.

Option B - By-Election

The option of a By-election remains available to Council as well. This process would similarly follow the process and procedures of a regular election but would be for the sole purpose of replacing the seat of the Councillor.

If Council should wish to proceed with a by-election for the vacant seat, there are potentially significant costs and resources involved in conducting the by-election that could be similar to those costs of conducting a regular full election. Despite the by-election being for the one vacant seat, when considering the voting stations, tabulators, staffing, etc., these costs could potentially be materially similar to those to those costs of the 2018 election, which was approximately \$180,000.

Likewise, should Council consider a by-election to replace the vacant Councillor seat, the election would be required within 105 days of the seat being declared vacant.

The detailed timelines for this option would be as follows:

Declaration of Vacant Seat	August 9, 2021
Deadline for Adoption of By-Election By-Law (+60 days)	October 8, 2021
Voting Day (+45 days)	November 22, 2021

Option C - Council Appointment

Council can fill the vacancy by appointing a person who has consented to accept the office if appointed to fill the vacancy of the Councillor's position.

The appointment must be made within sixty (60) days of declaring the seat vacant.

Document Title:	Process to Fill a Vacant Seat of Council - 2021-94-Corporate Services.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Manon L. Levesque - Aug 3, 2021 - 10:54 AM

Geoffrey Clarke - Aug 3, 2021 - 2:29 PM

Maureen Adams - Aug 3, 2021 - 2:42 PM

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

Department: Social and Housing Services
Division: Housing Services
Report Number: 2021-26-Social and Housing Services
Prepared By: Chantal Blanchard, Program Supervisor
Meeting Date: August 9, 2021
Subject: Affordable Housing Construction Update

Purpose

To provide Council with an update on the status of the new affordable housing project at the corner of Ninth and McConnell Ave.

Recommendation

That Council receive Report 2021-26-Social and Housing Services.

Strategic Priority Implications

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

Background / Discussion

In 2020, the Ministry of Municipal Affairs and Housing approved the Social & Housing Services Department's Business Case, through Phase 2 of the Social Service Relief Funding, for construction of a new affordable housing building.

Initially, the proposed project was going to occur in two stages over a period of 2 – 3 years.

The project team decided to investigate the possibility of one larger building to be constructed from the onset, based on the following:

- 1) City of Cornwall land donation
- 2) Funding received from the Ministry of Municipal Affairs and Housing
- 3) Funds available in the Housing Revitalization Reserve
- 4) Funding from additional sources
- 5) Savings that could be realized from economies of scale

Based on additional consultations with our Architect, IBI Group, the decision was made to proceed with one larger building. This larger building will include the same features and components as the originally proposed two separate buildings.

550 Ninth St. – Affordable Housing Complex		
Rent- Geared-To-Income	25	One-bedroom units
Median Market Rent	24	One-bedroom units
Market Rent	28	One-bedroom units
Commercial Space (CAHC)	1	4100 Sq. feet

We are in the final planning stages and are scheduled to begin construction in the Fall 2021.

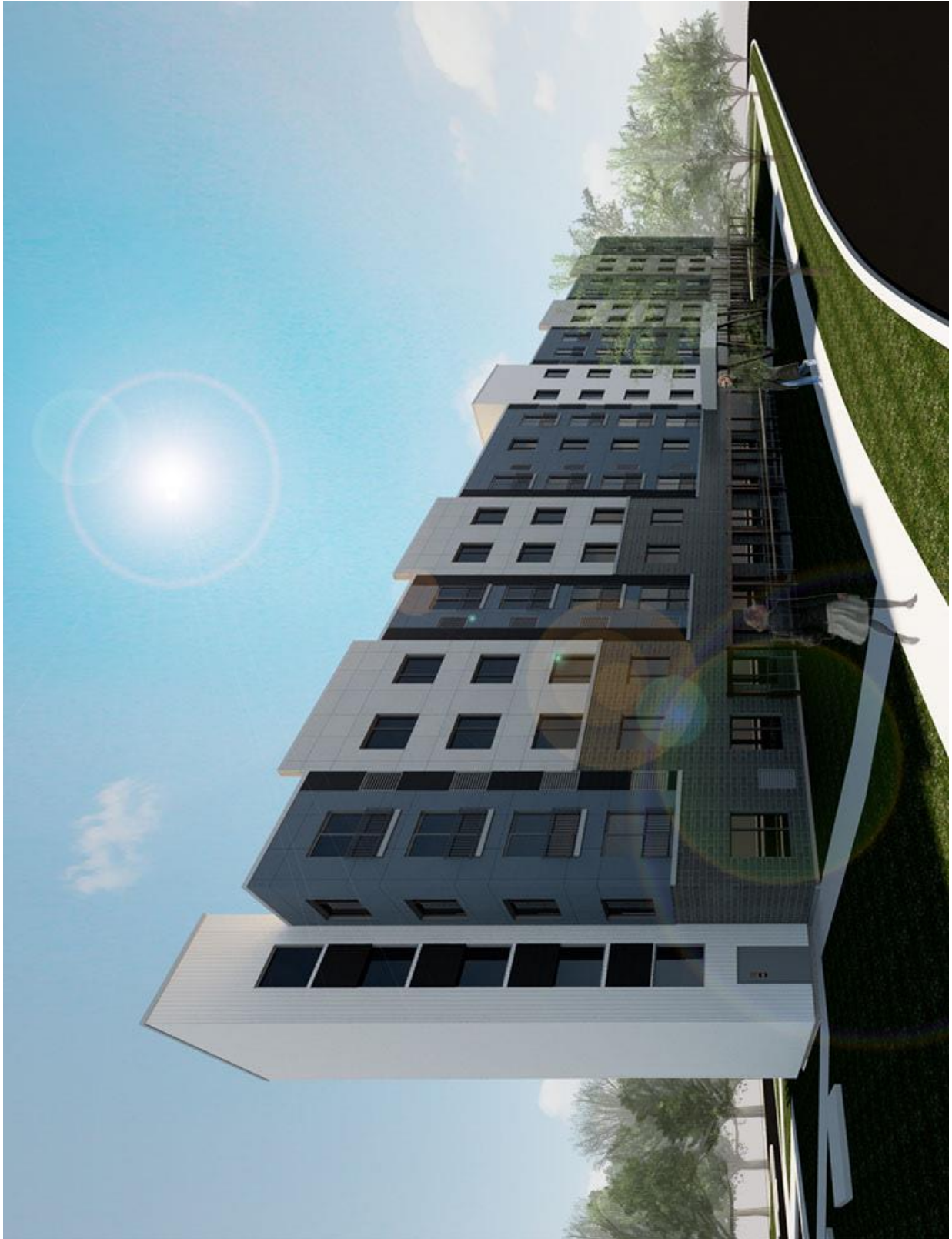
The anticipated date of occupancy is scheduled for October 1st, 2022.

Other environmentally friendly upgrades to the building, include:

- 1) Infrastructure for solar panels – making the building “solar ready”, which means when the time comes to add solar panels on the roof, the building will already have the proper electrical and structural components for a less costly/more efficient install.
- 2) Solar cladding – this type of cladding is known as “solar air heating”, it uses the power of the sun to warm up the air on its way into the heating system, doing this minimizes heating costs, carbon emissions, and energy consumption during the heating season.
- 3) Bike Station – at the north entrance to the building, there will be a bike repair station. This station consists of a stand to hold your bike at chest level, and a variety of tools (attached to the station by steel cable).
- 4) Electric vehicle charging stations – there will be an electric charging station in the parking lot. The purchase of the charging station has been partially funded through a grant.

- 5) High efficiency design principals – this building will incorporate some affordable design features that make it more efficient, will result in less carbon emissions and cut costs on heating and cooling throughout its lifespan. Some of these features will include:
- Triple pane windows, to decrease energy loss through windows due to extreme cold and heat.
 - Walls with less thermal bridging, this design technique allows less heat loss through joints and corners.
 - Increased foundation insulation, doing so will decrease the heat loss in the winter, and help cooling in the summer.
 - Air-tight building envelope, the design will focus on keeping air tightness a top priority, to help the heating and cooling systems run more efficiently.
 - 100% electric heating and cooling through heat pumps, instead of gas furnaces.
- 6) Pollinator Garden – the building will include a pollinator garden on the east side which will help provide food in the form of pollen and nectar. Pollinating species plays an important role in the ecosystem, keeping our flowers and crops healthy and alive and increasing biodiversity in the natural environment.

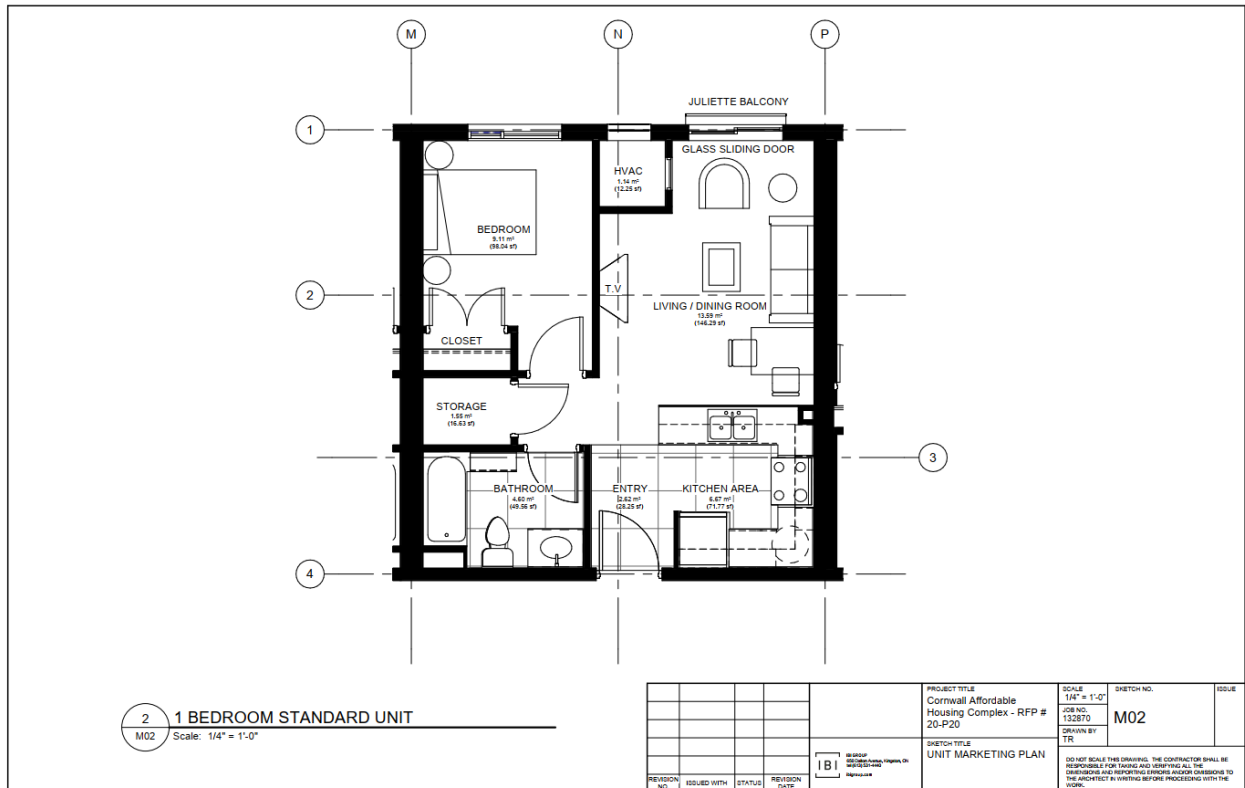
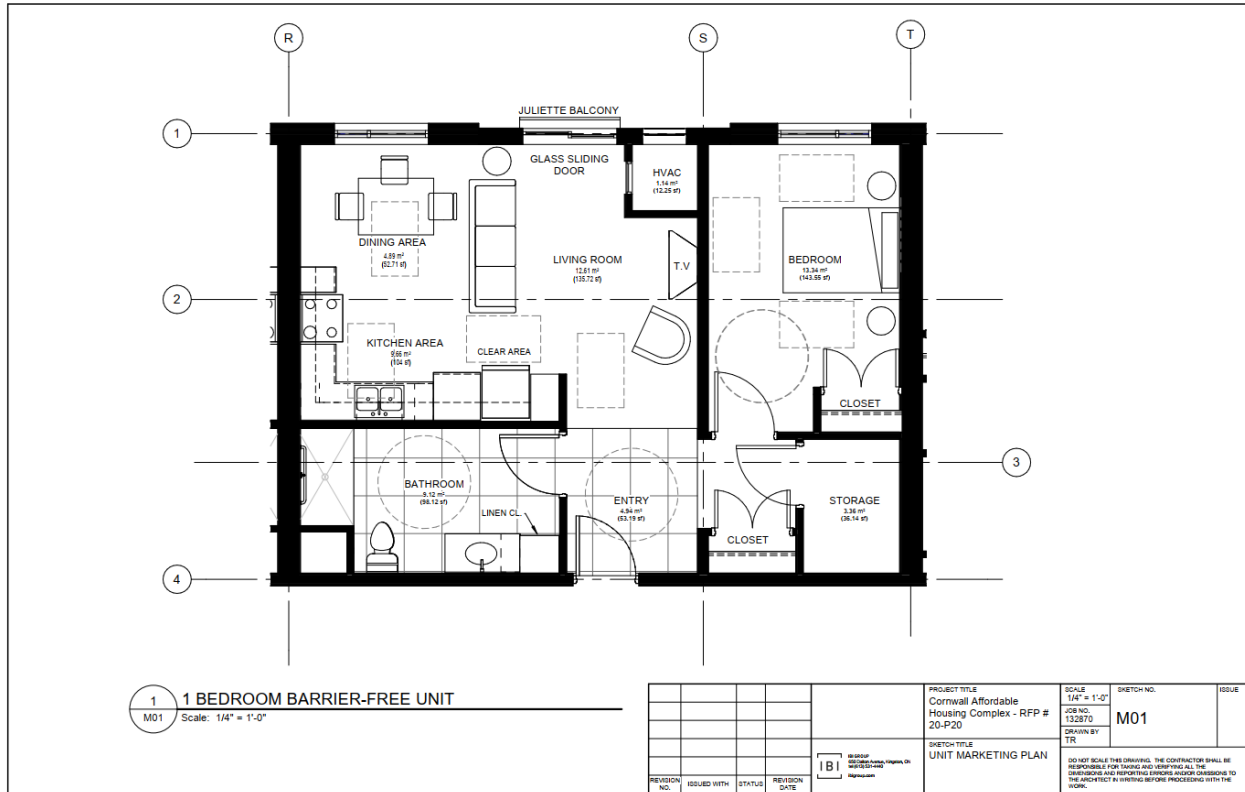
In addition, urban gardens also help lower the temperature of the city, provides shade, and help reduce flood risks by allowing rain to infiltrate the ground. Furthermore, perennials are less expensive and time consuming than planting annuals. They return each year, only require periodic weeding and mulching and one established many species are drought resistant. All in all, pollinator gardens have a good resiliency to climate change, help mitigate greenhouse gases, help reduce flood risks, and attract important pollinator species.













Main Lobby



Laundry Room

Accessibility Impact

This project is compliant with the Ontario Building Codes Barrier Free requirements and will include:

- grab bars in all the bathrooms
- signage
- increased turning space
- lowered counter heights
- increased doorway widths
- barrier free paths of travel throughout the building and property
- appropriate ramp dimensions
- outdoor turning spaces
- increased hallway and door widths
- 10+ barrier free parking spaces
- power doors

Document Title:	Affordable Housing Complex Update - 2021-26-Social and Housing Services.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Melissa Morgan - Jul 27, 2021 - 4:11 PM

Maureen Adams - Aug 4, 2021 - 4:15 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-084

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-084
Report Number: 2021-103-Corporate Services
Meeting Date: August 9, 2021
Subject: By-law to amend By-law 2020-138 and to appoint a Council Member to the Cornwall Harbour Development Corporation

Whereas Section I of the *Municipal Act, 2001*, grants a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

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

Whereas Section 203 (1) of the *Municipal Act, 2001*, authorises municipalities to establish corporations; and

Whereas Sections 203 (2) and (3) of the *Municipal Act, 2001*, grants municipalities the power to nominate the directors, officers or members to the corporation and determine their powers; and

Whereas on Monday, June 21, 2021, Bernadette Clement provided written notification to Council, Administration and the City Clerk of her resignation of the seat of the Office of the Mayor as required by the Municipal Act which was to take place immediately; and

Whereas on Monday, July 8, 2021, Council selected Glen G. Grant to be its Mayor; and

Whereas on Monday, July 12, 2021, Mayor Glen G. Grant was sworn in; and

Whereas the Council of The Corporation of the City of Cornwall shall appoint members to the Cornwall Harbour Development Corporation, to manage the Harbour lands, jointly acquired with the Mohawk Council of Akwesasne via the Port Divestiture Program.

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

1. That Mayor Glen G. Grant be and is hereby appointed as a Member of the Cornwall Harbour Development Corporation; and
2. That former Mayor Bernadette Clement be removed as a Member of the Cornwall Development Corporation; and
3. That this appointment expires at the end of the elected officials' term of office (November 2022), or until amended by By-law.
4. That the powers of the Members be those outlined in the Cornwall Harbour Development Corporation's Articles of Incorporation.

Read, signed and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-084 Appoint Council Member to Cornwall Harbour Corporation - 2021-103-CS.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Geoffrey Clarke - Aug 4, 2021 - 12:18 PM

Maureen Adams - Aug 4, 2021 - 4:16 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-085

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-085
Report Number: 2021-104-Corporate Services
Meeting Date: August 9, 2021
Subject: A By-law to amend By-laws 2019-002, 2019-009 and 2019-013 and to appoint Members of Council to Boards, Committee and Commissions for this term of Council (Cornwall Community Police Service Board) (Glen Stor Dun Lodge Board of Management) (Eastern Ontario

Whereas The Corporation of the City of Cornwall is desirous of replacing Members of Council to various Boards, Committees and Commissions for this term of Council ending November 30, 2022; and

Whereas on Monday, June 21, 2021, Bernadette Clement provided written notification to Council, Administration, and the City Clerk of her resignation of the seat of the Office of the Mayor as required by the Municipal Act which was to take place immediately; and

Whereas on Monday, July 8, 2021, Council selected Glen G. Grant to be its Mayor; and

Whereas on Monday, July 12, 2021, Mayor Glen G. Grant was sworn in.

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

1. That Councillor Elaine MacDonald be and is hereby appointed to the Cornwall Community Police Service Board and that former Mayor Bernadette Clement be removed (By-law 2019-002); and
2. That Councillor Carilyne Hébert be and is hereby appointed to the Glen Stor Dun Lodge Board of Management and that Mayor Glen G. Grant be removed (By-law 2019-009); and
3. That Mayor Glen G. Grant be and is hereby appointed to the Eastern Ontario Board of Health and that former Mayor Bernadette Clement be removed (By-Law 2019-009); and
4. That Mayor Glen G. Grant be and is hereby appointed to the Lay Appointments Committee and that former Mayor Bernadette Clement be removed (By-law 2019-009); and
5. That Mayor Glen G. Grant be and is hereby appointed to the Audit Committee and that former Mayor Bernadette Clement be removed (By-law 2019-013); and
6. That Mayor Glen G. Grant be and is hereby appointed to the Service Manager Joint Liaison Committee and that former Mayor Bernadette Clement be removed (By-law 2019-013).

Read, signed, and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-085 Appoint Members of Council to certain Boards, Committees - 2021-104-CS.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Geoffrey Clarke - Aug 4, 2021 - 12:26 PM

Maureen Adams - Aug 4, 2021 - 4:18 PM

The Corporation of the City of Cornwall

Regular Meeting of Council

By-law 2021-086

Department: Infrastructure and Municipal Works
Division: Transit
By-law Number: 2021-086
Report Number: 2021-66-Infrastructure and Municipal Works
Meeting Date: August 9, 2021
Subject: By-law to appoint Jean Marcil, Manager of Transit, as the Recognized Authority for The Corporation of the City of Cornwall under the Driver Certification Program (DC) and to repeal By-law 2013-201

Whereas the Ministry of Transportation has developed and implemented a Driver Certification Program (DCP) for training and testing related to the renewal or upgrade of certain driver licence classes and endorsements; and

Whereas The Corporation of the City of Cornwall wishes to delegate administrative representation under the Driver Certification Program; and

Whereas Jean Marcil, Manager of Transit, has been identified as the Recognized Authority Official for the Program.

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

1. That Jean Marcil, Manager of Transit, be and is hereby appointed as the Recognized Authority for The Corporation of the City of Cornwall under the Driver Certification Program; and
2. That Jean Marcil, Manager of Transit, be and is hereby authorized to sign all required documents related to the Driver Certification Program.
3. That By-law 2013-201 be and is hereby repealed.

Read, signed, and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-086 Appoint Jean Marcil as Recognized Authority DCP - 2021-66-IMW.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Bill de Wit - Aug 3, 2021 - 11:17 AM

Maureen Adams - Aug 3, 2021 - 12:41 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-087

Department: Financial Services
Division: Finance
By-law Number: 2021-087
Report Number: 2021-82-Financial Services
Meeting Date: August 9, 2021
Subject: By-law to Enter into a One Year Agreement for Auditing Services

Whereas, through RFP 16-P12 Council authorized the Corporation to enter into a contract with Craig Keen Despatie Markell LLP (now MNP LLP) for auditing services for the years 2016-2018 with the option of two one-year extensions; and

Whereas, Financial Services continues to implement a new accounting system and MNP LLP has already performed reconciliations and continuity testing between the previous system and the new system; and

Whereas, the year 2021 will be the first year where the Year End audit will be fully conducted on the City's new accounting system; and

Whereas, a contract extension with MNP LLP for one (1) year for annual auditing services for the Corporation and its consolidated agencies will ensure a timely and consistent review for the year ending 2021.



Now, therefore, be it resolved that the Council of The Corporation of the City of Cornwall enter into a one-year contract extension for external auditing services for the audit year 2021 with MNP LLP.

Read, signed and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-087 One Year Agreement for Auditing Services - 2021-82-Financial Services.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Tracey Bailey - Aug 3, 2021 - 9:49 PM

Maureen Adams - Aug 4, 2021 - 4:11 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-088

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-088
Report Number: 2021-113-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: HOTC 134 Montreal Rd Program 2

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

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

Whereas these loans are subsequently registered on title as applicable and the said Agreements as Mortgages and to further provide and administer municipal funds to the identified property owners under the HOTC Initiative (HOTC#2021-04 134 Montreal Rd); and

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

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

1. That the following specific HOTC Program 2 funding Loan Agreement to the following person(s) or their authorized Signing Officer(s) for the following properties be approved:
 - a) HOTC#2020-04 – Sarah Irwin and Shawn Smith 134 Montreal Road being Pt Lt 212 Plan 16 As In S193701; S/T & T/W S193701; Cornwall, as described in PIN#60165-0132 (LT) in the amount of \$4,906 pursuant to a Program 2 HOTC Funding (Loan) Agreement.
2. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.
3. That this Bylaw take effect on the day of passing by City Council.

That this Bylaw take effect on the day of passing by City Council. Read, signed, and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-xxx HOTC 134 Montreal Rd Program 2 - 2021-113-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 8, 2021 - 9:44 AM

Mark A. Boileau - Jul 12, 2021 - 7:50 PM

Maureen Adams - Aug 3, 2021 - 9:26 AM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-114-Planning, Development and Recreation
Prepared By: Dana McLean, Development Coordinator
Meeting Date: August 9, 2021
Subject: HOTC 134 Montreal Rd Program 2

Purpose

Explanation of Purpose and Effect for HOTC Application Program 2 – Building Restoration and Improvement Agreement to By-law for application HOTC#2021-04 134 Montreal Road

Background / Discussion

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

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

Report Approval Details

Document Title:	Note HOTC 134 Montreal Rd Program 2 - 2021-114-PDR.docx
Attachments:	
Final Approval Date:	Jul 7, 2021

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

Mark A. Boileau - Jul 7, 2021 - 2:17 PM

Maureen Adams - Jul 7, 2021 - 2:30 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-089

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-089
Report Number: 2021-122-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law to provide that sub-section 5 of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply for Lot 2 on Plan 52M53, the City of Cornwall, County of Stormont.

Whereas sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, provides that all lands within a plan of subdivision are subject to Part Lot Control; and

Whereas sub-section (7) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, authorizes the Council of the City of Cornwall to enact by-laws which provide that sub-section (5) of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply to land that are within a registered plan of subdivision as are designated in the by-law.

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

1. That subject to section (2) hereof, sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, does not apply to the following lands:
 - a. Part 1 on Plan 52R8422 being part of Lot 2, on Plan 52M53 (part of Lot 60161-0811 LT), designated for the purpose of this By-law as Parcel "A"; and

- b. Part 2 on Plan 52R8422 being part of Lot 2, on Plan 52M53 (part of Lot 60160-0811 LT), designated for the purpose of this By-law as Parcel “B”; and
 - c. All in the City of Cornwall, in the County of Stormont and registered in the Land Titles Office for the Land Titles Division of Stormont (No. 52); and
- 2. That this By-law shall take effect upon approval thereof by the City of Cornwall and in compliance with the requirements of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended.
 - 3. That further subdivision or severance of the Parcels “A”, “B”, beyond that permitted by paragraph 1 is prohibited.
 - 4. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-Law 2021-089 Part Lot Control - Lot 2, Plan 52M53 - 2021-122-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:09 PM

Mark A. Boileau - Jul 29, 2021 - 3:59 PM

Maureen Adams - Aug 3, 2021 - 12:25 PM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-124-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Note to request removal of Part Lot Control from Falcon Home Construction Inc. on Lot 2 of Registered Plan 52M-53 – Eastridge Subdivision.

Purpose

The Purpose and Effect of this By-law is to remove Part Lot Control from certain lots in the Eastridge Subdivision.

That Council approve the following:

- a) That Part Lot Control be removed from Lot 2 only of Registered Plan 52M53 – Eastridge Subdivision; and
- b) That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

It has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed.

Report Approval Details

Document Title:	Note-Part Lot Control Removal for Lot 2, Plan 52M53-Eastridge-2021-124-PDR.docx
Attachments:	- Part Lot Control Application Lot 2 - 52M53.pdf - Reference Plan 52R-8422 - Lot 2.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:12 PM

Mark A. Boileau - Jul 29, 2021 - 4:02 PM

Maureen Adams - Aug 3, 2021 - 12:32 PM

Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

***Please select which type you are applying for:**

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction.
1511 Rte 500 West
Casselman, On. K0A1M0

Phone# & Email Address

613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde.

613-408-3505

Phone# & Email Address

Stephanie @ Stephanie
Lalonde.com

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner

☐ Applicant

☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot

2

Concession

Municipality

Cornwall

Street Address

Watson Cres.

Registered Plan No.

52M53

Lot (s) No.

Reference Plan No.

52R8422

Part(s) No.

1 and 2

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☐ Yes ☒ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Mark Brisson of the Nation Municipality of _____
in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021



Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021

APPLICATION SUBMISSION REQUIREMENTS

Required documents for a complete application:

A. New applications to lift Part Lot Control:

1. Complete application form (1 copy).
2. Description of the lands from which Part Lot Control is to be lifted:
 - Lands must be identified by reference to blocks and/or lots on a registered 52M Plan.
 - If the application is to lift Part Lot Control from part of a block(s) or lot(s), land must also be identified by reference to parts on the relevant draft or deposited 52R Plan.
3. The following document (3 copies) applying to the lands from which Part Lot Control is to be lifted:
 - A Registered Plan of Subdivision (52M Plan)
4. Electronic copies of all plans in PDF format on a CD or DVD.

B. Applications to extend the time limit on a previously-enacted Part Lot Control Exemption By-law:

1. Complete Application Form (1 copy).
2. Deposited Reference Plan (52R Plan) showing the affected parcels of land (3 copies).
3. A current list of Property Identification Numbers, Municipal Addresses and Legal Descriptions of the affected parcels of land. Please list only the unconveyed properties for which the Part Lot Control Exemptions is to be extended. **DO NOT** include any lands from the original Part Lot Control Exemption that have already been conveyed (3 copies).

Technical Requirements:

All plans must be folded to 21.6 cm x 35.6 cm (8½" x 14")

Legal Requirements:

- A Registered Plan of Subdivision (52M Plan) or a deposited Reference Plan (52R Plan), and the corresponding property identification numbers (PINs) must be submitted prior to an exemption By-law being enacted and registered.
- If the development is subject to Site Plan Control, Council may enact the exemption By-law before the Site Plan Agreement is registered. However, registration of the exemption By-law will be conditional upon registration of the Site Plan Agreement and any easements.



BLOCK 26
REGISTERED PLAN 414
PIN 50151 - 0421

BLOCK 26
REGISTERED PLAN 414
PIN 50151 - 0421

BLOCK 26
REGISTERED PLAN 414
PIN 50151 - 0421

PIN 50151 - 0865
WATSON CRESCENT
(20.0m WIDE ACCORDING TO REGISTERED PLAN 52M-53)

I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE
LAND TITLES ACT.

June 28 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

PLAN 52R-8492

RECEIVED AND DEPOSITED

June 30 2021

REPRESENTATIVE FOR
LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
STORMONT No. 52

SCHEDULE

PART	LOT	PLAN	P.I.N.	AREA
1	ALL OF 2	52M-53	ALL OF 60161-0811	412 m ²
2				385 m ²

PLAN
OF SURVEY OF

LOT 2
REGISTERED PLAN 52M-53
CITY OF CORNWALL
COUNTY OF STORMONT, ONTARIO
K. ADAMS SURVEYING LTD., 2021

Scale 1:250



METRIC:

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048

BEARING NOTE:

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE
(POINTS) A AND B, SHOWN HEREON, BY REAL TIME NETWORK (RTN)
(OBSERVATIONS AND) REFERRED TO THE CENTRAL MERIDIAN OF
UTM ZONE 18 (75° WEST LONGITUDE) NAD 83 (CSRS), (2010.0).

DISTANCE NOTE:

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID
BY MULTIPLYING BY A COMBINED SCALE FACTOR OF (0.999963687).

INTEGRATION DATA:

COORDINATES WERE DERIVED FROM REAL TIME NETWORK OBSERVATIONS
(USING THE CAN-NET) NETWORK UTM, ZONE 18, NAD83 (CSRS), (2010.0)

COORDINATES TO URBAN ACCURACY PER SEC 14(2) OF OREG 216/10

ORP	NORTHING	EASTING
A	4987042.18	525568.00
B	4987011.33	525513.86

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH
CORNERS OR BOUNDARIES SHOWN ON THIS PLAN

LEGEND & NOTES : (IF APPLICABLE)

■ DENOTES FOUND MONUMENTS
□ DENOTES SET MONUMENTS
IB DENOTES IRON BAR
SB DENOTES STANDARD IRON BAR
SSB DENOTES SHORT STANDARD IRON BAR
CC DENOTES CUT CROSS
N&W DENOTES NAIL & WASHER
WT DENOTES WITNESS

ORP
IP
OU
MEAS.
PROP
CP
P

DENOTES OBSERVED REFERENCE POINT
DENOTES IRON PIPE
DENOTES ORIGIN UNKNOWN
DENOTES MEASURED
DENOTES PROPORTIONED
DENOTES CONCRETE PIN
DENOTES REGISTERED PLAN 52M-53

SURVEYOR'S CERTIFICATE:

I HEREBY CERTIFY THAT:

1. THIS PLAN AND SURVEY ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT,
THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.

2. THE SURVEY WAS COMPLETED ON THE 28 DAY OF JUNE 2021

DATED: June 28 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

FROM THE OFFICE OF

K. ADAMS SURVEYING LTD.

INGLESIDE, ONTARIO

TEL: (613) 537 - 9898 FAX: (613) 537 - 9797

E mail: kcadams@bell.net

SCALE:	DRAWN:	FIELD:	CHECKED:	FIELD:
1:250	Y.B.	K.A.	K.A.	STOR-PL 52M-53 JOB: 21-1814-12

RP21-1814-12.DWG

The Corporation of the City of Cornwall

Regular Meeting of Council

By-law 2021-090

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-090
Report Number: 2021-121-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law to provide that sub-section 5 of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply for Lot 7 on Plan 52M53, the City of Cornwall, County of Stormont.

Whereas sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, provides that all lands within a plan of subdivision are subject to Part Lot Control; and

Whereas sub-section (7) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, authorizes the Council of the City of Cornwall to enact by-laws which provide that sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, does not apply to land that are within a registered plan of subdivision as are designated in the by-law.

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

1. That subject to section (2) hereof, sub-section (5) of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply to the following lands:
 - a. Parts 1 and 2 on Plan 52R8426 being part of Lot 7, on Plan 52M53 (part of Lot 60161-0816 LT), designated for the purpose of this By-law as Parcel "A"; and

- b. Part 3 on Plan 52R8426 being part of Lot 7, on Plan 52M53 (part of Lot 60160-0816 LT), designated for the purpose of this By-law as Parcel “B”; and
 - c. All in the City of Cornwall, in the County of Stormont and registered in the Land Titles Office for the Land Titles Division of Stormont (No. 52); and
- 2. That this By-law shall take effect upon approval thereof by the City of Cornwall and in compliance with the requirements of the Planning Act, R.S.O. 1990, Chapter P-13, as amended.
 - 3. That further subdivision or severance of the Parcels “A”, “B”, beyond that permitted by paragraph 1 is prohibited.
 - 4. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-090 Part Lot Control - Lot 7, Plan 52M53 - 2021-121-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:10 PM

Mark A. Boileau - Jul 29, 2021 - 4:00 PM

Maureen Adams - Aug 3, 2021 - 12:26 PM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-125-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Note to request removal of Part Lot Control from Falcon Home Construction Inc. on Lot 7 of Registered Plan 52M-53 – Eastridge Subdivision.

Purpose

The Purpose and Effect of this By-law is to remove Part Lot Control from certain lots in the Eastridge Subdivision.

That Council approve the following:

- a) That Part Lot Control be removed from Lot 7 only of Registered Plan 52M53 – Eastridge Subdivision; and
- b) That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

It has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed.

Report Approval Details

Document Title:	Note-Part Lot Control Removal, Lot 7, Plan 52M53-Eastridge-2021-125-PDR.docx
Attachments:	- Part Lot Control Application Lot 7 - 52M53.pdf - Reference Plan 52R-8426 - Lot 7.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:12 PM

Mark A. Boileau - Jul 29, 2021 - 4:03 PM

Maureen Adams - Aug 3, 2021 - 12:33 PM

Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

***Please select which type you are applying for:**

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner	Name & Address of Applicant/Agent
<u>Falcon Home Construction</u>	<u>Stephanie Lalonde</u>
<u>1511 Rte 50 West</u>	<u>613-408-3505</u>
<u>Casselman On. K0A1M0</u>	Phone# & Email Address
Phone# & Email Address	<u>Stephanie @ stephanie</u>
<u>613-223-1330</u>	<u>lalonde.com</u>

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:	
Lot <u>7</u>	Registered Plan No. <u>52M53</u>
Concession _____	Lot (s) No. _____
Municipality <u>Cornwall</u>	Reference Plan No. <u>52R8426</u>
Street Address <u>Watson Cres.</u>	Part(s) No. <u>1, 2 and 3</u>

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☐ Yes ☒ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-detached
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of _____ in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.⁰⁰

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature

Date: July 22 2021

APPLICATION SUBMISSION REQUIREMENTS

Required documents for a complete application:

A. New applications to lift Part Lot Control:

1. Complete application form (1 copy).
2. Description of the lands from which Part Lot Control is to be lifted:
 - Lands must be identified by reference to blocks and/or lots on a registered 52M Plan.
 - If the application is to lift Part Lot Control from part of a block(s) or lot(s), land must also be identified by reference to parts on the relevant draft or deposited 52R Plan.
3. The following document (3 copies) applying to the lands from which Part Lot Control is to be lifted:
 - A Registered Plan of Subdivision (52M Plan)
4. Electronic copies of all plans in PDF format on a CD or DVD.

B. Applications to extend the time limit on a previously-enacted Part Lot Control Exemption By-law:

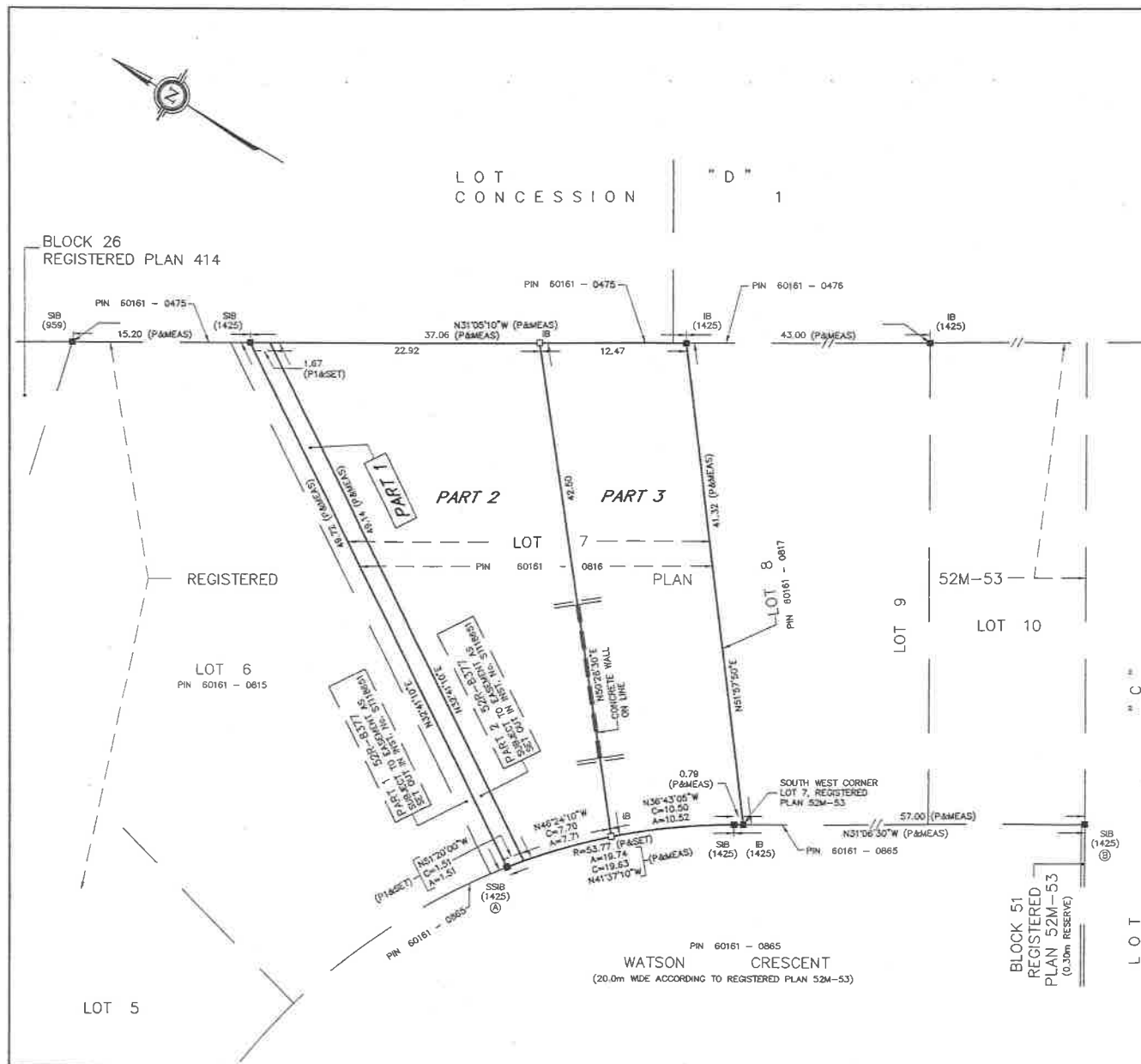
1. Complete Application Form (1 copy).
2. Deposited Reference Plan (52R Plan) showing the affected parcels of land (3 copies).
3. A current list of Property Identification Numbers, Municipal Addresses and Legal Descriptions of the affected parcels of land. Please list only the unconveyed properties for which the Part Lot Control Exemptions is to be extended. **DO NOT** include any lands from the original Part Lot Control Exemption that have already been conveyed (3 copies).

Technical Requirements:

All plans must be folded to 21.6 cm x 35.6 cm (8½" x 14")

Legal Requirements:

- A Registered Plan of Subdivision (52M Plan) or a deposited Reference Plan (52R Plan), and the corresponding property identification numbers (PINs) must be submitted prior to an exemption By-law being enacted and registered.
- If the development is subject to Site Plan Control, Council may enact the exemption By-law before the Site Plan Agreement is registered. However, registration of the exemption By-law will be conditional upon registration of the Site Plan Agreement and any easements.



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

June 28 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

PLAN 52R-8426

RECEIVED AND DEPOSITED

June 30 2021

REPRESENTATIVE FOR
LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
STORMONT No. 52

SCHEDULE

PART	LOT	PLAN	P.I.N.	AREA
1				74 m ²
2	ALL OF 7	52M-53	ALL OF 60161-0816	667 m ²
3				493 m ²

NOTE: PART 1 SUBJECT TO EASEMENT AS IN INSTRUMENT No. 57118651.

PLAN
OF SURVEY OF
LOT 7
REGISTERED PLAN 52M-53
CITY OF CORNWALL
COUNTY OF STORMONT, ONTARIO
K. ADAMS SURVEYING LTD., 2021

Scale 1:250



METRIC:

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BEARING NOTE:

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE (POINTS) A AND B, SHOWN HEREON, BY REAL TIME NETWORK (RTN) (OBSERVATIONS AND) REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 18 (75° WEST LONGITUDE) NAD 83 (CSRS), (2010.0).

DISTANCE NOTE:

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY A COMBINED SCALE FACTOR OF (0.999603687).

INTEGRATION DATA:

COORDINATES WERE DERIVED FROM REAL TIME NETWORK OBSERVATIONS (USING THE CAN-NET) NETWORK UTM, ZONE 18, NAD83 (CSRS), (2010.0)
COORDINATES TO URBAN ACCURACY PER SEC 14(2) OF OREG 216/10

ORP	NORTHING	EASTING
A	4987038.28	525626.23
B	4986974.18	525669.10

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

LEGEND & NOTES: (IF APPLICABLE)

■ DENOTES FOUND MONUMENTS
□ DENOTES SET MONUMENTS
IB DENOTES IRON BAR
SIB DENOTES STANDARD IRON BAR
SSIB DENOTES SHORT STANDARD IRON BAR
CC DENOTES CUT CROSS
N&W DENOTES NAIL & WASHER
WIT DENOTES WITNESS

ORP DENOTES OBSERVED REFERENCE POINT
P DENOTES IRON PIPE
OU DENOTES ORIGIN UNKNOWN
MEAS DENOTES MEASURED
PROP DENOTES PROPORTIONED
CP DENOTES CONCRETE PIN
P DENOTES REGISTERED PLAN 52M-53
P1 DENOTES PLAN 52R-8377

SURVEYOR'S CERTIFICATE:

I HEREBY CERTIFY THAT:

- THIS PLAN AND SURVEY ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 15TH DAY OF FEBRUARY 2021

DATED: June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

FROM THE OFFICE OF

K. ADAMS SURVEYING LTD.

INGLESIDE, ONTARIO

TEL: (613) 537 - 8998 FAX: (613) 537 - 9797

E mail: kcadams@bell.net

SCALE:	DRAWN:	CHECKED:	FIELD:
1:250	Y.B.	K.A.	STOR-PL 52M-53

JOB: 21-1814-11

SP21-1814-11.DWG

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-091

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-091
Report Number: 2021-127-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law to provide that sub-section 5 of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply for Lot 11 on Plan 52M33, the City of Cornwall, County of Stormont.

Whereas sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, provides that all lands within a plan of subdivision are subject to Part Lot Control; and

Whereas sub-section (7) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, authorizes the Council of the City of Cornwall to enact by-laws which provide that sub-section (5) of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply to land that are within a registered plan of subdivision as are designated in the by-law.

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

1. That subject to section (2) hereof, sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, does not apply to the following lands:
 - a. Part 1 on Plan 52R8432 being part of Lot 11, on Plan 52M33 (part of Lot 60191-0180 LT), designated for the purpose of this By-law as Parcel "A"; and

- b. Part 2 on Plan 52R8432 being part of Lot 11, on Plan 52M33 (part of Lot 60191-0180 LT), designated for the purpose of this By-law as Parcel “B”; and
 - c. All in the City of Cornwall, in the County of Stormont and registered in the Land Titles Office for the Land Titles Division of Stormont (No. 52); and
- 2. That this By-law shall take effect upon approval thereof by the City of Cornwall and in compliance with the requirements of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended.
 - 3. That further subdivision or severance of the Parcels “A”, “B”, beyond that permitted by paragraph 1 is prohibited.
 - 4. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-Law 2021-091 Part Lot Control, Lot 11, Plan 52M-33 - 2021-127-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:10 PM

Mark A. Boileau - Jul 29, 2021 - 4:00 PM

Maureen Adams - Aug 3, 2021 - 12:28 PM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-129-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Note to request removal of Part Lot Control from Falcon Home Construction Inc. on Lot 11 of Registered Plan 52M-33 – Eastridge Subdivision.

Purpose

The Purpose and Effect of this By-law is to remove Part Lot Control from certain lots in the Eastridge Subdivision.

That Council approve the following:

- a) That Part Lot Control be removed from Lot 11 only of Registered Plan 52M33 – Eastridge Subdivision; and
- b) That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

It has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed.

Report Approval Details

Document Title:	Note-Part Lot Control Removal, Lot 11, Plan 52M33-Eastridge -2021-129-PDR.docx
Attachments:	- Part Lot Control Application, Lot 11, 52M33.pdf - Reference Plan 52R-8432 - Lot 11.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:12 PM

Mark A. Boileau - Jul 29, 2021 - 4:04 PM

Maureen Adams - Aug 3, 2021 - 12:34 PM



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 11, 52M33; CORNWALL**

I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,


STEPHANIE LALONDE.
encls.



Department of Planning, Development & Recreation
100 Water Street East, P.O. Box 877
Cornwall, ON K6H 5T9

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

***Please select which type you are applying for:**

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction
1511 Rte 5W West
Casselman On K0A1M0
Phone# & Email Address
613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde
613-408-3505
Phone# & Email Address
stephanie @ stephanie
lalonde . com

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot 11
Concession _____
Municipality Cornwall
Street Address Laurier Ave.

Registered Plan No. 524.33
Lot (s) No. _____
Reference Plan No. 52 R 8432
Part(s) No. 1 and 2.

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-detached
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of
_____ in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

[Signature]
Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature [Signature]

Date: July 22 2021

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-092

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-092
Report Number: 2021-128-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law to provide that sub-section 5 of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply for Lot 12 on Plan 52M33, the City of Cornwall, County of Stormont.

Whereas sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, provides that all lands within a plan of subdivision are subject to Part Lot Control; and

Whereas sub-section (7) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, authorizes the Council of the City of Cornwall to enact by-laws which provide that sub-section (5) of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply to land that are within a registered plan of subdivision as are designated in the by-law.

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

1. That subject to section (2) hereof, sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, does not apply to the following lands:
 - a. Part 3 on Plan 52R8432 being part of Lot 12, on Plan 52M33 (part of Lot 60191-0181 LT), designated for the purpose of this By-law as Parcel "A"; and

- b. Part 4 on Plan 52R8432 being part of Lot 12, on Plan 52M33 (part of Lot 60191-0181 LT), designated for the purpose of this By-law as Parcel “B”; and
 - c. All in the City of Cornwall, in the County of Stormont and registered in the Land Titles Office for the Land Titles Division of Stormont (No. 52); and
- 2. That this By-law shall take effect upon approval thereof by the City of Cornwall and in compliance with the requirements of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended.
 - 3. That further subdivision or severance of the Parcels “A”, “B”, beyond that permitted by paragraph 1 is prohibited.
 - 4. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-Law 2021-092 Part Lot Control - Lot 12, Plan 52M33 - 2021-128-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:11 PM

Mark A. Boileau - Jul 29, 2021 - 4:01 PM

Maureen Adams - Aug 3, 2021 - 12:29 PM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-130-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Note to request removal of Part Lot Control from Falcon Home Construction Inc. on Lot 12 of Registered Plan 52M-33 – Eastridge Subdivision.

Purpose

The Purpose and Effect of this By-law is to remove Part Lot Control from certain lots in the Eastridge Subdivision.

That Council approve the following:

- a) That Part Lot Control be removed from Lot 12 only of Registered Plan 52M33 – Eastridge Subdivision; and
- b) That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

It has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed.

Report Approval Details

Document Title:	Note-Part Lot Control Removal, Lot 12, Plan 52M33-Eastridge-2021-130-PDR.docx
Attachments:	- Part Lot Control Application - Lot 12, 52M33.pdf - Reference Plan 52R-8432 - Lot 12.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:13 PM

Mark A. Boileau - Jul 29, 2021 - 4:04 PM

Maureen Adams - Aug 3, 2021 - 12:35 PM



STÉPHANIE LALONDE

Avocate & Notaire / Barrister & Solicitor

July 22nd, 2021

City of Cornwall
100 Water Street East
Cornwall, ON K6H 5T9

Sir/Madam,

**RE: FALCON HOME CONSTRUCTION INC.
PART LOT CONTROL
LOT 12, 52M33; CORNWALL**

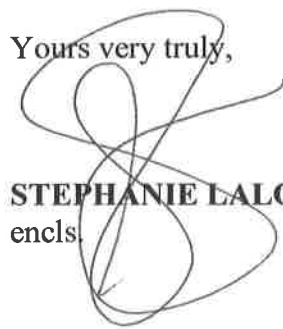
I am the solicitor acting on behalf of FALCON HOME CONSTRUCTION INC.

Please find enclosed herewith the Application for Removal of Part Lot Control and cheque of \$2,050.00 to cover your administration fee.

Please kindly return to our office three certified copies of the Municipal By-Law approving the Part Lot Control.

We trust the above to be satisfactory and thank you for your cooperation.

Yours very truly,



STEPHANIE LALONDE.
encls.



LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

*Please select which type you are applying for:

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner	Name & Address of Applicant/Agent
<u>Falcon Home Construction</u>	<u>Stephanie Lalonde</u>
<u>1511 Rte 500 West</u>	<u>613-408-3505</u>
<u>Casselman on KOA/NO</u>	Phone# & Email Address
Phone# & Email Address	<u>Stephanie @ Stephanie</u>
<u>613-223-1330</u>	<u>lalonde.com</u>

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner ☐ Applicant ☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot	<u>12</u>	Registered Plan No.	<u>52433</u>
Concession		Lot (s) No.	
Municipality	<u>Cornwall</u>	Reference Plan No.	<u>52 R 8432</u>
Street Address	<u>Louder Ave.</u>	Part(s) No.	<u>3 and 4</u>

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of
_____ in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021

The Corporation of the City of Cornwall
Regular Meeting of Council
By-law 2021-093

Department: Planning, Development and Recreation
Division: Planning
By-law Number: 2021-093
Report Number: 2021-123-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law to provide that sub-section 5 of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply for Lot 15 on Plan 52M53, the City of Cornwall, County of Stormont.

Whereas sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, provides that all lands within a plan of subdivision are subject to Part Lot Control; and

Whereas sub-section (7) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, authorizes the Council of the City of Cornwall to enact by-laws which provide that sub-section (5) of Section 50 of the Planning Act, R.S.O. 1990, Chapter P-13, as amended, does not apply to land that are within a registered plan of subdivision as are designated in the by-law.

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

1. That subject to section (2) hereof, sub-section (5) of Section 50 of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended, does not apply to the following lands:
 - a. Part 3 on Plan 52R8423 being part of Lot 15, on Plan 52M53 (part of Lot 60161-0824 LT), designated for the purpose of this By-law as Parcel "A"; and

- b. Parts 1 and 2 on Plan 52R8423 being part of Lot 15, on Plan 52M53 (part of Lot 60160-0824 LT), designated for the purpose of this By-law as Parcel “B”; and
 - c. All in the City of Cornwall, in the County of Stormont and registered in the Land Titles Office for the Land Titles Division of Stormont (No. 52); and
- 2. That this By-law shall take effect upon approval thereof by the City of Cornwall and in compliance with the requirements of the *Planning Act*, R.S.O. 1990, Chapter P-13, as amended.
 - 3. That further subdivision or severance of the Parcels “A”, “B”, beyond that permitted by paragraph 1 is prohibited.
 - 4. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-Law 2021-093 Part Lot Control, Lot 15, Plan 52M-53 - 2021-123-PDR.docx
Attachments:	
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:11 PM

Mark A. Boileau - Jul 29, 2021 - 4:01 PM

Maureen Adams - Aug 3, 2021 - 12:31 PM

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

Department: Planning, Development and Recreation
Division: Planning
Report Number: 2021-126-Planning, Development and Recreation
Prepared By: Alex Gatien, Development Planner
Meeting Date: August 9, 2021
Subject: Note to request removal of Part Lot Control from Falcon Home Construction Inc. on Lot 15 of Registered Plan 52M-53 – Eastridge Subdivision.

Purpose

The Purpose and Effect of this By-law is to remove Part Lot Control from certain lots in the Eastridge Subdivision.

That Council approve the following:

- a) That Part Lot Control be removed from Lot 15 only of Registered Plan 52M53 – Eastridge Subdivision; and
- b) That Part Lot Control be reinstated on the semi-detached lots in the Eastridge Subdivision, once the subject lots have been created by the appropriate procedure.

Background / Discussion

It has been the traditional practise of developers to use the consent process, as opposed to the removal of Part Lot Control process in further subdividing semis and townhouses, once the structures are built. However, the surveying to create individual parts for each semi-detached dwelling is essentially the same whether a landowner proceeds with a technical severance or with a Part Lot Control Exemption By-law. It becomes the Surveyor's responsibility to ensure that the dividing line between both dwellings is correctly placed along the centre line of the demising wall between dwelling units. The overriding advantage of the Part Lot Control exemption bylaw is the efficiency it brings to the process. The reason it was created is the overall realization to simplify processes once and only once all the Planning issues have been dealt with. Such is the case with this Subdivision, where the public was notified twice through the Zoning and Subdivision processes. The municipality has exercised its' responsibilities in arriving at a Subdivision Agreement to ensure that all adjacent interests have been addressed.

Report Approval Details

Document Title:	Note-Part Lot Control Removal for Lot 15, Plan 52M53-Eastridge-2021-126-PDR.docx
Attachments:	- Part Lot Control Application Lot 15 - 52M53.pdf - Reference Plan 52R-8423 - Lot 15.pdf
Final Approval Date:	Aug 3, 2021

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

Mary Joyce-Smith - Jul 29, 2021 - 3:13 PM

Mark A. Boileau - Jul 29, 2021 - 4:05 PM

Maureen Adams - Aug 3, 2021 - 12:36 PM

LIFTING PART LOT CONTROL OR PART LOT CONTROL EXTENSION

***Please select which type you are applying for:**

☒ Lifting of Part Lot Control ☐ Extension of Part Lot Control

OWNER/APPLICANT/AGENT INFORMATION

Name & Address of Registered Property Owner

Falcon Home Construction
1511 Rte 500 West
Casselman, On. K0A 1M0

Phone# & Email Address

613-223-1330

Name & Address of Applicant/Agent

Stephanie Lalonde

613-408-3505

Phone# & Email Address

stephanie@stephanie
lalonde.com

NOTIFICATION

All communications should be sent to the following (check those that apply):

☐ Owner

☐ Applicant

☒ Agent

LOCATION OF SUBJECT LANDS

Description of the subject land:

Lot 15

Concession

Municipality Cornwall

Street Address Gillis Ave.

Registered Plan No. 52M53

Lot (s) No.

Reference Plan No. 52R8423

Part(s) No. 1, 2 and 3

For any and all previously approved or concurrent development applications, please list application numbers:

Application Type	Application#
Plan of Subdivision	
Site Plan Control	
Previously approved Part Lot Control Exemption	
Plan of Condominium	

If you are applying to have the time limit extended on a previous Part Lot Control Exemption, please indicate the By-law number and the date it was passed:

By-law # _____

Date Passed: _____

Why are you applying to lift Part Lot Control? Please check the option that best describes your project:

☒ We are creating new single-detached, semi-detached or townhouse dwellings or lots, all of which front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ We are creating new single-detached, semi-detached or townhouse dwellings or lots, some or all of which do not front on a public street. We would like to subdivide the property in order to create freehold units or lots.

☐ This is an application to extend a previous Part Lot Control Exemption.

☐ Other (please describe):

ARE THERE ANY ENCUMBRANCES (ex; mortgages, easements, right of way etc...) AFFECTING THE SUBJECT LANDS?

☒ Yes ☐ No

If yes, please describe:

DESCRIPTION OF SUBJECT LANDS

Please attach a scaled sketch of the subject property noting dimensions and existing building footprints.

Are there any buildings or structures on the subject land? ☒ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure (attach additional pages, if required):

Type of building or structure: Semi-Detached.
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

Are any buildings or structures proposed? ☐ Yes ☐ No

If the answer to above is yes, provide the following information for each building or structure proposed (attach additional pages, if required):

Type of building or structure: _____
Distance from lot lines: _____
Height above grade: _____
Dimensions (attach sketch): _____
Floor area: _____

CONSENT OF OWNER TO THE USE AND DISCLOSURE OF PERSONAL INFORMATION

If the applicant is not the owner of the land that is the subject of this application, complete the authorization of the owner concerning personal information set out below.

I, _____ am the owner of the land that is the subject of this application for consent and for the purpose of the Freedom of Information & Privacy Act, I authorize and consent to the use by, or the disclosure to, any person or public body of any personal information that is collected under the authority of the Planning Act for the purpose of processing this application.

Owner's Signature

Date

AFFIDAVIT

I, Marc Brisson of the Nation Municipality of
_____ in the Province of Ontario

Make oath and say (or solemnly declare) that all the above information and statements contained in this application are true and that the information contained in documents that accompany this application are true and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath and by virtue of the Canada Evidence Act.

Sworn (or declared) before me at the Village of Casselman in the
Province of Ontario this 22 day of July, 2021

Commissioner of Oaths, etc.

Stéphanie Lalonde
Avocate & Notaire //
Barrister & Solicitor
LSO # 743150

\$ 2050.00

Deposit provided by: ☐ Owner ☒ Agent

Applicant's Signature _____

Date: July 22 2021

APPLICATION SUBMISSION REQUIREMENTS

Required documents for a complete application:

A. New applications to lift Part Lot Control:

1. Complete application form (1 copy).
2. Description of the lands from which Part Lot Control is to be lifted:
 - Lands must be identified by reference to blocks and/or lots on a registered 52M Plan.
 - If the application is to lift Part Lot Control from part of a block(s) or lot(s), land must also be identified by reference to parts on the relevant draft or deposited 52R Plan.
3. The following document (3 copies) applying to the lands from which Part Lot Control is to be lifted:
 - A Registered Plan of Subdivision (52M Plan)
4. Electronic copies of all plans in PDF format on a CD or DVD.

B. Applications to extend the time limit on a previously-enacted Part Lot Control Exemption By-law:

1. Complete Application Form (1 copy).
2. Deposited Reference Plan (52R Plan) showing the affected parcels of land (3 copies).
3. A current list of Property Identification Numbers, Municipal Addresses and Legal Descriptions of the affected parcels of land. Please list only the unconveyed properties for which the Part Lot Control Exemptions is to be extended. **DO NOT** include any lands from the original Part Lot Control Exemption that have already been conveyed (3 copies).

Technical Requirements:

All plans must be folded to 21.6 cm x 35.6 cm (8½" x 14")

Legal Requirements:

- A Registered Plan of Subdivision (52M Plan) or a deposited Reference Plan (52R Plan), and the corresponding property identification numbers (PINs) must be submitted prior to an exemption By-law being enacted and registered.
- If the development is subject to Site Plan Control, Council may enact the exemption By-law before the Site Plan Agreement is registered. However, registration of the exemption By-law will be conditional upon registration of the Site Plan Agreement and any easements.



E 1/2 LOT "C" CONCESSION 1

PART 1 (REM) 52R-6970

PIN 60161 - 0867

I REQUIRE THIS PLAN TO BE
DEPOSITED UNDER THE
LAND TITLES ACT.

June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

PLAN 52R-8423

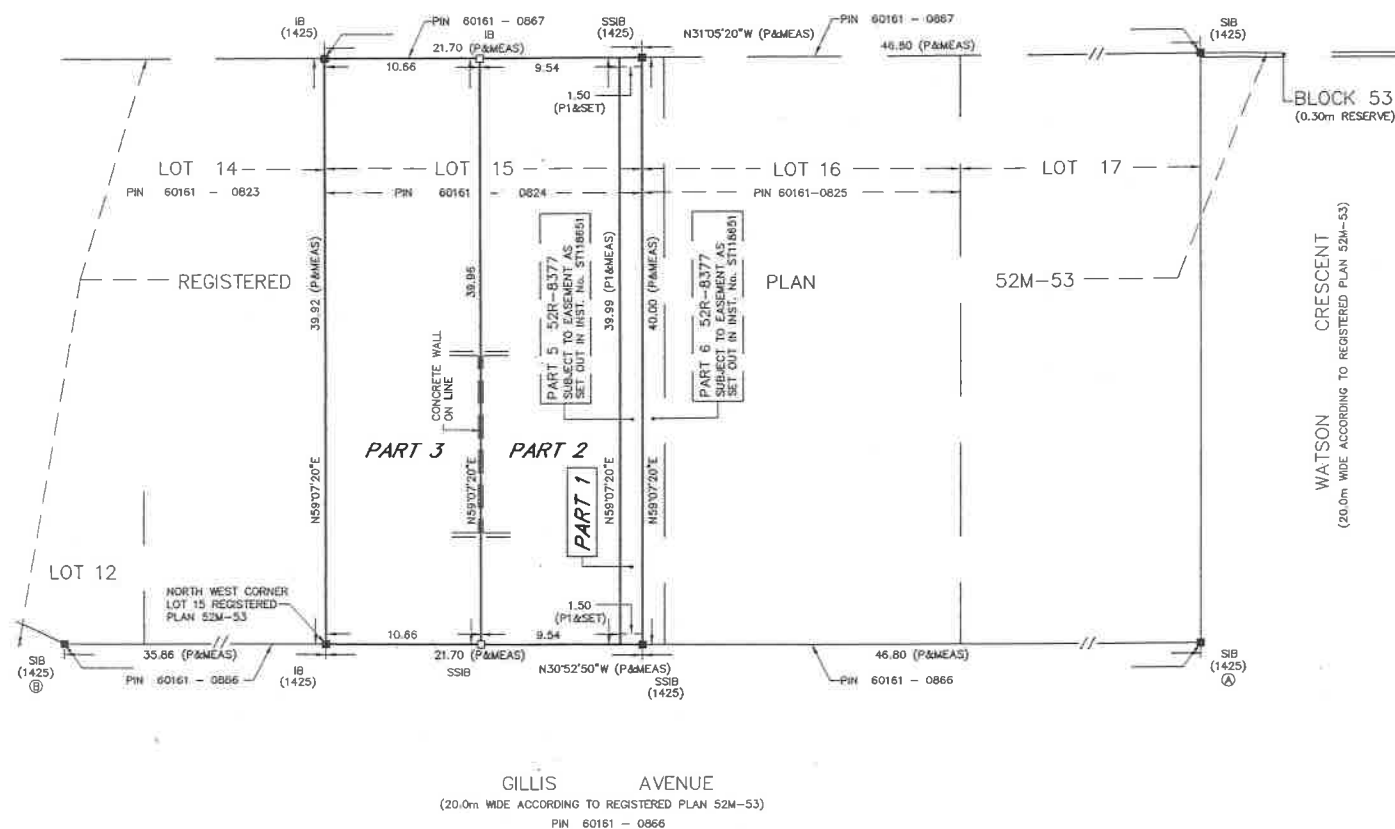
RECEIVED AND DEPOSITED
June 30, 2021

Vanessa Sullivan
REPRESENTATIVE FOR
LAND REGISTRAR FOR THE
LAND TITLES DIVISION OF
STORMONT No. 52

SCHEDULE

PART	LOT	PLAN	P.I.N.	AREA
1				60 m ²
2	ALL OF 15	52M-53	ALL OF 60161-0824	581.5 m ²
3				425.5 m ²

NOTE: PART 1 SUBJECT TO EASEMENT AS IN INSTRUMENT No. 5118551.



PLAN
OF SURVEY OF
LOT 15
REGISTERED PLAN 52M-53
CITY OF CORNWALL
COUNTY OF STORMONT, ONTARIO
K. ADAMS SURVEYING LTD., 2021

Scale 1:250



METRIC:

DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

BEARING NOTE:

BEARINGS ARE UTM GRID, DERIVED FROM OBSERVED REFERENCE
(POINTS) A AND B, SHOWN HEREON, BY REAL TIME NETWORK (RTN)
(OBSERVATIONS AND) REFERRED TO THE CENTRAL MERIDIAN OF
UTM ZONE 18 (75° WEST LONGITUDE) NAD 83 (CSRS), (2010.0).

DISTANCE NOTE:

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID
BY MULTIPLYING BY A COMBINED SCALE FACTOR OF (0.999803687).

INTEGRATION DATA:

COORDINATES WERE DERIVED FROM REAL TIME NETWORK OBSERVATIONS
(USING THE CAN-NET) NETWORK UTM, ZONE 18, NAD83 (CSRS), (2010.0)
COORDINATES TO URBAN ACCURACY PER SEC 14(2) OF OREG 216/10

ORP	NORTHING	EASTING
Ⓐ	4986784.97	525666.26
Ⓑ	4986874.49	525612.71

COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH
CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

LEGEND & NOTES : (IF APPLICABLE)

■ DENOTES FOUND MONUMENTS
□ DENOTES SET MONUMENTS
IB DENOTES IRON BAR
SSIB DENOTES STANDARD IRON BAR
CC DENOTES SHORT STANDARD IRON BAR
N&W DENOTES NAIL & WASHER
WT DENOTES WITNESS

ORP DENOTES OBSERVED REFERENCE POINT
IB DENOTES IRON PIPE
OU DENOTES ORIGIN UNKNOWN
MEAS. DENOTES MEASURED
PROP. DENOTES PROPORTIONED
CP DENOTES CONCRETE PIN
P DENOTES REGISTERED PLAN 52M-53
P1 DENOTES PLAN 52R-8377

SURVEYOR'S CERTIFICATE:

I HEREBY CERTIFY THAT :

- THIS PLAN AND SURVEY ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT,
THE SURVEYORS ACT AND THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
- THE SURVEY WAS COMPLETED ON THE 24th DAY OF FEBRUARY, 2021

DATED : June 28, 2021

KIM C. ADAMS
ONTARIO LAND SURVEYOR

FROM THE OFFICE OF

K. ADAMS SURVEYING LTD.

INGLESIDE, ONTARIO

TEL: (613) 537 - 9898 FAX: (613) 537 - 9797

E mail : kcadams@bell.net

SCALE:	DRAWN:	FIELD:	CHECKED:	FIELD:
1:250	Y.B	K.A	K.A	STOR-PL 52M-53 JOB: 21-1814-13

RP21-1814-13.DWG

The Corporation of the City of Cornwall

Regular Meeting of Council

By-law 2021-094

Department: Planning, Development and Recreation
Division: Parks and Recreation
By-law Number: 2021-094
Report Number: 2021-131-Planning, Development and Recreation
Meeting Date: August 9, 2021
Subject: A By-law authorizing the Corporation of the City of Cornwall to enter into a lease agreement with the Cornwall Colts Hockey Club for the use of the Civic Complex, Ed Lumley Arena, and Benson Centre for the 2021-2024 (3 years) hockey seasons

Whereas The Corporation of the City of Cornwall is desirous of entering into a lease agreement with the Cornwall Colts Hockey Club for the use of the Civic Complex, Ed Lumley Arena, and Benson Centre for the 2021-2024 hockey seasons (3 years);

Whereas the said agreement is for the term of three years beginning April 2021 to March 2024; and

Whereas the contract will be in accordance with the terms and conditions set out within the agreement;

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

1. That the Corporation of the City of Cornwall enter into a lease agreement with the Cornwall Colts Hockey Club for the use of the Civic Complex, Ed Lumley Arena, and Benson Centre for the 2021-2024 hockey seasons (3 years);

2. That the Mayor and Clerk be and are hereby authorized to execute all documents to complete this matter.

Read, signed, and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	By-law 2021-094 Cornwall Colts Lease Renewal - 2021-2024 - 2021-131-PDR.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Mark A. Boileau - Aug 4, 2021 - 1:33 PM

Maureen Adams - Aug 4, 2021 - 4:21 PM

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

Department: Planning, Development and Recreation
Division: Parks and Recreation
Report Number: 2021-132-Planning, Development and Recreation
Prepared By: James Fawthrop, Manager
Meeting Date: August 9, 2021
Subject: Note –Lease renewal agreement with the Cornwall Colts Hockey Club for the 2021-2024 hockey seasons.

Purpose

A By-law is required to enter into a lease agreement between the Cornwall Colts Hockey Club and the City of Cornwall for the use of the Civic Complex, Ed Lumley Arena, and Benson Centre for the 2021/22, 2022/23, and 2023/24 hockey seasons.

Background / Discussion

The existing lease agreement which permitted the Cornwall Colts Hockey Club to use the Civic Complex, Ed Lumley Arena, and Benson Centre expired at the end of the 2020/21 hockey season. Administration is recommending that the Corporation of the City of Cornwall enter into another lease agreement with the Cornwall Colts Hockey Club for a three-year term.

Report Approval Details

Document Title:	Note - Cornwall Colts Lease Renewal - 2021-2024 - 2021-132-PDR.docx
Attachments:	
Final Approval Date:	Aug 4, 2021

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

Mark A. Boileau - Aug 4, 2021 - 1:34 PM

Maureen Adams - Aug 4, 2021 - 4:20 PM

The Corporation of the City of Cornwall
Regular Meeting of Council
Confirming By-law 2021-095

Department: Corporate Services
Division: Clerk's Division
By-law Number: 2021-095
Report Number 2021-97-Corporate Services
Meeting Date: August 9, 2021
Subject: Confirming By-law for the Meeting of August 9, 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, August 9, 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) Special Public Meeting of Council #2021-22 of Thursday, July 8, 2021

(ii) Regular Public Meeting of Council #2021-23 of Monday, July 12, 2021

(iii) Special Public Meeting of Council #2021-24 of Monday, July 26, 2021

(b) That the actions of the Council at its meetings held on Monday, August 9, 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;

(i) Regular In-Camera Committee of Council #2021-08 of Monday, June 28, 2021

(c) That the above-mentioned actions shall not include any actions required By-law to be taken by resolutions.

2. That where no By-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned Minutes or with respect to the exercise of any powers by the Council in the above mentioned Minutes, then this By-law shall be deemed for all purposes to be the By-law required for approving and authorizing and taking of any action authorized therein or thereby, or required for the exercise of any powers therein by the Council.

3. The Mayor and proper officials of The Corporation of the City of Cornwall are hereby authorized and directed to do all things necessary to give effect to the above-mentioned actions and to obtain approvals where required.

4. Unless otherwise provided, the Mayor and Clerk are hereby authorized and directed to execute and the Clerk to affix the seal of The Corporation of the City of Cornwall to all documents necessary to give effect to the above mentioned actions.

5. It is declared that notwithstanding that any section or sections of this By-law or parts thereof, may be found by any court of law to be bad or illegal or beyond the power of the Council to enact, such section(s) or part(s) hereof shall be deemed to be severable and that all other sections or parts of this By-law are separate and independent there from and enacts as such.

Read, signed and sealed in open Council this 9th day of August, 2021.

Manon L. Levesque
City Clerk

Glen G. Grant
Mayor

Report Approval Details

Document Title:	Confirming By-law for the Meeting of August 9, 2021 - 2021-97-Corporate Services.docx
Attachments:	
Final Approval Date:	Aug 5, 2021

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

Manon L. Levesque - Aug 5, 2021 - 9:16 AM

Geoffrey Clarke - Aug 5, 2021 - 10:41 AM

Maureen Adams - Aug 5, 2021 - 11:46 AM