

## Have your Say: Final Survey Results

### 1. Big Ben Ski Centre

Discontinue operations at the Big Ben Ski Centre.  
Reduction of \$77,271

Answer Choices	Responses	
<input type="radio"/> Maintain service level	214	28.4%
<input type="radio"/> Eliminate the service	<u>539</u>	<u>72.6%</u>
	753	100.0%

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### 2. Guindon Park

Reduce grass cutting efforts by 50 per cent and promote naturalization. Reduction of \$75,000.

Answer Choices	Responses	
<input type="radio"/> Maintain service level	245	32.1%
<input type="radio"/> Reduce the service and promote naturalization	<u>518</u>	<u>67.9%</u>
	763	100.0%

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### 3. City Parks

Reduce grass cutting activities in Lamoureux Park and various City parks by 20%. Reduction of \$20,000.

Answer Choices	Responses	
<input type="radio"/> Maintain service level	472	62.2%
<input type="radio"/> Reduce service level	<u>287</u>	<u>37.8%</u>
	759	100.0%

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#### 4. Outdoor Pools

Close one of the City's 5 outdoor pools (St. Francis, Terry Fox, St. Joseph, Reg Campbell and Mattice). Reduction of \$90,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	398	52.6%
<input type="radio"/> Reduce by one pool	<u>359</u>	<u>47.4%</u>
	757	100.0%

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#### 5. Rotary Traffic Circle

Reduce landscaping maintenance by 50%.  
Reduction of \$12,500

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	298	39.5%
<input type="radio"/> Reduce service level	<u>456</u>	<u>60.5%</u>
	754	100.0%

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#### 6. Outdoor Rinks

The City would install/remove the rink boards but would rely on volunteers for flooding and maintenance of all outdoor rinks. Reduction of \$30,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	310	41.0%
<input type="radio"/> Rely on volunteers	<u>446</u>	<u>59.0%</u>
	756	100.0%

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#### 7. Flowers

Reduce floral displays in parks and public areas.  
Reduction of \$40,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain floral displays	349	46.0%
<input type="radio"/> Reduce floral displays	<u>410</u>	<u>54.0%</u>
	759	100.0%

## 8. Civic Complex

Increase fees for cost recovery for services.

Amount to be determined.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain current fees	380	50.6%
<input type="radio"/> Increase fees for cost recovery	<u>371</u>	<u>49.4%</u>
	751	100.0%

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## 9. Civic Complex

Reduce services at Civic Complex.

Reduction to be determined.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	452	60.4%
<input type="radio"/> Reduce service level	<u>296</u>	<u>39.6%</u>
	748	100.0%

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## 10. Cornwall Community Museum

Reduce hours of service at the Cornwall Community Museum (close during winter months). Reduction of \$30,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	130	17.0%
<input type="radio"/> Reduce service level by closing the Museum during the winter.	<u>634</u>	<u>83.0%</u>
	764	100.0%

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## 11. Summer Students

The City currently hires approximately 30 summer students each year. Reduce complement of summer students by 7.

Reduction of \$70,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain the complement	361	47.6%
<input type="radio"/> Reduce the complement of summer students by 7	<u>397</u>	<u>52.4%</u>
	758	100.0%

## 12. Handi-Transit

Reduce 8 hours of Handi-Transit service per day, Monday to Friday. Reduction of \$82,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	535	71.3%
<input type="radio"/> Reduce service level	<u>215</u>	<u>28.7%</u>
	750	100.0%

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## 13. Community Bus Service

Eliminate Community Bus service route, Monday to Saturday, 7 hours per day. The Community Bus service is geared towards seniors and persons with disabilities. Reduction of \$95,000

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	557	74.2%
<input type="radio"/> Reduce service level	<u>194</u>	<u>25.8%</u>
	751	100.0%

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## 14. Sidewalks (Winter clearing)

Only clear sidewalks on arterial routes and on one side of collector and residential streets (where there are sidewalks on both sides). Reduction of \$100,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	453	59.6%
<input type="radio"/> Reduce service as outlined above	<u>307</u>	<u>40.4%</u>
	760	100.0%

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## 15. Snow Removal

Reduce snow removal operations by 50% in the Downtown and Le Village Business Improvement Areas. Reduction of \$150,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain service level	527	69.6%
<input type="radio"/> Reduce service level by 50%	<u>230</u>	<u>30.4%</u>
	757	100.0%

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## 16. Waste Management

Eliminate the Waste Credit refunded to multi-residential property owners who pay for this service through a private hauler. Reduction of \$90,000.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Maintain waste credit	187	25.0%
<input type="radio"/> Eliminate waste credit	<u>562</u>	<u>75.0%</u>
	749	100.0%

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## 17. Brownfields

Reduce the Brownfield Tax Increment Grant (TIG) contribution to reserves by 50%. Reduction of \$246,736.

Answer Choices	<u>Responses</u>	
<input type="radio"/> Contribute the full amount of the TIG (\$493,472) to the Brownfield Reserve	163	22.4%
<input type="radio"/> Reduce contribution by 50%	<u>564</u>	<u>77.6%</u>
	727	100.0%

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## 18. Meetings

Do not provide lunches for Committee meetings.  
Reduction of \$20,000.

Answer Choices	Responses	
<input type="radio"/> Continue to provide lunches at Committee meetings	79	10.3%
<input type="radio"/> Do not provide lunches at Committee meetings	<u>688</u>	<u>89.7%</u>
	767	100.0%

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## 19. If you have any suggestions regarding the 2018 Budget, please include them below.

*Where necessary, comments have been edited to remove inappropriate language or wording.*

220 commented  
555 skipped

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Glad to see cuts in all the above. I live nearby the museum and for 10 months, rarely a soul visits. Yet, almost every day I see a crew (white pickups)(2) spreading salt, or shovel walkway, even though it is closed. Always see "way too much" salt, with no freezing rain or ice, used on sidewalks. Finally, in spring/summer I've seen that sidewalk plough/sweeper used on the pathway on occasion all the way to the Power Dam (Ridiculous). Hope that's addressed! Thank you for the opportunity.

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Kudos to the City of Cornwall for giving homeowners an opportunity to voice our opinions. It is difficult to cut any services to citizens however we hope that when the final decisions are made the input we provided will be of assistance to the city. Some services such as transit and hiring students for the summer gives incentives to young students and hope in the economy of their City telling students that you need to reduce the amount you are going to hire seems to defeat the objective of keeping these students in Cornwall once they graduate. As for OUTDOOR RINKS using volunteers for this purpose Although we would like all services maintained we realize the City of Cornwall has difficult decisions to reach. To all the councillors and the Mayor who represent our City we appreciate the work you on our behalf.

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Give us something we can afford. Learn to say "no". If a department manager or supervisor can not work within his/her given budget, get someone who can. It is our money you are spending.

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This manner of budget consultation is assinine. Have each department prepare a zero-based budgetting exercise where dept. heads and staff have to legitimize their costs and then have an independent group and public assess their relevance. Open and transparent accounting and rationalize every item on the

budget. Then we can have a conversation.

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Reduce the number of managers & supervisors. City should take over the Cornwall Community Museum. Support efforts for a new arts & culture centre for Cornwall

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Cut firemen wages !!!!! insane how much they make!!! people are lined up for those jobs at 2/3 the pay!!!

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These service reductions seem to be "nickel & diming" compared to the equivalent of just one or two salaries.

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We need to improve services and make Cornwall better place to live. Property taxes should be increased, if needed.

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How is it that the same survey has the option to cut handitransit and community bus lines, and also the option to cut \$20,000 for committee meeting lunches? Is this actually a joke? Are there any other luxury services that committee members are receiving? Because maybe cut all of those before suggesting we cut services to people who need transportation because they cannot get around without it. That's not even to mention that you're suggesting cutting the already poor sidewalk snow removal services already in place for those of us who don't have mobility issues, and would prefer not to continue not having them, whether that means being able to walk to a bus stop or or slipping on ice on non salted roads. Maybe the next survey you can put out will be about 'Which luxury services should the city cut money from?', because I'm sure most people will answer 'All of them.'

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Handitransit can't handle the current demand as it is. I use this service daily to go to work. I often try to book additional trips but there are no openings. This service is essential. We can't cut this service to disabled residents.

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I think it is horrible the city seems to just dig away at recreational services. Fitness should be promoted. And the sidewalks are bad enough in the winter now without any further reductions. You might want to think about redoing the sidewalks on Sydney from 4th to 9th streets, too. They are abysmal.

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Investigate the financial accounts at Cornwall Museum. Take over the operation of the museum. Reduce the number of City managers.

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Don't cut things that impact youth or the younger generation- Big Ben, parks, pools. We need to keep them busy and make young families want to stay.

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Reduce fire services. The department is getting out of hand. Freeze salaries and benefits because at the current rate it doesn't seem sustainable. Many major communities with larger populations work with part time fire services. Look at the suburbs of Montreal and how they manage their services.

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I believe it is very important to maintain the service of Big Ben, as many residents of the city of Cornwall, and of the outlying areas, use it as a learning area for skiing. In a time where we are trying to promote healthy activities, and are trying to encourage healthy adult lifestyles to our future generations, how can you suggest taking away one of the few outdoor, winter, facilities that we have in Cornwall? Instead of eliminating the service, why not take the opposite approach and invest in it. Expand on the height and the width of the hill. You could accommodate a longer ski run. You could also offer new activities like a G.T. Snow Racer section where all members of the family could take advantage of the facility. What about a toboggan luge area? What about adding a skating rink to the property? You could offer multiple service to create an allure for families to go and spend the day. Make it a bigger draw to the community. Perhaps if you invest, then you'll see a better return on investments. I vote for less flowers and less grass cutting, to help save an activity that keeps skiers skiing locally.

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The City should operate the museum through a city appointed board. Support the arts.

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Reduce number of supervisors and managers through attrition. Cut out all food for employees. Many work overtime and get meal paid. Reduce the conferences, memberships that many go to. With webcasts it's not required to go out of town now

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I find it disconcerting that services aimed primarily at the disadvantaged are being viewed as means to reduce the tax increase. The City should look at the number of staff employed. When departments are not achieving their forecasted figures, normal businesses would reduce the costs, the majority of them being staff costs. This budget tries to circumvent this by looking at reducing services rather than looking at duplication of duties etc. There are many areas where reductions can be achieved in expenses without adversely impacting Seniors and the vulnerable. Perhaps City Council should request one of the consulting firms to come in (Deloitte) to look at how to reduce the expenses through reduction in staffing, not replacing due to attrition etc. To me this is a cop out without any hard decisions being taken by City Staff who are paid well to make hard decisions. Look at productivity. If productivity is less than 70% then there is an issue. If the Unions have an issue, fight them.



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1. - Continue to take a close look at organizations who come to Council annually for contributions. If these organizations are truly of value to the community, the citizens of Cornwall will find ways to support them without using taxpayer money. I think Council has done a commendable job in reducing these contributions in recent years and need to continue in that vein. 2. - I believe Council should make a concerted effort to focus on the repair and maintenance of city infrastructure: sewer, water, roads, etc. Infrastructure has no media appeal, but without basic, functioning, infrastructure our city will not keep or attract new homeowners or businesses. 3. - Reduce staff through attrition as employees retire or leave. Do the same with Cornwall Police Service. These may require changes to contracts, but they do come up for renewal. 4. - I am a lifelong (68 yrs) resident of Cornwall and I am proud to call Cornwall my home. In order to keep my home and property viable, I sometimes have to make difficult, unpopular financial decisions within my family. Not everyone is going to be pleased with financial restraint, but LONG TERM survival dictates we must find ways to accomplish this. I believe the majority of Cornwall citizens will respect Council as they do the same moving forward. GOOD LUCK!

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limit the amount of garbage a household can put to the road (like everywhere else on the planet) stop cleaning the sidewalks when there is no snow stop paying summer students so much money stop painting the broken sidewalks and curbs every spring (nothing is ever done to them)

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The City should should run the museum through a city appointed board.

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Take a second look at fire dept. budget. The City should take over the operation of the museum.

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If Cornwall would like to enhance the economy then services levels need to be enhanced and that will translate to property value increases accompany by a revenue increase and that will help increase wages by more money being spent. Therefore, enhancing spending by the Corporation will enhance the standard of living of the residents of Cornwall

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Please stop cutting programming, it might be the opinion of some that we need to cut things from the budget, but in reality there are some people in Cornwall that want to see the City of Cornwall grow and continue to attract new people, cutting some of these services is absolutely ridiculous and council should be ashamed. The more and more we cut the more these services will be added to the 2019,2020,2021 etc..... we can only put off some of the costs for so long, and we can only continue to cut so much before we are more like a town then a City.

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With the reduction of snow removal from the sidewalks in residential areas and Downtown/Le Village, how will the issue of ice removal (or better said, salting and sanding) be addressed? In areas where the residents choose to remove the snow from portions of the City sidewalks, who will be the responsible party for salting, or lack thereof should the cleared sidewalk become icy. Icing could be from either freezing rain, or run-off from melted snow. I'm not against reducing the sidewalk clearing, but in the past decade or so, the City has been pushing to increase the quantity of sidewalks throughout the City in residential areas, including adding a second sidewalk on several streets. Part of these works have removed aged, healthy trees from boulevards. Now the City doesn't want to maintain winter access... How critical was the expenditure to construct these additional sidewalks, only to leave them buried in snow, or unusable for half the year? Sounds like the bike lanes on Second St. that are rarely used. Asking for input from the residents is a good idea, but before reducing some of the services, look at the big picture. A reduction of \$250,000 in total could be chewed up in legal/liability, potentially costing more than the savings. Take a long, hard look at services that could have a direct impact on the resident's ability to access properties. Council, I urge you to look at the big picture for the City and determine priorities over preferences. We have watermain breaks year-round that cost us thousands of dollars using City forces to complete the repairs. If we had updated watermains, these breaks would be less frequent, saving money for future projects. If your furnace isn't working in January, you really don't care what colour of paint you're going to use in the bedroom. Focus on the priorities!

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As it is, people with disabilities can barely get around the city now, can you imagine what it would be like if services were reduced?! Many months during the winter I've spent five or six days inside because I wasn't able to book a bus to get out. I belong to the Handi Social Club, and we use Handi Transit quite a bit. We bowl throughout the winter at the same time every week at the same place, but because of the amount of people in chairs who bowl there's always one of us left out because there's just no room on the bus. My biggest suggestion on improving services is, training some of the drivers to respect those of us in chairs. I've tried to use the conventional bus and have had some drivers sigh and roll their eyes at me because they know they have to get up and strap me in and don't like that. It's humiliating and keeps me from using the conventional bus. Please please please don't mess with transit, it's a life for so many of us.

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If this council is serious about finding savings, they'll need to look at more than just cutting services.

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I feel that sidewalk plowing is an issue in Cornwall. Downtown streets are not readily plowed after a storm making it difficult for citizens walking to a business, restaurant etc. Sometimes it is a couple of days later following a snow storm before the BIA is cleared. Neighbourhood sidewalks not near schools and businesses are frequently cleared the day after the storm and at times it is not needed as the weather has already melted most of the snow. So, my suggestion would be to clear only important areas of the city with high pedestrian traffic and reduce cost of plowing sidewalks in quiet areas away from school and business traffic. I have seen too many sidewalk plows working on days where the temperature is warm. At this point there are making messes of lawns which will need added City repair once spring has arrived, more cost from the City budget. On a positive note, I think the City does a wonderful job of planting flowers so citizens and tourists alike can enjoy the beauty. It would be nice to see extra flowers planted along Brookdale before the bridge. It would shout out a big welcome to travellers from the U.S. and encourage them to visit and stay in the area.

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- Hold off purchasing any new vehicles, longer lease period's. - Skip Hydrant painting for 1 year, and only paint every second year. - don't remove snow from boulevards

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Stop wasting tax money on futile endeavours like studying a traffic circle & upgrading the justice building courtyard then asking residents if they're ok with reducing services to cover the expense

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OPP for policing.

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In regards to question #2, "Reduce grass cutting efforts by 50 per cent and promote naturalization.", this service should be contracted out.

In regards to question #3, "Reduce grass cutting activities in Lamoureux Park and various City parks by 20%.", this service should be contracted out.

In regards to question #5, "Reduce landscaping maintenance by 50%.", this service should be contracted out.

In regards to question #7, "Reduce floral displays in parks and public areas.", this service should be contracted out. City staff cost to much.

In regards to question #12, "Reduce 8 hours of Handi-Transit service per day, Monday to Friday.", this service should be contracted out. City staff cost to much.

In regards to question #13, "Eliminate Community Bus service route, Monday to Saturday, 7 hours per day. The Community Bus service is geared towards seniors and persons with disabilities.", this should run at no cost to residents we have bus service.

In regards to question #15, "Reduce snow removal operations by 50% in the Downtown and Le Village Business Improvement Areas.", the service is bad now what would it be like if you cut service. Get a Price from the OPP For Policing. If CITY Police is cheaper Please make a public statement by how much.

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In regards to question #7 "Reduce floral displays in parks and public areas", this service should be contracted out.

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Contract out traffic engineering contract out Benson Centre Glen Stor Dun Lodge should be self sustaining reduce police and fire department budget by min 10% every department that has clothing supplied, should show as income on their taxes and show on the actual cost of operation. eliminate water meter program eliminate grants for groups

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Reduce police & fire budget City take over Cornwall Community Museum

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Do not remove the Community Service bus! This is the only form of transportation for the seniors and the disabled to retain their level of independence... you do not want them to become shut-ins. Community service bus assists for much needed medical appointments and shopping

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Open Big Ben for only 4-6 weeks. Gradually cut back on Guindon grass cutting and see how it goes(20% reduction). City parks, flowers and landscaping should be kept up to promote beauty, exploration and exercise. Have a mix of volunteers and city staff flooding rinks. Some areas will have better volunteers than others. There should be a light up outdoor ice skate path at Lamoureux park and beyond all winter. Beaver tails and hot beverages on Sundays would be a bonus. Reduce hours or days of museum operation in winter (unless it's a ghost town) Sidewalks need clearing and people need to commute. Maybe try not reducing by 50-100% and reduce by 20-50%. Lunch isn't necessary at every meeting. But an appreciation for the committee a few times a year should be a staple. Maybe every 3rd or 4th meeting with an \$8000 budget. Rather have 1000's of people benefit than the few.

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How much does it cost to manage the city?

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What about the Police Budget (example, do they need or use a tactical forces, other special services, east end police station, other) ?

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take a closer look at who is and isn't staying up to date with their taxes & get firm on collections -take a look at all staff positions within city...merge positions (are people being paid more than they are worth?) lower rink rental, soccer field & floor rental pricing during off peak hours to stay competitive with neighbouring communities (rentals in Long Sault & Akwesasne are less than half the costs. Our facilities should not be operating empty during school PD days. if we are paying staff to be in these facilities...making SOME money is better than NO money -Do a better job promoting facilities & attracting shows, conferences & gatherings for rentals...currently operating below standards -lunches should not be provided for committee meetings -How necessary is it for "supervisors" to be overseeing road & water jobs driving big trucks that would cost a fortune to keep gas in? Smaller more economical vehicles to save on gas.

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You should start treating to city like a business. If you aren't making money you are failing. Forget the tax cuts. Base minimum wage went up. People are making more. Start taxing. Don't eliminate student jobs. You should be promoting employment in the city to encourage educated students to come back to work in your city.

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In regards to sidewalk snow removal have property owners/tenants/business owners responsible for clearing the sidewalk on their property. It is implemented in others cities why not here. Also, have them responsible for clearing the drain holes and fire hydrants that are on or near their property.

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We need to have things for our children to do. Living here most of my life I remember having nothing to do here in my teenage years. Today I find our city turning into a retirement community which there is nothing wrong with that, however given the unemployment rate and the underlying drug issue in this city more activities for our youth would go a long way for their future.

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The last question goes to show how you don't have the best interest for your citizens. If you had a bit of common sense, this unnecessary expense should have been eliminated a long time ago, without having to ask your taxpaying citizens. You all know very well that there are other excessive expenses that could also be eliminated instead of cutting back on services and the well being of your citizens. Why don't you work on Cornwall to become an avant-garde town and encourage other communities to do the same. Going green as much as possible by eliminating plastic bags for example. There are so much you can do.

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I think it's time that the children surrounding Menard Park to benefit from a splash pad similar to the ones installed in other parts of the city. Sunrise and east towards greys creek has been developed. This includes new homes, more tax dollar revenue, job creation, and more families and children. The summers are only getting hotter and the children have to be willing to fight the heat. The families can only go early in the morning to play at the playground for it is the coolest period of the day. The playground is unattended in the afternoon for it's too hot and no washrooms are made available. The families in the east who have purchased a new or existing home find it hard to see the fairness and equality when providing recreational services for we have to travel to Lamoureux park or Riverdale or Churchill street to visit a splash pad. We pay our taxes and should be entitled to the same benefits.

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Look at hiring staff with license in HVAC, as an electrician, plumber etc instead of paying contractors. Decrease overtime & wasted hours - schedule according to programming in Recreation facilities like the Benson Centre or only 1 person to water flowers or pick up garbage down Montreal Rd & other city areas. Too many people standing around being non productive. Decrease in kind services to organizations that do not promote tourism to the community.

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It is very hard to believe that you would cut the multi residential waste credit. You will need to add more to the regular City residential collection budget/costs as most of the locations that offset the costs of using private collectors have the residents putting bagged garbage to the curb. This will be a very trashy look for the City, with mountains of garbage at curbs, blowing around, and of course pest problems.

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Why don't you cut some city council rather then cut out everything good and family friendly in this city.

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7% is ridiculous!!! Shame on you for even proposing this! Learn to manage your money better

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Cut Some Management jobs @ The City,there are too many Managers doing the same job..Through attrition,Retirements.

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Rather than depending exclusively on increased property taxes (to increase revenue) or decreasing services, a third option is to generate revenue by an increase in user fees for City services, including licenses and permits. The trick is to introduce a uniform percent increase in all fees (for convenience and speed of implementation) that will be modest per unit transaction (eg 2-3% above the rate of inflation) so as to cause minimum financial pain (complaint from the citizens) per individual transaction but which will collectively significantly increase (the

sum total) the annual revenue contribution relative to the collected revenue had no increase in fee per unit service been introduced. Thank you.

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Consider turning over a Public Works to the private sector..... Have a hard look at public transportation in off peak hours and using smaller cost efficient vehicles..... Have a look at eliminating the local Police Department in favour of OPP..... Take a hard look at duplication of services and /or over servicing..... Stop patrolling the streets with Ambulances.... Stop responding to Emergencies of a medical nature with a Police Car and two or three fire trucks... I see mis-management on a large scale.... Sorry ! It is what it is... Private sector companies would be soon out of business operating like this public purse.... Continue lunches for Committee Members as most are unpaid Volunteers...

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Sidewalk: lot of sidewalks are very unsafe during the winter it would be economical to close them for that season, peoples walk in the street now anyway. Snow removal: is a very hard subject to define it always depend on the type of winter we are having. but a minimum of snow removal must be maintained. Parks: A park could be assigned to an association ex: (Lions,) witch would be responsible to maintain that park, mowing, pick up garbage, and keep it clean, etc. and in return the city give that association a sum of money. that association can assign students to do the task and they would enjoy doing it and be proud of it and would be the first to see that their park is the cleanest one. Furthermore the students are kept busy and kept out of bad things to do or get into. If the associations wishes they can have a contest, and the nicest park at the end of the season that group of student could receive a thank you gift.

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Review the cost of consultant's reports and severely reduce or eliminate these reports in future. The outcomes are often the result of someone's objective to get the 'green light' on these projects. Review the cost of ARTS IN THE PARK in regard to low attendance versus the amount paid to run this program. Eliminate the tax credit for all vacant properties. These constitute eyesores, invite potential fires and vandalism and provide no incentive to their owners TO maintain these spots or to sell them. Enforce PROPERTY STANDARDS to address the array of rundown dwellings, and do this in a proactive manner as is the case in Kingston. The poor conditions of these places should result in fining their owners [absentee landlords]. Enforce other bylaws such as littering, speeding....to raise revenue. Eliminate glitzy photo albums --like the glossy POLICE REPORT which does not include important data such as fines for speeding. Consider consolidating several departments to increase productivity, and eliminate confusion as to which area is responsible for an activity i.e. management of garbage and garbage pails. Reduce the summer student program. There are ample staff to perform the work they usually do. Eliminate or reduce by half or more out of town conferences and other events, many of which can be handled via teleconference or other cost-effective means. #4 do not eliminate the pool maintenance in the east end which is under-serviced and where there are a lot of underprivileged children living. #13

what is community service versus handi-transit? Question is unclear.

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I'm sorry that we have been forced to do this by some on council. I'm willing to pay my fair share to maintain our city properly.

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I am surprised about cleaning the sidewalks less. They are a mess now. How can you cut back anymore?

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People using handi transit need this service. They don't always manage to get a bus. As far as I'm concern we need more handi transit buses on to assist elderly and the disable in the community. We are a community with a high percentage of elderly that need more services.

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Many of these services would not even be noticed by residents if they were cut back or changed. I think you chose good ones to eliminate or reduce. Thank you fro including residents through this survey.

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Quit wasting our money, and please stop taking away from the seniors. Of the city

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Staff reduction by 10% Police and Fire reduction by 20%

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I believe we have way to much to much management in many area department. Should have a lead hand and from the floor worker that would report to manager which eliminates a lot middle people which is a big saving and not required like in private business. We need to go lean and mean system that works. Possibly some consultant come in that has no ties to anyone in Cornwall and review all management position and clean up system . Also look at police dept to go to OPP which i beleive would be cost efficient

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In my own personal opinion, I believe cornwall should implement Sunday transit services. BOG money making opportunity especially considering all these questions you have asked here, cutbacks are needed in Cornwall! You want people to provide lunches to people when they have committe meetings?! Are you kidding me! These people make way more money than me, they have pensions etc and I'm here paying for their lunch? NO! I hope you guys truly look at a Sunday bus service because the taxis are making a killing off of people who work on Sunday!

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Do not change the traffic circle. Residents are fully able to follow signs and distinguish between traffic circles and roundabouts. Residents are so used to the traffic circle that changing it might initiate more accidents than just leaving it as is. Signage is sufficient to let residents use it in a safe manner. Just a waste of money when the budget is tight.

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Stop increasing our taxes we already pay through the roof for gas and electricity!

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The waterfront from east to west is important. Keep up the good work to keep for public use not private domain.

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Pay a better company to fix our roads A) at Better hours.. B) with people who do it right the first time and won't have to be redone every season!

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Cut all extras. Food for all meetings, memberships.

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Reduce night bus service, plow after the storm

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Instead of cutting pools that promote physical activity and good water safely cut lunches. Millions of people can pack lunches and so should committees!

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Private company employees bring lunch to work everyday, I dont see why the committee should have it any other way.

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The amount of lawn cutting and flowers/tree work has always seemed very excessive to me. Of course it looks beautiful but it really is an excessive luxury that we shouldn't be wasting resources on.

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Add union employees wage freeze to budget

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Use more volunteers for flower beds or lawn cutting downtown. Those who are unemployed

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I think that maintaining items which promote physical activity is very important. Pools shouldn't be closed. Many kids parents cannot afford to put them in sports and pools is one way kids can get physical activity and healthy interaction with other kids. The bus services shouldn't be cut. We are talking about devices for elderly and handicapped persons. It is hard enough for them to get around as is. Lunches for committee meetings are important as I believe most committees are made up of volunteers and it is a way to help pay them back for their time. Maybe

the City should look at eliminating 2 councillor positions. I feel 10 councillors is excessive for a City our size.

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Eliminate the \$250,000 for the traffic circle study Cut the planned play structure for the Benson Centre Reduce minor sports subsidy to 25% Take away the subsidy from the Cornwall Colts hockey club Stop paying councillors an honorarium for acting as chair on Police Services Board, GSDL Board of Management and any other committees

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Unfortunately most City managers have never worked in private industry and only know to add a couple of percent to their budgets every year without looking at overall efficiencies. In private industry, as was my experience, at a time of cost cutting, all managers were told to cut 5.5% from their operating budgets over a one year period and to do so they could not reduce reliability nor customer service. Although not stated, the managers knew that if they were not successful they would be searching for a new career. It can be done in police. The deputy insists there is no fat. Maybe so but with 43 civilians there is surely room to combine or realign jobs to reduce that amount without reducing service. As for fire, a long term plan should be put in place to add part time firefighters that would eventually, through attrition and the training of the part time firefighters, allow the platoon strength to shrink from 14 to 10, still maintaining 10 firefighters per shift and save a minimum of one million dollars per year. So before cutting services that taxpayers pay taxes to enjoy, first make the city operations more efficient. Stop cutting around the edges and get to the meat of the matter.

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Purchasing should work on cleaning up tender packages as well as negotiating better rates and terms for items being purchased. Public, Private, Parnetships should be looked at for various programs in the city. Ie, sponsorship of local pools to cover expenses. Additional funds could be found by enforcing local by-laws and following through on collecting the fines associated with them. Good Luck.

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The landscape project at the justice building serves no purpose. Simply repair what is damaged. New capial, new infrastructure projects should be postponed or cancelled. Maintain/repair what we already have.

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eliminate bringing city vehicles home after hours

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Our taxes are already high. If it helps bring down our percentage increase by cutting by 50% as stated above suggestions, I would certainly be in favour of it. Thank you for asking for our input.

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Please think very hard and carefully about cutting services that promote the beauty and essence of the city. Landscaping and floral arrangements are just a few of the minor services that make Cornwall a destination for tourists. As well, outdoor rinks and summer student jobs are important to retain youth in the city, rather than drive them away to larger cities with more to offer. Closing outdoor pools in the past has been a major issue and will continue to be if you chose to close more. This includes loss of jobs and puts children and teens in other less favourable activities during the summer months and adds to the nagging question of "what is there to do in Cornwall?" I understand it will not be an easy choice to save any of these services, but please consider the impact they have on the community as a whole and to people living outside the city. I hope you make the right choices for the future of our city.

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Re: flowers. Reduce the budget for purchasing new flowers by 50%. Spend the remaining 50% on low-maintenance perennials. In a few years, it would then be possible, theoretically, to reduce the amount spent on purchasing new flowers.

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Do not reduce snow removal in downtown and Le Village. We pay 4 times the residential rates and all we get extra is the snow removal and an extra collection of garbage per week. How will people be able to put money in the parking meters if there surrounded by snow banks?

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Why did the city make a bikepath on 2nd street that no uses. Get rid of it we need more lanes.

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I don't know all of the details about the lunches that are provided at the meetings. I think that each person should be capped at a specific dollar amount. No more than \$25/pp would be sufficient. If this is already the case, then I'd say to continue doing so. Otherwise, it's way too much to be spending on a meeting that they should be concentrating on the meeting, not the food that's represented to them. Cannot answer the questions about the Civic Complex when there is no dollar amount. Do not make it too expensive for the majority of the city to not be able to enjoy the arena. From my understanding attendance is already quite low at the facility. Outdoor Skating Rinks - I live in Eamer's Corners. Each year there are boards put up at Terry Fox park (though not this year). I have lived in the area for around 12 years. I don't remember ever seeing a skating rink at that park. I don't think anyone got the memo -- if volunteers were needed -- to start/maintain a rink. So, there has been time spent putting the boards in each year and removing the boards each year...but NEVER actually putting a rink there. I guess what I'm wondering is, were there other rinks in the city that have been regularly maintained...but we weren't lucky enough to live in the area of one of them? (hence the 'go with volunteers' for that answer -- since I assumed this was the case already anyway) Flowers/Landscaping - I'm all about making our city beautiful!!! The more the flowers, the better. Just be sure to get the best quote/price possible! Cornwall Museum - I have yet to enter the building. Is it

busy during the winter season? If not, this shouldn't even be a question. One day, I may even get to see the inside! Handi-Transit - It it needed Is it used often? I don't have the statistics on how often this service is used. How many people per day is it used? Is it used more often on specific days? Community Bus Service - I have never heard of this service. I'm not sure who this service would be affecting? Is there some other service that could be provided that could take its place. Something that would be more 'budget friendly'? Waste Credit - I was not aware of this. Is there another option? Could it be taken into consideration when this person is paying the taxes on their property? Is there a specific amount that these complex owners are charged for garbage pick up? What about not charging them, instead of giving them a credit after the fact? \*\*disclaimer: I am in NO way an expert on ANY of these subjects..just suggestions/thoughts as a life time citizen of Cornwall.

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Your talking about cutting things that provide good clean safe fun for children and famines of this community. Comon give your head a shake

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Increase bus service this will allow more people to rely on the bus.

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Immediately cease ALL work related to the restoration and relocation of the old streetcar. This is a monumental waste of tax dollars for no good reason.

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Leave the traffic circle where it is. It's not causing any issues, so why change it for all that money?

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People will complain about reduction in services, but a large tax increase will hurt more than these cut backs. Do what is necessary to bring the budget into the black.

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We need more information to answer these questions. There should be a link to read up on the info.

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No round-about's Save money by not getting rid of the traffic circle and installing roundabouts in other areas of the city. There's no need. It's confusing. People already are asking what the difference is... Meaning when they're driving they won't understand the flow of traffic. In a city that's been used to having the traffic circle for so many decades it doesn't make sense to put other circles around that have different flows of traffic that people won't understand No round-about's!!!

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Remove breaks Where I work there is no break.

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Eliminate the expense of repairing the locomotive.

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Eliminate the ice leveler from the budget. Eliminate the traffic circle study from the budget.

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Eliminate the \$250K for the Rotary traffic circle environmental assessment to convert to a round-about. Reduce minor sports subsidy from 40% to 30%. Increase the service fee for tax certificates from \$45 to \$50; expedited requests to \$60. Increase the service fee for duplicate receipts from \$5 to \$10. Defer the SharePoint implementation, a savings of \$355K as well as the Desktop Virtualization - \$540K. Eliminate the playground structure at the Benson Centre.

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I have voted to discontinue Big Ben; however only if studies indicate that usage is minimal and very few people will be affected. We now have a short ski season and other than when it is actually in shape for skiing, I do not know what other uses it has. Unknown to many people, the museum needs to open all year round. Tourist visits are no doubt lower in the winter but people do use the archives. It is also a time when the staff can perform the endless behind the scenes duties required to maintain the status of the museum, work on donations, grants, acquisitions, community events, temporary displays, media publications. It is not only when the museum is open to the public that there is a great deal happening. Council would still have to maintain the building whether open or not. There must be a reason why you feel that snow removal in BIAs but 50% seems high. It depends what part of snow removal you mean. Is it the removal of snow banks or less regular removal and cleanup after storms? Please do not decrease storm cleanup for mere safety reasons. we are fortunate to have beautiful parks and floral displays but naturalization is acceptable these days and if it can save money, why not? I love the parks and flowers but I also love au natural. Reduce summer students only if work can easily be achieved without them. I think they likely help in the summer to for some city staff holidays. They need support but the city needs money. I do not know details of # 17 regarding brownfields. If this is deemed justified by all involved then do it. You have a huge job in your hands and I wish you well in making hard but good decisions in exercising sound stewardship.

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I believe that if the snow removal service was cut in any way, someone will get hurt, I've noticed people having a hard enough time getting around safely with the services we have already!

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There is no need for that much lunch budget as some on ODSP don't even make that much in a year to live on \$20,000 yearly for lunch meetings is a waste of money average single person or elderly makes \$13,000-\$15,000 yearly something wrong with this picture you eat better than most can survive with.. How about taking a lower pay and stop poverty.. Everyone is equal yet you treat people including yourselves as better than most. You are no better but pass as money hungry people who want to cause budget cuts and either safety like snow removal.. You are doing a good job at running this town into the ground.. Try looking internally into budget cuts before cutting other stuff

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Fully fund Your Arts Council. Their programs help the local economy and make Cornwall a better place to live.

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Do not get rid of the round-about on Brookdale Ave. The costs don't outweigh the necessity. Remove bike path on Second Street no one uses it. Hire students for summer that are in need of high school volunteer hours in lieu of pay. Implement more proactive community service to young offenders, give them jobs that would improve our community. Ice rinks in the winter. Pools in the summer. Planting flowers and maintaining parks can all be reasonable jobs for youth volunteers and community service hours. Get creative on saving money. Provide these kids with opportunity for better futures by encouraging them to get involved.

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Find other potential cuts, attrition of personnel etc.. There is got to be more fat that can be cut. It does not make sense in a city the size of Cornwall that we should pay taxes equivalent to Ottawa

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Infrastructure could be reviewed. If a round about are to be installed at Sydney and Lemay, I don't think it is needed. There isn't enough traffic coming from Lemay to justify the change. Public pools should be prioritized where the low income to middle income citizens are. You would see less home owners with private pools. Sidewalk snow removal should also be prioritized to such as Senior Residential area and minimized in Family Residential area. Have a reasonable contract for the Union employees with a decent benefits program ( 5 to 8 days of sick days), more than that is taken advantage of the Corporation. Have a program to encourage employees to be active and stay healthy, you would see less abuse of the benefits. Encouraging respecting and rewarding the hard working employees has more advantages to the Corporation in many ways than giving into the abusers of the system. I hope this help in some decisions!

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maintain the water park at the water front, maintain the water park at Guindon area put more money into summer day camps for all families, make it at different locations, according to population of poor children, gift them freedoms and kids rights to play learn and get alone, offering summer day camp programs is essential, having it run similarly to Ottawa boys and girls clubs, Cornwall has one, increase spending for boys and girls club, all poor children, living in the city of Cornwall, need must have a summer program to attend at low costs, with subsidies, if these city and rural families are living in poverty then someone, some committee, needs to fill that summertime and March break and Christmas holiday time, away from school with life altering clubs to make certain every effort is made, for all kids, up to the ages of 18 and with all special needs autism kids, included for as long as they wish to attend

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Remove any and all costs involved in the Rotary Circle study to have it changed to a roundabout. Then don't change it. Leave it as a traffic circle. That should save us a ton of money right there. Lower the city's contribution towards welfare.

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This is supposed to be a city for retirement, a grocery store in the Sears Mall would help the elderly so much or a grocery store within walking distance, it's either you take the bus or the cab, which is hard because the bus you can buy just so much to carry back, a cab is OK but you're paying about 10.00 to whichever store and 10.00 back, it does get costly. Thank you...

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Just take a look at what you're doing to your own city. Think about it, long and hard.

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Reduce police force by two. Reduce internal police staff by 10%, Explore OPP policing for Cornwall. Cut back on consulting costs by 50%. Council must assume their responsibility and make decisions without constantly paying consultants for advice. Reduce Council by two and adopt a ward system

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Cutting the other services are putting the most vulnerable residents at risk and eliminating their opportunity to participate equally in every-day life. Furthermore, some of these cuts have ripple effects. For example, reducing 8 hours of Handi-Transit service per day, Monday to Friday will not only limit those 8 hours of rides but will put extra pressure on the already heavily used service for all users of the service. What's more important, for a person with a disability to get transported to the hospital, work or to get their groceries for Council and Committee Members to be fed on the taxpayers' dime. The choice to me is clear but, just in case it is not, the person with a disability!

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Keep it all!

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Keep the traffic circle on Brookdale!!!! It's a nice park and "welcome to Canada" when people are entering from the United States. If the traffic circle was to be changed it should have been done when the bridge was removed and Brookdale was being redone. Don't waste money on surveys for the traffic circle or building roundabouts. Use our tax dollars to fix the potholes in our roads.

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Get rid of the train.

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Get the police back on the roads ticketing dangerous drivers to bring in revenue and keep our streets safer.

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Sidewalk winter cleaning. I see cleared sidewalks with plows on them all the time, and they are already clean. And other roads (side streets) don't get cleaned at all anymore. Also the roads don't get cleared properly. The service should be managed better, Not necessary cut. But if the city doesn't want to manage better than yes cut it. I think its all about properly managing our resources.

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We don't need a street sweepers out after every rain storm . There is also to much grass cutting and trimming going on in Cornwall buy contractors let the city workers do the work . Make everyone cut there own Boulevards .

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The one for civic complex would depend on what is being cut as it said to be determined and the one for Big Ben would depend on how much it's being used. Other cuts can be maybe not feeding up our streets again to put round about in when it's really not necessary or removing the traffic circle that's never been an issue just because council thinks the citizens are not smart enough to understand the rules we spend a long enough time dealing with traffic issues when Brookdale was being transformed why spend our money to repeat the frustration. I fear Cornwall will truly suffer with these cuts and talks of increasing proper tax as an owner moving to outskirts has been something we are looking into so I am sure my household isn't the only one that think this way

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Taking away the things that kids can do for free (outdoor pools, skating rinks) makes it even harder for parents living on a tight budget to do anything fun with their kids. I find this completely unfair. \$20,000 for lunches is extremely excessive. A \$10 dollar limit per person , per meeting, is more than enough.

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Just the thought of making us pay more taxes, and then making our city uglier as a result is unacceptable. Lamaroux park is something Cornwall residents are proud of. Cutting down grass services by 50% will make it less enjoyable I'm sure. And the snow removal on sidewalks? Please. I am lucky enough to have a car, but many don't, and these pedestrians deserve to have a safe place to walk in the winter months. No sidewalk=people walking on the road=more accidents and injuries. Oh and eliminating Handicap bus services? Really? These people need it the most. I'm sure there are better ways to save money. It's bad enough we already lost our annual Liffoff celebration, which was enjoyed by many, but now Cornwall is trying to take away more and more from us. How downhill is Cornwall going to get. Pathetic Yes, making committee members bring their own lunch, ok. Great, no big deal. I have to pay for my own lunch. Find more ideas like this please and leave our dying city alone. I want my son to grow up in a nice clean city, with nice parks and sidewalks and activities, sadly this doesn't sound the case

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Leave traffic circle as is. Leave traffic section Marleau/McConnell as is. NO NEED for roundabouts! Ridiculous spending. We are Cornwall, not Montreal. Traffic congestion? People can add 5 to 10 minutes to/from their work commute.

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Stop spending \$150k on "engineering" studies done by firms that are not local. Invest dollars locally.

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cut the # of councilors cut down on the upper management positions and part time workers

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You need to keep mowing the lawns, Ticks are a very real problem and if not properly controlled will wreak havoc on the community, they thrive in tall grasses.

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I would recommend closing St Joseph's Pool but add a splash pad at Menard park. There is a growing community of young families in the area. There's no other pad in the east end of Cornwall. Also there's a development of homes in the area, this would help attract people to buy home in this area of Cornwall. The east end seems to always get the short end of the stick when it comes to new opportunities. Benson centre was built in the west rather than the east. All splash pads are west of Pitt street. All banks are west of Pitt street. When will the city invest in a new project in the east end of Cornwall. We pay just as much tax dollars as the rest of the residents, time to put a little focus on your east end residents.

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1. I don't find Big Ben visible enough and safe enough. I prefer they ski on hills just outside city. And to slide, there is a good hill at Lamoureux Park. 2. It is good to have some naturalization at Guindon Park but all places where there are many

people seeing the area, the upkeep should be kept; ex : along Highway 2 and in the city parks. 3. At the traffic circle, the grass cutting at least is needed. 4. I don't know if the cost to attend either the Aquatic Centre or a city pool is the same but if it is, by taking one pool away may encourage the use of the Aquatic Centre. 5. I'm sure if publicized well, volunteers could be found for the outdoor rinks. 6. Flowers in the city always amazed me but a little less would be good too. Maybe artificial ones are better so the upkeep wouldn't be as much? 7. Just because we have the Benson Centre does not mean we should decrease the services at the Complex. We should use it as much as the Benson Centre. And the increase for use should be minimal. 8. Maybe hours of operation could be decreased, not closed completely, in the winter months at the museum but always good to have it open for schools and special events and such. 9. 30 students seems like a lot! 10. People are asking for more bus hours so eliminating some, mostly handi transit, would be not well looked at. Handi transit is NOT just for medical appointments but also needed for evening events. It is already at full capacity except for evenings and even then sometimes it is hard to reserve a bus to an event (and this is by actual experience). 11. Snow removal is needed in the business areas at all times. For economy's sake. As for the sidewalks, I don't find they are clear enough now in the winter for wheelchairs so eliminating some sidewalks would not make a difference. Just make sure the ones that ARE cleared are well done. This past winter I have had to count on Handi Transit every time I went out and had to plan ahead at all times. Wheelchairs have a hard time taking a regular city bus in the winter. 12. There are other ways to encourage waste management than to give credits. 13. Regular meetings should not need a meal to go with it. Maybe on special occasions as Christmas or a gathering with special guests may be a different story.

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Freeze wages on the higher levels of management on anyone making over 100k

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Freeze pay raises to municipal government workers

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1. Reduce the Ash Borer tree cutting by 90%, cut only trees at risk of falling and reduce the headcount that is wasted \$350K in 2017.
2. Scrap the rusty train and use the income to reduce taxes.
3. Reduce department budgets by 8%, challenge departments to reduce wasteful spending.
4. Reduce consultant's spending by 50% by using employees skills for recommendations.
5. Eliminate city donations, allow service groups and taxpayers the priveledge of making its own donations.
6. Privitize Glen Stir Don Lodge, use the millions to reduce taxes.
7. Recycle pick every 2 weeks from weekly.
8. No new roads, resurface and maintain current roads,
9. Reduce travel expenses by using technology for web meetings.
10. Eliminate ineffective meetings and subgroups.
11. Ask each department to provide a plan on how they will comply with waste spending reduction.
12. Involve residents in the waste spending reduction process.

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Plant flowers that grow back year after year instead of annuals that need to be replanted every year in the parks and public areas.

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The community should have a say on which pool to eliminate. I personally think Mattice pool should go, and put in a splash pad like they did at St. Therese Park on 13th Street.

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As you spend money on studies, cut that out you have the internet and social media ask your citizen's they will tell you what they want and its free advice. bring back lift off and many other services like that, that you have cut that made money quit lining peoples pockets with tax money. you don't need to pay for paint for building that should be knocked down. Let the owners pay for that you know what building I'm referring to the old back stages on first street.

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Do not continue to defer projects and create a backlog for short term savings. In the end cost only grows if work required increases due to delays.

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dont put in any new traffic circles leave the one on brookdale alone and have home owner clear the sidewalks in front of thier homes in the winter months

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Flowers, grass cutting and such frivolous things should be cut way before you cut bus service to our seniors and disabled, sidewalks need to be cleared for wheelchairs and the safety for every citizen so they are not walking on the road. We already don't have enough time slots for the disabled on handi transit. Cut community service down but not completely. 3 morning per week and done at 1pm. The afternoons and Saturdays should be servicing handi transit passengers who more often than not can't call and get a ride. I think anyone would agree that cutting those services is a great disservice to our community and should not even be an option when there is so much to be saved in our community that doesn't directly impact those who rely on our transportation services or taking away opportunities of the youth on the job experience. We need to look at as little of an impact on our peoples' lives. Let the grass grow a little longer and let our people thrive. A committee can pack a lunch. So who's community loses a pool? Probably the high light of plenty of kids summer with out transportation or means to travel to another community pool. Rinks are a tough call as our weather doesn't always cooperate and is a hit and miss but i would rather see rinks in as many communities then see committee get a free meal or worry about a traffic circle maintenance or flowers. PRIORITIES ARE Disabled seniors and kids and job creation. Thank you

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Rather than stopping lunches at committee meetings stop having meetings at lunchtime. Reduce meetings and change time of day. People are more productive in the morning. The grass in the various parks does not need cutting every 7 days. Longer grass may deter the geese. Floral decorations give a good impression to visitors. Avoid payroll costs, sub contract whenever possible. The City does not appear to get value from it's maintenance depots. Parking in the City should be free for 2 hours and paid for longer periods only. Fines should be increased. Income should always exceed Expenditure and if services are required they need to be paid for by the tax payer. Many years of bad fiscal control are causing many local councils around the world serious financials problems in 2018 and possible bankruptcy. The city taxes in Cornwall are not expensive compared to other average monthly expenditure on cars, childcare, insurance, communications and groceries.

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Tics are bad in this area. Something you might want to consider when limiting grass cutting services. Children need to play safe. Grass cutting needed. Flowers are not. Children and seniors r not effect by the traffic circle.

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Cut out the two traffic circles proposed

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A 7percent tax increase is totally unacceptable. If we all ran our home budgets the way that all levels of government run theirs, we would all go bankrupt in no time at all. You must learn to do more with less tax dollars.

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Reductions should be based on how they impact the city as a whole. Cutting services to seniors will lead to shut ins and less free cash to spend because of having to arrange for other transit methods. Taking away services for kids will result in less active kids and potentially more problematic issues increasing the burden on other services. The rotary circle is no longer the first impression of visitors from the USA and plans are in the works to remove it... So why beautiful it to such a high level? We don't need a fully floral city to keep it beautiful. Focus on key areas that we want to emphasize. Take away the frills, not the essentials.

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How about reeling in some of the cell phones, laptops, vehicles used by city staff/management/councillors.

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court ordered community service re grass cutting in parks flower beds ect., don't keep redoing projects get it done right the first time or make contractors redo on their dime

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I have mentioned this before, all departments should have an experienced person to do walkabouts at city departments and generate a report with efficiencies that could drive efficiency therefore increasing the bottom line I am sure that there are simple operating improvements that could be adapted to reduce cost. Please do not hire a consultant for this. There are residents that would do this for the pleasure of helping out the City. I could be one of those persons need only ask.

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While I appreciate the city's effort in seeking feedback via a survey, many of the issues/questions require contextualization and decisions should not be made solely based on these results. Council and city staff should look at city priorities to help to assess.

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Consider the use of volunteer firefighters to complement a reduced full-time platoon. Rapid response fire fighting vehicle (s) instead of large fire engines. \$ vs \$\$\$\$. Remove police motorcycle from service. Don't penalize departments for not spending their entire budget for the year and instead reward them for saving and managing their budgets by maintaining the same budget amount for the following fiscal year. Introduce EMTs to the paramedic service. Each ambulance could have an EMT and a paramedic rather than 2 paramedics. Reduce the amount of city workers per job ( ie. 6 personnel to fill a pot hole, unnecessary ) Keep asking the public when it come to city spending.

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Options on survey should include a third circle for checking that says: "I have no idea what you're talking about and cannot make an informed choice". Too easy to chop all of these small items and we lose 'quality of life' and 'culture'. What about leaving all of these items and shaving down on the big ticket items like roads, sewers, etc.? The entire survey is very limited to small items.

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A suggestion if I may.... If you want to save a bunch of money and I don't mean a small amount I mean a lot of money for the budget and to have money reinvested into this city then please for the good of this city , get rid of the Cornwall police department and have the Ontario provincial police take over this city with full jurisdiction! Not only would the crime rate drop by at least half of what it is now , you wouldn't have 70%of the force making 100,000 a year !

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Invest in flowering perennials instead.of annuals for.flower displays. Leverage community assets to do community plantings with edible landscaping.

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More detailed information is needed in order to make sound decisions on all of the 18 subjects. Some examples: Community bus service and handi-transit - are these buses needed for all of the hours they are currently available? Committee Meetings. If meetings are not held at the lunch or supper hours, are lunches really required?. Museum - Do you mean close to the public only? Staff is required year round for a variety of functions. Outdoor Pools - Are they all being used sufficiently to warrant being kept open? Etc.

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Don't take things away from our kids. Activities are the only things our kids have to look forward to ex...swimming pools, skating rinks ECT they already lost lift off every summer...if kids keep losing things that means they get bored and get into trouble. Traffic circles are not necessities and cost a ton of money. Lunches shouldn't be provided, everyone else has to pay for their own lunches so why shouldn't committee members have to purchase their own lunches as well!! And half of the handicapped buses we see running never have more than 2 people at a time on them so why have so many, it's a waste of money.

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I had no idea lunches for committee meetings were paid for by tax payers. Ridiculous! Brown bag it like everyone else does at work or pay your way. As for raising the property taxes by 6.98%...that is ridiculous! How are people supposed to make ends meet when everything keeps rising at a much MUCH higher rate than salaries? It is getting increasingly difficult to simply live. And there are seniors who are on a fixed income that can barely manage to get by. Shame on whoever thinks this type of increase is sensible or acceptable.

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Instead of cutting out things that make our city beautiful...things that are there for the children ....student employment how about you reduce pay for all city workers. Stop contracting out work to lowest bidders that do work on our city roads and sidewalks and they have to return time and time again because of botched jobs. Stop taking away from our children

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I am disheartened and angry that the city would consider an 8 hour reduction to the Handi- transit service when some in the disabled community count on the service for transportation to medical appointments, but also see it as a service that helps us to maintain independence. I use a wheelchair and I volunteer on a Municipal Advisory Committee and need to use Handi-Transit to go to evening meetings. I have a difficult time reserving the time I need on Handi- transit as it is. Reducing the service would make reserving the bus for outings even more difficult. The Handi transit service should be increased to include another bus on some evenings and Sunday and Holiday on call service. I see it as an essential service! As for the Community Bus, I would be interested to know what the user numbers are. I think it is a vital service for those who are not able to use the regular service because of mobility issues. The Cornwall Community Museum is not just a Museum but is a vital cultural and historical research facility and should be open for access during winter months, perhaps reduced hours. Reducing

amount spent on maintaining garden flower displays and grass cutting would suggest to visitors that we don't care what our City looks like! As for the outdoor pools...I would like to know the user numbers in each of the areas?

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Get rid of half of upper level management at police force and city. Quasi military formation is no longer required and been proven to be non effective in the policing field. Why need a chief, a deputy chief, an inspector, how many staff sergeants, the CALEA accreditation which employs a CALEA manager, (CALEA is only observed by 5 police agencies across Canada and two non police agencies last I understood and why need a "manager" for a one person department?) and multiple managers in different departments eating up the budget. Go to just an inspector, 2 staff sergeants, and then sergeants and maybe two civilian managers. Savings alone every year would be 1.5-2 million a year. Multiple agencies the size of Cornwall are now going this way. Same goes with city. Why need multiple managers? Put one manager in charge of 2 or 3 departments. Same goes with fire departments. Quasi military isn't required. Reduce your upper level management eating up the budgets.

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Would be interested in knowing the number of department vehicles and associated maintenance costs. Seems to be a lot of city vehicles running around town. Share the vehicles????

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Some excellent suggestions for us to consider. Very difficult matter. No matter what you decide, someone will not be happy. Just a couple of suggestions. Private snow plow operators make the sidewalks worse as they blow snow back onto cleared sidewalks. The city does an excellent job of keeping the sidewalks cleared and they ruin it over and over again. As a dog walker I see it all the time. Waste of money to clear th sidewalks to have these folks fill them in again. Perhaps some money could be saved by reducing the amount of salt used on the sidewalks. Totally unnecessary. The fear of litigations from falls will never be managed by adding more and more and more salt. I'm sure salt is not too expensive but every bit helps. I also,feel we could reduce the manhours spent picking up garbage by city employees if we used blue boxes with lids. Also please get working on the regional airport. It is time to get really serious and get this moving. Sell water to south Glengarry. Let's try to make some money for the city. Just a few ideas. Thanks for this.

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It is extremely important to increase the sidewalk snow and ice removal.or there will be more accidents. Pools should be available. for cooling off during summer for those who dont have transportation to go to beaches. wast refunds should be eliminated.if they get refunds then so should the public. Im not familiar with brownfield. but it sounds like parks ie gaundon so yes cuts can be done.its natural groth and to many people distroying it through laziness.committee meals should be bought for themselves. or they should put their own money into it to share the cost out of their own pockests as we do at our workplaces.not for

taxpayers to spend on them. building a traffic circle is ridiculous idea. as there is not good valid reason for it. should be a much later project. There should be more focus on fixing up and repairs down tonour town. safety and looks of our town is most important. Thank you for the chance to voice my opinion.

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Suggestion of reduction of city employees (through retirement) ....none to replace... Also department heads ....start to combine departments to one manager and personnel... City police and fire services salaries out of control.....

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With money that will be saved by reducing certain services use it and put an additional bus on the community service bus route 61/62 east/west bus

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Please do not nickel and dime the police and fire services, as they are absolutely essential to the community. Please also leave the traffic circle on Brookdale as is. Thanks.

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We need to have more stuff for kids.

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How about putting a bylaw on cats like you do for dogs. Have cat owners by a licensed.. reduce the population of stray cats and make money too. Its a win win situation. They don't clean our side walks now !! Waste money on second Street with bicycle lanes when we have a water front with bike Lanes. No more hockey once again ! No to a casino that would attract tourism and create jobs. Sad to say Cornwall has nothing to offer

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Committee members and city councilors should not be paid salary. This should be an honorary voluntary service. No salaries for city council members. No overtime for city employees, all work can be done in normal working hours. Councilors not to hold more than 2 terms in continuation.

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Reduce the Transit Schedules, why are running the large busses they are never full.

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Parking fees could be increased. 50 cents for a half hour is too low.

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Do not tear up McConnell & ninth again for a roundabout. Put a light at Cumberland & fourth. Pave the streets. Stop sending out the sidewalk plow when there's no snow to plow.

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Everything should be reduced The cost of living just keeps raising but our wages stay the same Cutting all these thing would help

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Sell the train engine.

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Tell fire and police to operate with \$1M less each.

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Look for waste. Can the Handi-transit and the Community Bus service be combined. Where are overlaps. Sue former owners for brownfields clean-up.

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Have people on assistance do alot of things in order to get their check

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Let's cut the costly unionized city maintenance employees and replace them with contracted workers. Don't need the city owning and maintaining all the expensive equipment they own or lease.

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Leave the Brookdale Ave. traffic circle ALONE! Changing it would simply be for the sake of change!

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Do not reduce services for seniors They have lost enough

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My suggestion is instead of cutting and eliminating maybe we should look at how to take advantage of our cheap electrical costs and so-called cheap taxes and try to attract large industry to move to Cornwall which is in the perfect location geographically. Large industry will bring large taxes for the city and also create good paying jobs, not everyone wants to work at a distribution center. We should be doing everything in our power to keep what industries are left in Cornwall instead of letting them close up shop to move to the states or overseas. Many large Industries that have shut in recent years close because of high electrical costs and high taxes so again why don't we use this to our advantage and attract them to Cornwall.. Cutting cost and essential services after years of paying for it is not the answer this is a short-term solution Cornwall needs to look at the big picture and start doing something about attracting Big Industry and big employment for tax revenue and for the obvious in jobs. For example the auto manufacturing industry or large-scale chemical industry these are the type of jobs that will pay these are the type of jobs that will create tax revenue for the city and these are the type of jobs that may attract more people to the city to work again a couple of distribution centers is not going to save Cornwall Ontario..thank you

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Library should be cut entirely.

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Having an elderly father that counts on, and uses the community bus regularly it would be a shame to lose it. I know the seniors in buildings on Augustus are very worried about the loss. We should encourage seniors to remain in independent living offering them continued service with the community bus

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More students and volunteers.. that can do gardens and grass cutting-horticulture clubs, college student, high school students (volunteer hours) Also.. GARBAGE CANS!! ridiculous amounts of garbage on ground as there are almost none out.. winter or not pedestrians are year round. I'll see city staff out picking up with city pickups! That's a waste of money. People can bring their own lunches! If city rinks are already maintained by volunteers how is that a savings?

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Fed up with high taxes in this City!

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what is the difference between : The Community Bus service is geared towards seniors and persons with disabilities and Handi Transit!? seriously just drive the smaller buses during low volume hours and the big buses during the high volume hours - that cuts your fuel which is saving \$\$

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I would first suggest to include in the survey services that the city should not be involved in. e.g long term care.( I can list a lot)The city is required to have a long term care, however they don't need to run it. The city needs to run the city and it's core services "that's it" The taxes in Cornwall are extremely high,,,the Mill rate is too high. The City of Cornwall wants all the services of a large centre without the tax base to cover it. Commercial business will die in Cornwall if there is an increase by the City. If you want the city to grow and attract new business and people " CUT TAXES AND ELIMINATE SERVICES THAT THE CITY CAN'T AFFORD!!!!

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I can't believe you are even considering lowering snow removal budget. As it is the city does an inadequate job(due to budget costs according to emails I receive when I complain) plowing sidewalks. It is a safety issue and necessity.

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Cut City Council by 4 cut garbage collection X collection once every second week no more bike lanes for one year charge builders more for permits on new property cut Library down till Monday to Saturday no more grants for outside agents starting next year that's included kind service I can keep going but you should have enough

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The Museum should be run by an expanded library board. Cut the Museum funding and give more to the service that can really handle it.

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Bus is needed, drivers dont need to earn that much, especially because of how often they increase fares, bus is NEVER on time. Snow removal is already bad, don't make cuts there. Tax payer money should not be being used for any workers lunch or dinner, working people who dont work for the city are responsible for this, they should be too. I feel like the original proposal included something for police officers, keep them, response time is already not great. I would even say offer more training because some officers need sensitivity training.

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If the parks budget get cut, please maintain Lamoureux park the way it is currently. It is the heart of the city and the best park the city has to offer

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The City should be focusing on eliminating or reducing costs that are associated with non-essential services. Core services (Roads, Infrastructure, Property Maintenance, etc) should be a priority.

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In the fall of 2017 we complied with a survey and general results were to maintain the level of service to what we have now. Do not start any new initiative either capital or operating until this financial crisis is over. This survey is a cop-out by council to not make the decisions they were elected to do, and what we the tax payers instructed them to do in 2017. Has council and the mayors salary been reduced or at least zeroed for 2018. Cuts can be made anywhere but, children will suffer with the lack of swimming pool or ski hill, the city will look unkept with long grass in public places, or very dull with no flowers. The most vulnerable, seniors and handicapped people should not have their service cut by eight hours per day. Cutting some sidewalk snow clearance is acceptable on arterial streets where there are two walkways on the one street. No need for that but what are you saving. Sure. Handitransit can be diminished by two hours per day, or the community bus by one hour a day, but what are the savings. Committee lunches can be abolished, then no one will volunteer for committees. How many people frequent the museum in the winter months. Those numbers would dictate if the museum should close. There should however be no more freebies or initiatives for business investors and industry such as ten years of reduced taxes or grants/interest free loans to upgrade buildings. Let free enterprise take over. The city is a business and users of the business have to pay. If all this cutting is going to reduce the average increase from \$169 to about \$100 ( an "acceptable" 4%), the I say leave well enough alone.

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I voted to close one pool but only if it is replaced by a splash pad.

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Let's just accept it as is. Take the big increase to fix previous problems.

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I do not feel it is up to taxpayers to feed city staff.

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Increases to Property Taxes AND Water\Sewer TAXES above the rate of inflation is not acceptable. Very few rate payers ever receive pay increases that match the rate of inflation. Why is there no mention of reduction of service etc. at the Benson Center, Reduction of taxes going to bike lanes. You only have to look at the lack of usage for the bike lanes on 2nd Street to see how little usage they receive yet they require regular maintenance. Eliminate Free Bus services (only Free as far as the rider is concerned, not the tax payer) to festivals ie. Cape Festival, Beer Fest. How did taxpayer subsidized bus services to festivals ever get started? On a snow day the snow plow does my street 4 to 6 times. Not to mention the sidewalk plow\blower. It is not a main street. This is an obvious waste of dollars. So many places to reduce waste\costs.

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Get rid of the locomotive. Sell it for scrap metal. Make money instead of spending money. Give your municipal workers a raise.

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You can not tax yourself to wealth! You need to cut services and reckless spending! My salary did NOT go up 7%!! Why should my taxes go up 7%???

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Do not cut our services levels!!

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Instead of cutting services could council not look at not spending 250k on a Traffic Circle environmental survey? Also do not extend Lemay St and build 2 roundabouts this year wait till next year. Other projects that are or where jokes was McConnell and 9th. The road could of been much straighter and not dug up so many times. Do the job right the first time. Look also at Cumberland in front of St. Joes its a mess and it was just paved in the fall. More wasted money. Have Police do their job and issue tickets for distracted driving not following traffic signs. issuing tickets for burnt out lights. 19 Million dollar budget and we have no presence and so many law breakers. Maybe even think of having the OPP police in town instead of Local Police that would save a lot. Reduce the amount of Councilors.

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Practice zero based budgeting like most successful companies are doing, it's the way of the future and a good way to save some tax dollars.

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Higher more staff to reduce overtime cost. Ex. In the average week there is 550 man hours of work to be done. Employees cost 25\$ per hour and overtime is x1.5 Company 1 has 10 employees. so 10x40 is 400 hours a week before overtime. 400 Reg hours x 25\$ per=10,000\$ 150 overtime hours x 37.50\$ per = 5,625\$ Total 15,625\$ per week Company 2 has 15 employees. so 15x40 is 600 hours a week before overtime. 550 reg hours x 25\$ per = 13,750 Total 13750 per

week Savings of 1,875\$ per week or 97,500\$ per year SO AGAIN LOOK AT THE OVERTIME IF YOU NEED TO GET MORE EMPLOYEES CAUSE IT WILL SAVE YOU AKA SAVE US. you can publish my comment if you want to.

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is it possible to remove the dog pound services in terms of catching, or picking up stray dogs in cornwall and instead have the spca be responsible for dogs inside the city limits. We could also have a 2 or 3 bag limit on garbage pick up and if you have more then have to buy tickets as they do in the county.

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Although I am not huge on reducing any services listed, it is upsetting no one is seriously talking about our Police and Fire budgets. It's high time this is looked into and cut. I also agree on cutting back on some of the handy transit services only because I know first hand how many residents are using this service knowing full well they could be using regular transit services but don't because of the convenience of living in an apartment building. Cut back on all sidewalks not just one side. Residents should be tasked with this like in many other cities. Do not touch the train and do not spend money on the Brookdale traffic circle study, leave it alone, it works regardless what you say. Maybe it's time the city look at selling off the Civic Complex? at what point is it cost effective losing money on it year after year after year after year? 400 people in an arena that holds almost 5000? no concerts, shows of hardly any kind.

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Lay off police officers. Reduce wages and hours of all emergency services. No overtime. This small city cannot afford Ottawa wages with home prices half the value.

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It seems silly that all the proposed cuts but one affect the people. I did not know committee meetings had catered meals. I bring a lunch to work as should the members. Is there anything else are paid for by the city/ taxes that can be reduced or eliminated?

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For services (such as Handi-Transit/Community bus service), I would suggest council and municipal staff look at current usage and what the impact of cutting/reducing the service would have. Are there alternatives (ie: are the regular Cornwall Transit buses equipped to provide service to persons with a disability?). Cornwall Museum - again, what is the current usage? Is there a way to leverage the museum so that it can support other programs/services (like in the summer months when it houses the Tourism bureau). Decisions should be made with the lens of ensuring services/programs that reach/benefit the majority of residents should be prioritized over those that only reach/benefit a small minority (ie: the Museum). With regards to reducing landscaping - this is fantastic and actually promotes some natural green space. Re: sidewalks not being cleared --> Cornwall has an aging population and the city has also committed to being a bicycle and pedestrian friendly community. Putting the onus on residents

to clear sidewalks in residential areas may grossly reduce access and increase the risk of injury (people will be forced to walk on the roads or navigate in poorly maintained sidewalks). Increasing fees - a cost/benefit analysis may be required to determine if increasing costs will reduce usage (and in turn result in further losses). One consideration is to look at eliminating 'Senior's discounts' since this practice is rooted in outdated data (not all Seniors are low-income...) but again, eliminating this should not be at the expense of alienating this demographic from participating. Long term consideration: Why aren't we looking at metered water services and waste collection maximums? Not only would this potentially bring in more revenue for the city but it would also likely force households to reduce unnecessary water usage and waste. What about shared services with the counties? Cornwall is consistently struggling to maintain the level of service of a city and yet, we aren't looking at how the region could collaborate, share services/costs, etc. Closing a pool - I have a huge problem with this. The outdoor pools are located in neighbourhoods where many families and low-income individuals reside. They provide an essential service for people to a) cool off during the warm summer months and b) to foster the development of swimming (a fundamental and essential life skill). The city was able to somehow justify a building a splash pad in Riverdale eventhough that neighbourhood is far from being low-income - the residents rightfully spoke out and had their voices heard. However, council and municipal staff need to recognize that vulnerable or disadvantaged groups will likely not speak out or petition council if their municipal pool gets closed. It's council and municipal staff's responsibility to again consider the needs of all in their decision-making and make sure that they are not inadvertently creating barriers for some.

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Support the arts.

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- Sell/give Guindon Park to Conservation Authority. - Reduce size of council - Actively sell surplus land (while intent is good, please stop donating land to Habitat) - Use in-house expertice rather than continuously hire consultants

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Update SkatePark Or consider remodeling/ relocation

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-Sell the library. It's 2018.

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Surely if a pool is closed there would, or should be demolition and filling in costs, ?? So that offsets savings, terrible if closed and not removed. Wasn't park naturalization tried before, in main parks and community reaction after was poor,,been tried.!

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In Valleyfield they have eliminated pools and put water fountains. Keep the pools for the poor people and if there are pools in areas where people have pools in their back yards.

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Please do not close another outdoor pool. Especially those near the river. If you close a pool more kids will go to the river to swim. A drowning will occur and the death of that child will be on city hall's hands! When I go to work I bring my own lunch. Committee Members should brown bag it like everyone else . Thank you for allowing us to fill out this survey :)

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Wrap the train

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Good luck with the budget!

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