

2019 OPERATING BUDGET



Operating Budget

The operating budget provides resources for the day-to-day costs of delivering municipal programs and services to residents; including, programs and services in diverse sectors such as transit, policing, fire services, social and family services, waste collection and recycling, paramedic services, leisure programs, transportation and snow clearing.

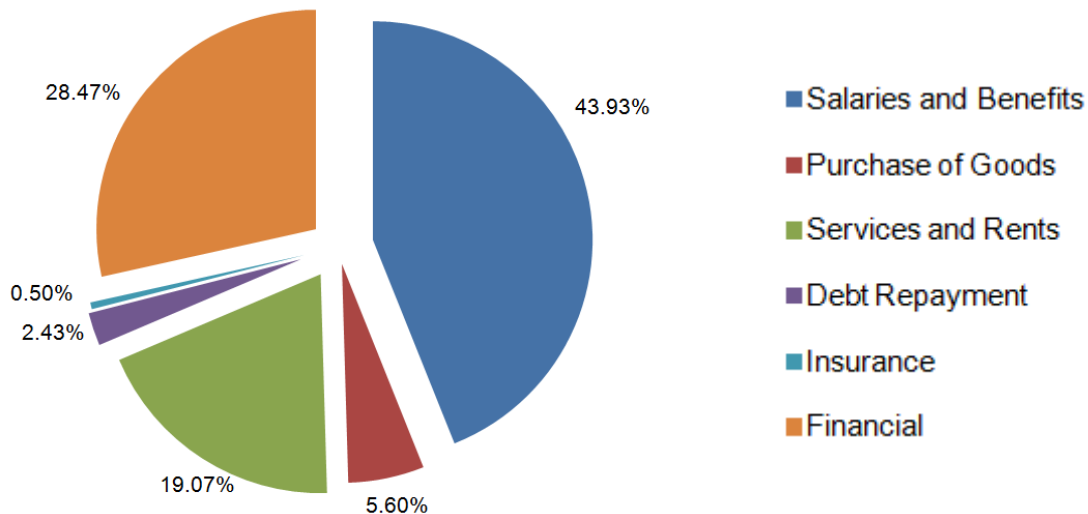
The City followed a very thorough process to minimize the annual tax increase while maintaining levels of service and meeting regulatory requirements.

The City's operating budget is \$177.5 million (including Police Services). The City's operating costs increased by \$2.1 million (3.03%) when compared to 2018.

Operating Expenditures

Operating expenditures are costs associated with the delivery of services including labour, fuel, utility costs, and contracted services. The operating budget also includes long-term debt charges, insurance, and financial transfers.

Major components of the operating budget are summarized in the following expenditure categories.



Salaries and Benefits

Salaries and benefits are the largest component of the City's operating budget. Salary and benefit increases represent incremental and contractual obligations. A staffing comparison can be found on page S-1 of the Staffing Complement section of the budget book. Any staffing changes are noted as part of each department's commentary.

Purchase of Goods and Services and Rents

Fuel (gasoline/diesel): The City purchases approximately 1.33 million litres of fuel (602.4 thousand litres in gasoline and 727.6 thousand litres in diesel) in a year. The City is budgeting \$1.10 per litre in 2019 (95¢ in 2018). The budget for fuel in 2019 is \$1.46 million.

Contracted Services: The City budgets for contracted services based on existing contracts and historical trends.

All purchases of goods as well as services and rents have been reviewed and adjusted by departmental staff based on a three year average and/or trends using an inflation factor where appropriate.

Debt repayment

Expenditures for interest and principal repayments of previously issued debt represent 2.43% of overall City expenditures. These repayments are for a fixed amount and term and it is not within Council's ability to adjust them during the yearly budget-setting process.

Insurance

The City's insurance premiums have been stable over the past several years. The City renewed its coverage at the beginning of 2019 which saw a decrease in premium costs by \$62,032.

Financial

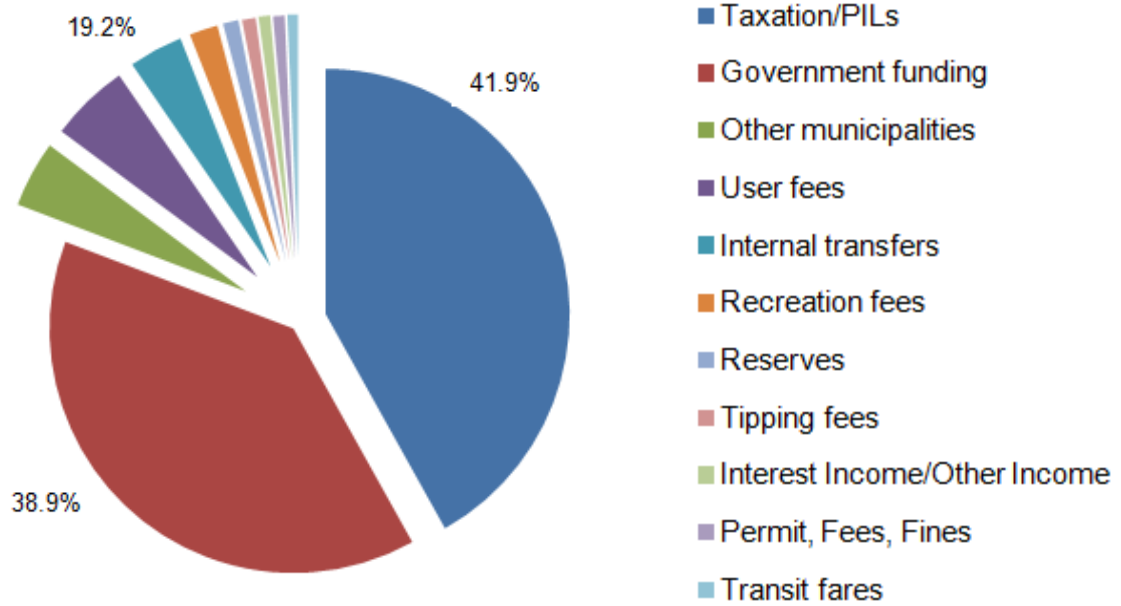
The items budgeted under the Financial component of the operating budget are mostly transfer payments for Social and Housing Services, Community Partners and Agencies, tax write-offs, and the payment the City makes to MPAC for assessment services.

Operating Revenue

Funding for the services delivered by the City come from two main sources: taxation and grant funding. Municipalities in Canada generally rely on property taxation as their major source of revenue. The City's property tax revenue accounts for about \$75.7 million (41.9%) of the City's total operating budget. The City receives approximately \$70.2 million in grant funding. Grant funding is applied to specific services and programs; such as Ontario Works, Child Care Services, Social Housing, Paramedic Services, Police Services, and GSDL.

Budgeting for revenues is generally more challenging than budgeting expenditures, as most revenues are tied to external factors. The City budgets revenue on a three year average and/or trends.

The following chart illustrates the City's revenue sources included in the 2019 budget submission.



Allocation of Property Taxes between Classes

The following chart provides a breakdown of taxes by property class. MPAC completed the last province-wide reassessment in 2016 for the taxation years 2017, 2018, 2019 and 2020. The increases in the assessed value of properties are phased-in over these four years. 2019 is the third year of the 4 year phase-in.

The City will not see a major shift in taxes collected between classes in 2019.

Property Classes	2018 Taxes	2019 Taxes	\$ Change	% of Total 2018	% of Total 2019
Residential	\$36,850,103	\$38,610,186	\$1,760,083	51.78%	52.33%
Multi-Res	\$6,846,429	\$6,794,820	-\$51,609	9.62%	9.21%
Commercial	\$24,422,376	\$25,362,349	\$939,973	34.32%	34.37%
Landfill	\$13,529	\$14,007	\$477	0.02%	0.02%
Industrial	\$2,750,007	\$2,709,049	-\$40,958	3.86%	3.67%
Pipeline	\$255,180	\$265,364	\$10,183	0.36%	0.36%
Farm	\$24,057	\$28,242	\$4,186	0.03%	0.04%
Total Taxes	\$71,161,681	\$73,784,017	\$2,622,336	100.00%	100.00%

Provincial Funding Programs

It is common that a municipality only receive funding notices in the spring of the current budget year. The Province's fiscal year is April 1 to March 31. The following information is

provided so that Council is aware of the estimated revenue included in the City's budget for programs and services supported by provincial funding.

The GSDL receives provincial funding. Funding allocations are confirmed to March 31, 2019 and funding announcements are aligned with the Provincial budget in the spring. A 2% increase from April 1 to December 31 is included in the 2019 budget submission. The acuity funding allocation is normally announced in December, but the City has been advised that notification will be sent at the beginning of March. For budgetary purposes, a slight increase of approximately 1% was included in the budget. The 2019 budget submission for Program Funding (such as equalization, high wage, structural) was kept flat with 2018 as there is no indication that the government will provide an increase. Resident fees and preferred accommodation fees are set until June 30. Rates for fees are received in early summer and normally follow the rate of inflation. Included in the 2019 budget submission is an increase of 2% in this area for the period July 1 to December 31.

Social and Housing Services has not received confirmation of funding for 2019. The 2019 budget submission is primarily driven by the three year average program spending following program guidelines:

- Ministry of Education (MEDU) – anticipate receiving the allocation notice in the spring.
- Ministry of Municipal Affairs and Housing (MMAH) – current funding to March 31; anticipate allocation notice in the spring.
- Ministry of Children, Community and Social Services (MCCSS) – anticipate funding will be confirmed after contract negotiations, late winter/early spring.

Paramedic Services is funded (approximately 50%) by the Ministry of Health (MoH). Revenue has been budgeted to reflect an increase in the cost of living (2%). As in past years, it is anticipated that the MoH will provide a cost of living increase. An announcement normally is received in the spring of each year. The Community Paramedic Program is funded at 100% through a separate grant issued by the Champlain Local Health Integration Network (LHIN). Grant funding is secure until March 31, 2019. Currently, no announcement has been received on the extension of this program.

Hazardous Waste funding is based on a set amount of money per tonne of hazardous waste type (ie; paint, fertilisers, etc.). Funding will be confirmed after the last hazardous waste manifest is filed (November). This revenue has been budgeted based on the funding the City has received in the past with no increase.

The City receives funding for the 1,000 Officer's grant. The CCPS receives \$175,000 for this program. Funding is confirmed to March 31. The allocation notice is received in the spring.

Proposed New Fees/ Fee Increases

Included in the 2019 budget are the following proposed fee increases/new fees. Further information can be found in the commentary section of the department's budget page.

- Paramedic Services: Coverage for Special Events
- Transit Services: Fare increase starting May 1, 2019
- Waste Management: Various Fees
- Building Services: Building Permit Fees
- Parking Enforcement: Violations
- Recreation: Boat Trailer Parking

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Council

2019 Budget Submission

Role of Council:

- Represent the public and consider municipality's best interests.
- Develop and evaluate municipal policies and programs.
- Determine what services the municipality provides.
- Ensure administrative and controllership policies, practices and procedures are in place.
- Ensure accountability and transparency of municipal operations.
- Maintain the financial integrity of the municipality.
- Carry out the legislative duties of council under various Acts.

Description

The City of Cornwall is governed by an elected 11-member City Council comprised of the mayor and ten councillors representing the city as a whole. The mayor and city councillors serve four-year terms. 2019 is the first year of Council's four-year term.

Key Goals

1. Establish a Strategic Plan which includes a Vision, Mission and Values in support of the priorities for the municipality.
2. Establish goals and objectives.
3. Approve guidelines for preparing the annual budget.
4. Establish services and level of services.
5. Engage with staff, public and stakeholders.

Commentary

City Council holds regular meetings at City Hall, located at 360 Pitt Street. Typically, meetings are held at 7 p.m. twice a month, with the exception of March, July, August and December, when meetings are held once a month. Council meetings are broadcast live on TV Cogeco (cable channel 11), and they are also webcast through the City's website.

Salaries and Benefits

Salaries and benefits include Council salaries and half of the cost for an administrative assistant. The increase includes a cost of living adjustment of 2%. Prior to 2019, the City did not pay payroll deductions for EI, CPP, EHT on the one-third taxable allowance. With the elimination of the one-third taxable allowance, payroll costs are paid on Council's full remuneration.

Purchase of Goods

There is no change to the budget for the purchase of goods. This includes monies for public relations, promotion costs, stationery, food provisions, books and magazines.

Services and Rents

Included in the 2019 budget submission are the following subscription costs:

AMO	\$13,000
FCM	8,000
Chamber of Commerce	500
EOMC	5,000
AFMO	3,200
AMO-MEPCO	5,000
GLSLCI	3,300
Municipal Information Network	<u>1,200</u>
	\$39,200



Also included in Services and Rents is Council's conference/travel budget (\$35,000), councillor expense accounts (\$12,575 - \$1,257.50 each), Board Honourariums (CPS & GSDL \$17,736) and a budget for an Integrity Commissioner (\$7,500).

Financial and Transfers

The 2018 budget included cell phones and surface pros for the new Council (\$22,000). Starting in 2019, we plan to contribute \$5,500 each year to Reserves for the 2022 Council technological requirements.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$262,771	\$237,818	\$280,342	\$293,322	\$12,980	4.63%
Purchase of Goods	\$16,027	\$14,851	\$17,000	\$17,000	\$0	0.00%
Services and Rents	\$99,537	\$95,689	\$114,991	\$123,071	\$8,080	7.03%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$28</u>	<u>\$56</u>	<u>\$22,000</u>	<u>\$5,500</u>	<u>(\$16,500)</u>	<u>(75.00%)</u>
Subtotal	\$378,363	\$348,414	\$434,333	\$438,893	\$4,560	1.05%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET OPERATING COST (TAXATION)	<u>\$378,363</u>	<u>\$348,414</u>	<u>\$434,333</u>	<u>\$438,893</u>	<u>\$4,560</u>	<u>1.05%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$378,363</u>	<u>\$348,414</u>	<u>\$434,333</u>	<u>\$438,893</u>	<u>\$4,560</u>	<u>1.05%</u>

Chief Administrative Officer

2019 Budget Submission

Includes:

- The Chief Administrative Officer is appointed pursuant to Section 229 of the Ontario Municipal Act, which states:
“A municipality may appoint a chief administrative officer who shall be responsible for,
(a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
(b) performing such other duties as are assigned by the municipality.”
 - Public Information Services falls under the umbrella of the Office of the CAO.
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Description

Responsible for managing the affairs of the municipality and the commitment to provide accessible, innovative and efficient services in support of the Council’s Strategic Plan.

Key Goals

1. Administers the business affairs of the City of Cornwall.
2. Provides leadership and direction to the Senior Management Team and throughout the organization.
3. Directs the development and implementation of corporate policies and programs.
4. Provides the Mayor and Council with accurate information in a timely, open and transparent manner to facilitate healthy public debate and decision making.
5. Assist the Mayor and Council in the development of the City of Cornwall’s Strategic Plan.
6. Directs general financial control of all departments and ensures the Mayor and Council are presented with annual financial reporting reflecting the performance of the corporation and variances for revenues and expenditures to the approved budget.
7. Ensures effective communication and public access to information regarding local government, programs and services.
8. Liaise with local boards, agencies, associations, other municipalities and senior levels of government to further the City’s interests.

Commentary

Salaries and Benefits

Staffing levels have remained unchanged in 2019. The Public Information Coordinator position, which was vacant for a portion of 2018, was included in the 2018 budget for 8 months. This position has been filled and is budgeted at a full year in 2019. Other increases represent incremental and contractual obligations.

Services and Rents

The budget of \$30,000 for special projects and department audits was removed from the budget. There is approximately \$100,000 in Working Reserves available if an audit is recommended by the Audit Committee.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$369,287	\$312,383	\$335,711	\$382,631	\$46,920	13.98%
Purchase of Goods	\$3,120	\$6,320	\$3,300	\$3,300	\$0	0.00%
Services and Rents	\$104,554	\$97,294	\$116,940	\$87,160	(\$29,780)	(25.47%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$25,500</u>	<u>\$1,995</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	\$502,461	\$417,992	\$455,951	\$473,091	\$17,140	3.76%
REVENUE						
Provincial and Federal Grants	\$10,476	\$12,199	\$0	\$0	\$0	0.00%
Other Municipalities	\$500	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$10,976</u>	<u>\$12,199</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET OPERATING COST (TAXATION)	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
CAO	\$487,322	\$405,793	\$455,951	\$473,091	\$17,140	3.76%
Special Projects / Senior Friendly Initiative	<u>\$4,163</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$491,485</u>	<u>\$405,793</u>	<u>\$455,951</u>	<u>\$473,091</u>	<u>\$17,140</u>	<u>3.76%</u>

Clerks Services

2019 Budget Submission

Includes:

- The Office of the City Clerk is legislated by the Municipal Act and is the interface between Council, Administration and the public. The Clerk's office is committed to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community through democratic processes such as Council meetings, elections, access to city records, and all legislative actions ensuring transparency to the public.
- Clerks Services provides corporate printing, courier services, and vital statistics, including marriage licences and ceremonies, lottery licences and death registrations.
- The Clerk has broad and independent authority under the Municipal Elections Act to deliver elections and by-elections.

Description

The Office of the City Clerk is committed and dedicated to serving the Council of The Corporation of the City of Cornwall, all City Departments and the citizens of this community.

The Department provides information pursuant to Provincial statutes and municipal regulations and lends itself to bringing respect and dignity to the City it serves by providing efficient, courteous and professional services.

Key Goals

1. Implementing a new meeting management solution and a new board manager solution.
2. Serving City Departments and Members of the Community with its various programs.
3. Process map administrative processes using lean principles for review for efficiency.
4. Policy & Procedure review.
5. Implementing a new Service Cornwall program and call centre focusing on the customer service experience.

Commentary

Revenue

Under the Vital Statistics Act, this office is responsible for registering deaths, issuing Marriage Licenses and performing Civil Marriage Ceremonies. This office is also responsible for Lottery Licensing for charitable organizations and includes Commissioners of Oaths on hand to assist the public. The 2019 Budget is based on revenue trends.

Software Implementation Project

The Department will be implementing a meeting management and board manager solution (eScribe) for the City's Council and Committee Meetings that will be integrated with webcasting and the website. These solutions will ensure compliance with accessibility requirements under the Ontarians with Disabilities and the Web Content Accessibility Guidelines. These programs will also ensure compliance with public record keeping requirements, including meeting attendance and conflicts of interest. The costs of these programs are included in the 2019 budget submission. A contribution from reserves is also included to offset the cost of this software.

Additionally, we will look to enhance customer service delivery through dedicated resources & technological solutions. We look to achieve this by having a specific person dedicated to taking calls and questions both via traditional telephone and along with other varied communication channels to manage the internal complaint process across departments; providing a better customer service delivery model.



Elections

The next Municipal Election will be held in 2022. A contribution to reserves is made in non-election years in order to substantially offset the cost of the election. The costs associated with the election will be reflected in the 2022 Budget.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$414,877	\$392,160	\$408,057	\$371,272	(\$36,785)	(9.01%)
Purchase of Goods	\$42,587	\$43,542	\$49,050	\$36,800	(\$12,250)	(24.97%)
Services and Rents	\$402,822	\$625,075	\$510,232	\$388,526	(\$121,706)	(23.85%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$70,300</u>	<u>\$34,847</u>	<u>\$32,495</u>	<u>\$90,300</u>	<u>\$57,805</u>	<u>177.89%</u>
Subtotal	\$930,586	\$1,095,624	\$999,834	\$886,898	(\$112,936)	(11.30%)
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$207,160	\$171,270	\$199,600	\$217,500	\$17,900	8.97%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$130,000	\$120,000	\$20,000	(\$100,000)	(83.33%)
Subtotal	<u>\$207,160</u>	<u>\$301,270</u>	<u>\$319,600</u>	<u>\$237,500</u>	<u>(\$82,100)</u>	<u>(25.69%)</u>
NET OPERATING COST (TAXATION)	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Clerk's Division	\$680,397	\$688,557	\$620,061	\$604,398	(\$15,663)	(2.53%)
Election Division	<u>\$43,029</u>	<u>\$105,797</u>	<u>\$60,173</u>	<u>\$45,000</u>	<u>(\$15,173)</u>	<u>(25.22%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$723,426</u>	<u>\$794,354</u>	<u>\$680,234</u>	<u>\$649,398</u>	<u>(\$30,836)</u>	<u>(4.53%)</u>

Human Resources

2019 Budget Submission

Includes:

- Human Resources strategy, organizational effectiveness, workforce planning, labour relations, employee relations, health, safety and wellness programs, competence development, performance management, leader sourcing and talent management, recruitment and orientation, employment turnover, compensation and benefits, human resource administration, employee engagement and recognition programs, and human resource reporting.

Description

Human Resources is the people department for the City of Cornwall providing a wide and varying range of service to approximately 550 full-time employees supported by a part-time complement in a number of municipal service areas.

Its mission is to train, develop and motivate the City employees to enable them to provide the best possible service to the citizens of Cornwall.

Collective Bargaining and Union Representation. There are four (4) Unions with seven (7) bargaining units which is approximately 86% of the full-time regular workforce.

Key Goals

1. Process map administrative processes using lean principles for review for efficiency.
2. Policy and Procedure review for internal policies.
3. Leadership training for all organizational levels.
4. Roll out of new performance appraisal process, which includes objective setting goals and leadership competencies.
5. Launching a corporation wide orientation program.

Commentary

In addition to delivering our regular services, the Human Resources area is looking on delivering in 5 key areas in 2019:

HR will review our administrative processes with lean principles in mind; this exercise will improve any possible efficiency while removing any redundancies that may come to light.

As it has been some time since we have undergone a review of our existing policies we will look to perform a comprehensive review of our internal policies and procedures to look at eliminating outdated policies, updating the policies where relevant and amalgamating into one policy where there may currently be several.

Using our web-based and traditional classroom approach we will continue to focus on our leadership development within the Corporation. We have four core competency areas established in our leadership development pipeline and have developed curriculum based on that framework.

The performance appraisal process has been updated and completed, with a change coming to how we conduct performance feedback. The new system will focus on S.M.A.R.T goals and objectives along with a section focussed on the development of our leadership competencies. This approach will help us focus not just on delivering results to the corporation but to put focus on how we deliver these objectives, with intent of creating a positive culture for all city employees.

In keeping with building on our culture we will look to roll out a multi-day orientation program city wide. In this orientation we will look to cover all administrative, compliance and cultural elements of employment with the City.

Salaries and Benefits

Staffing levels have remained unchanged in 2019. The HR Labour Relations position, which was vacant for a portion of 2018, was included in the 2018 budget for 9 months. This position has been filled and is budgeted at a full year in 2019. Other increases represent incremental and contractual obligations.

Services and Rents

In 2019, a reduction in expenses related to training and education has been budgeted in line with historical trends. Changes to statutory requirements have also resulted in cost savings.

Workplace Safety and Insurance Board (WSIB)

The 2019 budget submission for Financial and Transfers has increased by \$200,000 as a result of WSIB related expenses. Human Resources bears the cost of these WSIB expenses; however, an offsetting revenue exists as these costs are recovered from other departments.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,170,079	\$1,027,097	\$1,218,766	\$1,291,845	\$73,079	6.00%
Purchase of Goods	\$13,591	\$4,014	\$8,200	\$3,750	(\$4,450)	(54.27%)
Services and Rents	\$361,881	\$326,973	\$325,476	\$286,560	(\$38,916)	(11.96%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$812,121</u>	<u>\$701,143</u>	<u>\$657,000</u>	<u>\$856,000</u>	<u>\$199,000</u>	<u>30.29%</u>
Subtotal	\$2,357,672	\$2,059,227	\$2,209,442	\$2,438,155	\$228,713	10.35%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$803,523	\$622,771	\$650,000	\$850,000	\$200,000	30.77%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$803,523</u>	<u>\$622,771</u>	<u>\$650,000</u>	<u>\$850,000</u>	<u>\$200,000</u>	<u>30.77%</u>
NET OPERATING COST (TAXATION)	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	\$0	\$0	\$0	\$0	\$0	0.00%
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Human Resources Admin	\$680,599	\$631,044	\$606,571	\$698,354	\$91,783	15.13%
Employee Development	\$201,242	\$164,352	\$220,740	\$136,063	(\$84,677)	(38.36%)
Payroll & Benefits	\$672,308	\$641,060	\$732,131	\$753,738	\$21,607	2.95%
TOTAL OPERATING AND CAPITAL	<u>\$1,554,149</u>	<u>\$1,436,456</u>	<u>\$1,559,442</u>	<u>\$1,588,155</u>	<u>\$28,713</u>	<u>1.84%</u>

Financial Services

2019 Budget Submission

Includes:

- Financial Services fulfills the statutory duties of the Treasurer; provides financial advice and information to Council, other Departments, to taxpayers, and external entities; provides accounting, purchasing, AP, and AR services; performs internal audits; maintains the investment portfolio and the debt register; administers the property taxation and water/wastewater revenue function; coordinates; prepares the Corporation's operating and capital budget; and prepares the Financial Statements for submission to the Province.
- Insurance/Risk Management Services is responsible for administering the City's risk management and insurance programs; including: suitable insurance coverage for the City; administration of claims; continuing awareness and action related to risk management; ensures that policies and procedures are in place to limit the City's exposure to risks associated with insurance claims and litigation.
- ITT Services provides design and development of the City's information systems and technologies. This includes computer-based technology and associated support services; access to corporate applications on various technical platforms; end user technical support; network management; technical planning, acquisitions, and implementations; application development; system/application maintenance and support; telecommunications; business process solutions; cyber security; and other services to aid departments and improve services.

Description

Financial Services is responsible for overall financial administrations. Its primary purpose is to provide stewardship over the City's financial resources and enable decision-making that will ensure the City's financial sustainability.

The Department's ITT division is committed to delivering strategies that inspires the City to be innovative in how new technologies can add efficiencies in the workplace and enhance services for the citizens of Cornwall.

Key Goals

1. Provide timely, accurate, clear and complete financial information and support.
2. Incorporate long-term perspective into the financial planning process: multi-year budgeting, asset management planning, utilization of reserves.
3. Review and update Departmental policies.
4. Commitment to technological innovation and infrastructure to support City services.
5. Continued investment in ITT Security.

Commentary

Salaries and Benefits

There are no changes in the staffing complement for the department. The increase represents incremental and contractual obligations.

Purchase of Goods/Service and Rents

The increase in Purchase of Goods and Services and Rents is related to: cost for software annual maintenance \$36,200, the purchase of dark trace software \$18,000, Social and Housing Services (S&HS) computer lease \$25,780, Corporate computer lease expire (\$37,222), and requests for software and hardware items from departments \$18,488.

Hardware and software purchases flow through ITT and are charged back to the respective departments. These costs are recovered through Internal Revenue.



Financing LTD Principal and Interest

The increase in LTD is related to capital projects approved to be funded by financing.

Revenue

The increase in Fees, Service Charges, & Misc Revenue is a recovery from S&HS for direct ITT support \$16,700, an Internal Recovery from S&HS for computer leasing \$25,780, and a recovery for departmental hardware and software items \$18,488.

Capital

Financial Services does not have Capital project requests for 2019. Staff continue to work on multi-year capital projects (noted on page C-74 of the Capital Section, followed by the department's 10-Year Capital Plan).

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$2,137,708	\$2,014,714	\$2,282,204	\$2,419,264	\$137,060	6.01%
Purchase of Goods	\$181,589	\$168,886	\$254,928	\$291,990	\$37,062	14.54%
Services and Rents	\$988,056	\$844,342	\$1,038,688	\$1,076,867	\$38,179	3.68%
Financing LTD Principal & Interest	\$0	\$0	\$109,850	\$136,250	\$26,400	24.03%
Financial and Transfers	<u>\$41,658</u>	<u>\$38,412</u>	<u>\$41,400</u>	<u>\$40,000</u>	<u>(\$1,400)</u>	<u>(3.38%)</u>
Subtotal	\$3,349,011	\$3,066,354	\$3,727,070	\$3,964,371	\$237,301	6.37%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$213,378	\$223,854	\$247,685	\$268,100	\$20,415	8.24%
Internal Revenue	\$452,723	\$402,007	\$540,782	\$585,050	\$44,268	8.19%
Contribution from Reserves	<u>\$50,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$716,101</u>	<u>\$625,861</u>	<u>\$788,467</u>	<u>\$853,150</u>	<u>\$64,683</u>	<u>8.20%</u>
NET OPERATING COST (TAXATION)	<u>\$2,632,910</u>	<u>\$2,440,493</u>	<u>\$2,938,603</u>	<u>\$3,111,221</u>	<u>\$172,618</u>	<u>5.87%</u>
CAPITAL						
Gross Capital	\$41,476	\$110,000	\$898,000	\$0	(\$898,000)	(100.00%)
Capital Funding	\$0	\$0	(\$788,000)	\$0	\$788,000	(100.00%)
NET CAPITAL COST (TAXATION)	<u>\$41,476</u>	<u>\$110,000</u>	<u>\$110,000</u>	<u>\$0</u>	<u>(\$110,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,674,386</u>	<u>\$2,550,493</u>	<u>\$3,048,603</u>	<u>\$3,111,221</u>	<u>\$62,618</u>	<u>2.05%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Auditing and Accounting	\$1,590,472	\$1,502,886	\$1,720,637	\$1,708,369	(\$12,268)	(0.71%)
Insurance / Risk Management Services	\$125,122	\$127,536	\$139,138	\$140,631	\$1,493	1.07%
ITT Services	\$958,792	\$920,071	\$1,188,828	\$1,262,221	\$73,393	6.17%
TOTAL OPERATING AND CAPITAL	<u>\$2,674,386</u>	<u>\$2,550,493</u>	<u>\$3,048,603</u>	<u>\$3,111,221</u>	<u>\$62,618</u>	<u>2.05%</u>

Non-Departmental

2019 Budget Submission

Includes:

- This section holds all transactional items related to corporate revenue: taxation, OMPF, Gas Tax Funding, Investment Income, Interest on Taxes, Sale of Land, etc., and
- Financial transfers; such as, tax write offs, contributions to reserves, property assessment services (MPAC), charity rebates, and other transfers for HoTC, Brownfield and Affordable Housing programs.

Revenue

The chart below outlines the changes in Revenue from the 2018 budget to the 2019 submission.

Description	2018 Budget	2019 Submission	\$ Change
Taxation	71,161,681	73,359,017	2,197,336
<p>In the proposed budget, revenue from property taxes would increased by \$2,197,336 (3.09%). This represents an increase of \$71.45 (2.96%) to the average residential property.</p>			
Payment in Lieu, Supplementary Taxation and Growth	1,954,205	2,358,600	404,395
<p>Payments in lieu of taxation will see a decrease of \$20,605. It is expected that supplementary taxation will remain flat at \$400,000, with Growth budgeted at \$425,000 for 2019.</p>			
Provincial and Federal Grants	7,426,047	7,300,770	(125,277)
<p>OMPF is budgeted flat to 2018 at \$3,834,100 (Program is under review). Federal Gas Tax funding is confirmed at \$2,826,670 (a decrease of \$125,277 from 2018).</p>			
Fee, Services Charges & Misc. Revenue	1,238,996	1,409,400	170,404
<p>Recovery budgeted in 2018 for a SunLife refund is not budgeted in 2019. This is a decrease in revenue in the amount of \$121,400.</p> <p>The City is seeing higher interest rates on investments. Investment Income for 2019 is budgeted at \$850,000 (an increase of \$350,000 compared to 2018).</p> <p>It is estimated that Interest on Taxes will see a decrease of \$21,700 to \$520,000 (\$541,700 in 2018).</p>			
Contributions to Reserves	599,000	500,000	(99,000)
<p>The City continues to contribute \$500,000 to its Tax Stabilization Reserve. To help offset the increase in the 2018 budget, the City brought its 2017 surplus of \$99,000 into revenue. A contribution from Reserves has not been budgeted in 2019.</p>			
Total Revenue	82,379,929	84,927,787	2,547,858

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$0	\$0	\$0	\$0	\$0	0.00%
Purchase of Goods	\$0	\$0	\$0	\$0	\$0	0.00%
Services and Rents	\$118,222	\$137,175	\$0	\$0	\$0	0.00%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$8,185,875</u>	<u>\$3,437,767</u>	<u>\$7,842,307</u>	<u>\$7,778,800</u>	<u>(\$63,507)</u>	<u>(0.81%)</u>
Subtotal	<u>\$8,304,097</u>	<u>\$3,574,942</u>	<u>\$7,842,307</u>	<u>\$7,778,800</u>	<u>(\$63,507)</u>	<u>(0.81%)</u>
REVENUE						
Taxation	\$67,382,755	\$71,209,143	\$71,161,681	\$73,359,017	\$2,197,336	3.09%
Payments in Lieu & Supplementary & Growth	\$2,755,167	\$1,935,554	\$1,954,205	\$2,358,600	\$404,395	20.69%
Provincial and Federal Grants	\$7,659,594	\$3,966,248	\$7,426,047	\$7,300,770	(\$125,277)	(1.69%)
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,678,083	\$1,195,813	\$1,238,996	\$1,409,400	\$170,404	13.75%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$616,848</u>	<u>\$136,778</u>	<u>\$599,000</u>	<u>\$500,000</u>	<u>(\$99,000)</u>	<u>(16.53%)</u>
Subtotal	<u>\$80,092,447</u>	<u>\$78,443,536</u>	<u>\$82,379,929</u>	<u>\$84,927,787</u>	<u>\$2,547,858</u>	<u>3.09%</u>
NET OPERATING COST (TAXATION)	<u>(\$71,788,350)</u>	<u>(\$74,868,594)</u>	<u>(\$74,537,622)</u>	<u>(\$77,148,987)</u>	<u>(\$2,611,365)</u>	<u>3.50%</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>(\$71,788,350)</u>	<u>(\$74,868,594)</u>	<u>(\$74,537,622)</u>	<u>(\$77,148,987)</u>	<u>(\$2,611,365)</u>	<u>3.50%</u>

Financial and Transfers

The chart below outlines the changes in Financial and Transfers from the 2018 budget to the 2019 submission.

Description	2018 Budget	2019 Submission	\$ Change
Taxes Written off	1,500,000	1,500,000	-
Tax increment Grants	1,326,838	1,153,500	(173,338)
Property Assessment	500,000	500,000	-
Charitable Rebate Program	93,612	90,100	(3,512)
Other Financial	1,200	460	(740)
Contribution to Reserves	-	-	-
Federal Gas Tax	2,951,947	2,826,670	(125,277)
Tax Stabilization	500,000	500,000	-
Interest Income	200,000	286,000	86,000
Capital Levy	155,331	159,820	4,489
Life Cycle Costing	150,000	200,000	50,000
HoTC Non Refundable TIG	46,000	75,000	29,000
HoTC Capital Outlay repayment	32,250	32,250	-
Brownfields Non Refundable TIG	100,000	400,000	300,000
Brownfields Repayment	285,129	-	(285,129)
Downtown Wall Repair	-	55,000	55,000
Total	7,842,307	7,778,800	(63,507)

Ontario Works Division

2019 Budget Submission

Includes:

The Ontario Works Division provides supports to residents of Cornwall and SD&G, including the following:

- Income support for qualified residents in temporary need of assistance.
- Employment Assistance Program allows clients to participate in activities such as resume writing and interviewing workshops, job counseling and training, basic education and improving language skills.
- Basic funeral and burial coverage for residents with insufficient estate funds to cover these costs. The *Public Hospitals Act* and *Anatomy Act* also require municipalities to cover these expenses for persons who die in hospital and unclaimed bodies.
- Ontario Works recipients may be eligible for discretionary benefits (dental, vision care, dentures, prosthetics, etc.).

Description

The Ontario Works (OW) Division ensures that qualified residents of Cornwall and SDG receive Ontario Works income and employment assistance. We create opportunities that support individuals to achieve their true potential.

Key Goals

1. Provide income and employment assistance.
2. Maintain program integrity and accountability.
3. Ensure financial responsibility for provincial and municipal tax dollars.

Commentary

Salaries and Benefits

Reductions in this category relate to overtime (reduced to match trend), elimination of summer students, and a Family Support Worker role that will not be replaced (retirement).

Services and Rents

The decrease in this category is largely due to the \$125,000 one-time 2018 budget item for an electronic document management system. Other decreases relate to lease agreement allocation, replacement of a fleet vehicle with mileage payments, and employment assistance and Learning, Earning and Parenting Program (LEAP) expenses now more aligned with trend. Increases are to Red Cross administrative recharges and ITT support.



Financial and Transfer

Benefit expenditures for 2019 are more closely aligned with trend and reflect a declining Ontario Works caseload. Some room has been left for potential increases related to a redefinition of disability by ODSP.

Provincial and Federal Grants

Funding is received from the Provincial level, the Ministry of Children, Community and Social Services (MCCSS). OW benefits are 100% provincially funded. The cost of administering benefits is shared between MCCSS, the United Counties of SD&G (Counties), and the City. The Municipal share is split between the City (70%) and Counties (30%).

In the 2019 budget, the decrease in Ministry funding is directly attributed to a decrease in expenditures. The same is true for funding received from the Counties.

Internal Revenue

In prior years, some Child Care administration tasks were performed by employees in the OW Division. An internal revenue charge to Child Care offset the cost of their time and other shared resources. These costs are now directly reported in the Child Care financials, eliminating the need for internal revenue charges.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,809,736	\$3,309,554	\$4,048,898	\$3,972,635	(\$76,263)	(1.88%)
Purchase of Goods	\$84,968	\$53,875	\$64,679	\$66,072	\$1,393	2.15%
Services and Rents	\$1,300,066	\$997,611	\$1,580,598	\$1,330,746	(\$249,852)	(15.81%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	\$19,196,085	\$17,081,874	\$20,795,079	\$19,698,560	(\$1,096,519)	(5.27%)
Subtotal	\$24,390,855	\$21,442,914	\$26,489,254	\$25,068,013	(\$1,421,241)	(5.37%)
REVENUE						
Provincial and Federal Grants	\$22,347,359	\$17,004,117	\$24,610,016	\$23,563,794	(\$1,046,222)	(4.25%)
Other Municipalities	\$735,567	\$602,279	\$644,447	\$614,968	(\$29,479)	(4.57%)
Fees, Service Charges, & Misc Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Internal Revenue	\$142,280	\$273	\$198,106	\$0	(\$198,106)	(100.00%)
Contribution from Reserves	\$0	\$49,164	\$49,164	\$49,164	\$0	0.00%
Subtotal	\$23,225,206	\$17,655,833	\$25,501,733	\$24,227,926	(\$1,273,807)	(4.99%)
NET OPERATING COST (TAXATION)	\$1,165,649	\$3,787,081	\$987,521	\$840,087	(\$147,434)	(14.93%)
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	\$0	\$0	\$0	\$0	\$0	0.00%
NET CAPITAL COST (TAXATION)	\$0	\$0	\$0	\$0	\$0	0.00%
TOTAL OPERATING AND CAPITAL	\$1,165,649	\$3,787,081	\$987,521	\$840,087	(\$147,434)	(14.93%)

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Cost of Administration and Employment Assistance	\$797,863	\$3,761,576	\$977,301	\$831,267	(\$146,034)	(14.94%)
Ontario Works Benefit Program	\$367,786	\$25,505	\$10,220	\$8,820	(\$1,400)	(13.70%)
TOTAL OPERATING AND CAPITAL	\$1,165,649	\$3,787,081	\$987,521	\$840,087	(\$147,434)	(14.93%)

Child Care Services

2019 Budget Submission

Includes:

- The Child Care Division is responsible for all aspects of the local Child Care and Early Years system within Cornwall and SDG, including the planning and oversight of local programs and services.
- Manages the Child and Family Support Programs (EarlyON programs) and special needs resourcing.
- Maintains service contracts with 14 operators for 37 sites and a licensed Home Child Care Agency for up to 20 sites to ensure sufficient child care is available in the area.
- Monitors and facilitates child care provider compliance with Ministry of Education funding guidelines.
- Determines fee subsidy eligibility for clients.
- Distributes special purpose funds for minor renovations, repairs and maintenance, play equipment, capacity building and general operating grants.
- Directly operates – Richelieu Child Care Centre (42 children), Home Child Care Agency (10-20 providers).
- A 5-year service plan that supports the goals and objectives of the division.

Description

Ensure families have access to a range of quality Child Care and Early Years programs that are supported by the Child Care Division.

Key Goals

1. Increasing access and affordability for all.
2. Quality initiatives to support early years programs and services.
3. Promoting licensed care within our communities.
4. Maintaining community partnerships; sharing the Division's vision for the early years.

Commentary

Salaries and Benefits

The positions of a temporary full-time Data Analysis Coordinator and full-time Program Officer have been eliminated. A portion of the compensation for the new Accounting Coordinator - Shared Services role is allocated to Child Care along with that of other administration staff. The compensation allocation ratios can vary from year to year. Turnover has resulted in a decrease as new employees start at the lower end of the pay scale.

Services and Rents

Special purpose expense reductions are in line with perceived needs and offset by increases to general operating grants. In prior years, some Child Care administration tasks were performed by Ontario Works employees. Child Care flowed funds to OW to offset shared costs. These costs are now directly reported in the Child Care financials. The variance in Services and Rent, excluding the impact of the internal charge reduction, is as follows.

Services and Rent	\$612,324
Internal Revenue (part of \$345,323)	<u>-\$613,432</u>
Net impact to Child Care	\$1,108

Provincial and Federal Grants

Funding is determined by a combination of child population, OW caseload (decreasing), EDI scores (no change), Low Income Cut-Off scores (increasing) and Ministry goals and projects, which can vary from year to year.



Internal Revenue

Excluding the impact of the internal charge reduction (see Services and Rents above), the general operating grant increases result in additional grants to our directly run child care services of \$268,000.

Other Key points

Ministry of Education child care allocations will not be finalized until after the spring Provincial budget. The 2018 minimum municipal share required was \$604,680 to receive full Ministry of Education allocation (City 70%/Counties 30%).

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$1,403,191	\$1,272,273	\$1,810,302	\$1,670,693	(\$139,609)	(7.71%)
Purchase of Goods	\$32,565	\$26,926	\$54,200	\$47,570	(\$6,630)	(12.23%)
Services and Rents	\$8,726,725	\$8,678,609	\$13,695,782	\$13,083,458	(\$612,324)	(4.47%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$11,165</u>	<u>\$5,714</u>	<u>\$22,278</u>	<u>\$15,762</u>	<u>(\$6,516)</u>	<u>(29.25%)</u>
Subtotal	\$10,173,646	\$9,983,522	\$15,582,562	\$14,817,483	(\$765,079)	(4.91%)
REVENUE						
Provincial and Federal Grants	\$8,724,835	\$9,440,915	\$13,719,847	\$13,322,981	(\$396,866)	(2.89%)
Other Municipalities	\$183,830	\$164,981	\$179,604	\$183,830	\$4,226	2.35%
Fees, Service Charges, & Misc Revenue	\$384,448	\$330,910	\$422,000	\$422,422	\$422	0.10%
Internal Revenue	\$803,188	\$106,489	\$1,222,690	\$877,367	(\$345,323)	(28.24%)
Contribution from Reserves	<u>\$6,354</u>	<u>\$12,550</u>	<u>\$12,550</u>	<u>\$0</u>	<u>(\$12,550)</u>	<u>(100.00%)</u>
Subtotal	\$10,102,655	\$10,055,845	\$15,556,691	\$14,806,600	(\$750,091)	(4.82%)
NET OPERATING COST (TAXATION)	<u>\$70,991</u>	<u>(\$72,323)</u>	<u>\$25,871</u>	<u>\$10,883</u>	<u>(\$14,988)</u>	<u>(57.93%)</u>
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$70,991</u>	<u>(\$72,323)</u>	<u>\$25,871</u>	<u>\$10,883</u>	<u>(\$14,988)</u>	<u>(57.93%)</u>

Social Housing Services

2019 Budget Submission

Includes:

- Social Housing (SH) Services is designated as the Service Manager by the Ministry of Municipal Affairs and Housing for the City of Cornwall and the United Counties of Stormont, Dundas and Glengarry (SD&G).
- The Division is responsible for the administration of funds provided by the Federal, Provincial and Municipal governments and to ensure program compliance for a variety of programs.

Description

To ensure that individuals with low to moderate incomes, seniors, or with special needs (who can live with supports), have access to a range of quality housing programs that are supported by the Housing Division.

Key Goals

1. An appropriate and sustainable supply of housing.
2. An equitable, portable system of financial assistance.
3. People-centred, efficient housing programs.
4. Prevent, reduce, and end homelessness, focusing on chronic homelessness, youth homelessness, and transition from institutions and systems.

Commentary

The Social Housing Department is responsible for the governance of 2,042 rental units within the City of Cornwall and SD&G and to address local priorities and better meet the needs of homeless individuals and families or those at risk of becoming homeless.

The Division also oversees the following:

- Social Housing Centralized Waitlist
- Rent Supplement Programs
- Ontario Renovates Program
- Survivor's of Domestic Violence Program
- Homelessness Prevention (CHPI) (utility and rental arrears, moving costs, repatriation, etc.) to support permanent residence and/or prevent eviction
- Domiciliary Program
- Hoarding Initiative (through CMHC)
- Personal Disaster Agreement (through Red Cross)
- Ten-Year Housing Plan
- Enumeration (Homelessness study)
- Foot Care and Homemakers' Services



Salaries and Benefits

One part-time position was not replaced (retirement) as the Ontario Renovates (SIF) program ends March 31, 2019. Other full-time vacant positions were filled by new employees who are starting at the beginning of the pay grid. The distribution of support staff (within Social & Housing Services) was changed to reflect actual requirements.

Purchase of Goods

Under the Community Homelessness Prevention Initiative (CHPI), third party agencies will provide temporary shelter for individuals in need, which also includes meals. The food provisions budget line was increased in 2019 based on actual client needs. CHPI is 100% funded by the Province (MMAH).

Services and Rents

The Ontario Renovates program was funded under two components; Social Infrastructure Fund (SIF) and Investment in Affordable Housing-Extension (IAH-E). The SIF program terminates on March 31, 2019 and the IAH-E program terminates on March 31, 2020. Our final year of Ontario Renovates has the lowest allocation. These programs are 100% funded by Provincial and Federal funds.

Internal Revenue

In 2019, we are no longer receiving admin funding for Social Housing Improvement Program (SHIP) and Social Housing Apartment Renovations Program (SHARP) as these programs were completed in 2018.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$879,464	\$760,768	\$982,206	\$884,864	(\$97,342)	(9.91%)
Purchase of Goods	\$63,057	\$41,194	\$50,254	\$62,750	\$12,496	24.87%
Services and Rents	\$2,317,798	\$1,897,433	\$2,889,216	\$2,238,482	(\$650,734)	(22.52%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$14,588,822</u>	<u>\$12,284,950</u>	<u>\$12,804,459</u>	<u>\$13,392,482</u>	<u>\$588,023</u>	<u>4.59%</u>
Subtotal	\$17,849,141	\$14,984,345	\$16,726,135	\$16,578,578	(\$147,557)	(0.88%)
REVENUE						
Provincial and Federal Grants	\$10,311,794	\$9,403,071	\$9,447,784	\$9,417,699	(\$30,085)	(0.32%)
Other Municipalities	\$1,675,647	\$1,515,587	\$1,652,131	\$1,653,285	\$1,154	0.07%
Fees, Service Charges, & Misc Revenue	\$19,526	\$9,774	\$0	\$0	\$0	0.00%
Internal Revenue	\$117,202	\$141,688	\$190,783	\$73,561	(\$117,222)	(61.44%)
Contribution from Reserves	\$205,000	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$12,329,169</u>	<u>\$11,070,120</u>	<u>\$11,290,698</u>	<u>\$11,144,545</u>	<u>(\$146,153)</u>	<u>(1.29%)</u>
NET OPERATING COST (TAXATION)	<u>\$5,519,972</u>	<u>\$3,914,225</u>	<u>\$5,435,437</u>	<u>\$5,434,033</u>	<u>(\$1,404)</u>	<u>(0.03%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,519,972</u>	<u>\$3,914,225</u>	<u>\$5,435,437</u>	<u>\$5,434,033</u>	<u>(\$1,404)</u>	<u>(0.03%)</u>

Glen Stor Dun Lodge

2019 Budget Submission

Includes:

- The Glen Stor Dun Lodge (GSDL) is a Long Term Care Home which is responsible for 132 beds. A number of departments support the legislative requirements of Long Term Care Home, such as: Nursing Care, Programs & Services, Dietary, and Support Services (Housekeeping, Laundry & Maintenance).
- The GSDL also houses an Outreach program that provides Adult Day Away programs, the Community's Meals on Wheels, a Crisis Intervention Service as well as a Telephone Assurance Program.

Description

The GSDL's mission is to provide quality care and service to our community through a collaborative, compassionate and innovative approach.

Key Goals

1. Fostering community engagement.
2. Striving towards organizational excellence.
3. Enhancing our Commitment to our people.

Commentary

Resident Services

The GSDL receives funding from a number of sources. Revenues from the Ministry are based on envelopes of funding for specific programs as well as a formula-based funding which is based on acuity. An overall revenue increase of 4.03% includes new funding from the Ministry for nursing.

Our Nursing department provides 24 hour nursing support for 132 residents. In 2019, additional Ministry funding is being received to support a new Supervisor (\$107,000). This funding will also allow us to expand our Behavioural Support Program with additional hours (\$15,000). Our acuity levels continue to increase; therefore, we are requesting additional RPN hours on our evening shift and additional supervisory hours (\$85,000).

Food cost continues to increase. Our four Chefs and 18 Dietary Aides, led by our Nutrition Care Manager and Dietitian, ensure that the quality and nutritional value of the meals are maintained on just \$9.54 per resident/day funding.

In Programs and Services, we have requested an additional 24 hours per week (\$35,000) to address the increased demand for evening and weekend programs.

Overall, we are presenting a reduction in Resident Services of \$36,671 (6.71%) which includes a reduction in the net capital request.



Maintenance

The staffing model for the maintenance of the GSDL is expected to change. As the building ages and the equipment gets more complex, technical specialties are becoming more important. In the 2019 budget submission, we have eliminated the summer student position (savings of approx. \$11,000). Also, based on a three year trend, we are estimating a slight reduction in utilities which has contributed to a budgetary decrease of 3.86%.

Outreach Programs

The outreach budget is presented with a 1.8% decrease. The decrease in this department is directly tied to the food re-alignment and the allocation due to a slight reduction in demand.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$9,857,883	\$9,412,230	\$10,328,054	\$10,798,127	\$470,073	4.55%
Purchase of Goods	\$1,511,564	\$1,304,623	\$1,515,163	\$1,530,068	\$14,905	0.98%
Services and Rents	\$681,058	\$615,846	\$688,796	\$709,966	\$21,170	3.07%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$67,895</u>	<u>\$60,572</u>	<u>\$69,235</u>	<u>\$78,246</u>	<u>\$9,011</u>	<u>13.02%</u>
Subtotal	\$12,118,400	\$11,393,271	\$12,601,248	\$13,116,407	\$515,159	4.09%
REVENUE						
Provincial and Federal Grants	\$6,586,820	\$6,052,048	\$6,706,632	\$7,056,720	\$350,088	5.22%
Other Municipalities	\$467,578	\$559,018	\$613,337	\$641,710	\$28,373	4.63%
Fees, Service Charges, & Misc Revenue	\$4,112,158	\$3,657,081	\$4,125,619	\$4,208,985	\$83,366	2.02%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$15,000</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$11,181,556</u>	<u>\$10,268,147</u>	<u>\$11,445,588</u>	<u>\$11,907,415</u>	<u>\$461,827</u>	<u>4.03%</u>
NET OPERATING COST (TAXATION)	<u>\$936,844</u>	<u>\$1,125,124</u>	<u>\$1,155,660</u>	<u>\$1,208,992</u>	<u>\$53,332</u>	<u>4.61%</u>
CAPITAL						
Gross Capital	\$383,735	\$403,550	\$576,500	\$399,000	(\$177,500)	(30.79%)
Capital Funding	\$0	\$0	(\$172,950)	(\$119,700)	\$53,250	(30.79%)
NET CAPITAL COST (TAXATION)	<u>\$383,735</u>	<u>\$403,550</u>	<u>\$403,550</u>	<u>\$279,300</u>	<u>(\$124,250)</u>	<u>(30.79%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$1,320,579</u>	<u>\$1,528,674</u>	<u>\$1,559,210</u>	<u>\$1,488,292</u>	<u>(\$70,918)</u>	<u>(4.55%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Resident Services	\$371,461	\$710,453	\$546,821	\$510,150	(\$36,671)	(6.71%)
Maintenance	\$730,775	\$580,830	\$778,046	\$748,026	(\$30,020)	(3.86%)
Outreach Programs	\$218,343	\$237,391	\$234,343	\$230,116	(\$4,227)	(1.80%)
TOTAL OPERATING AND CAPITAL	<u>\$1,320,579</u>	<u>\$1,528,674</u>	<u>\$1,559,210</u>	<u>\$1,488,292</u>	<u>(\$70,918)</u>	<u>(4.55%)</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-88 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Flooring Replacement - Third Floor
- Resident Equipment
- Building Requirements - Various
- Kitchen Equipment Replacement
- Building Requirements - Air Conditioning Units
- Building Requirements - Elevators
- Building Requirements - Lighting

Cornwall SDG Paramedic & Emergency Mgmt Services

2019 Budget Submission

Includes:

- The provision of Ambulance Services for the area of Cornwall, Stormont, Dundas and Glengarry.
- The provision of Emergency Management to the Corporation of the City of Cornwall.
- The provision of hospital avoidance strategies by supporting the Community Paramedic Program.

Description

Paramedics are trained to provincial standards to render care to medically ill or injured patients.

The Community Paramedic program utilizes paramedics to respond to people who reside within Cornwall, Stormont, Dundas and Glengarry in an effort to reduce visits to an emergency department for non-emergency care.

The mission of the City of Cornwall office of Emergency Management is to provide the highest level of emergency preparedness to the citizens of Cornwall and its visitors. Our goal is to save lives, protect property and the environment through prevention, mitigation, preparedness, response and recovery actions.

Key Goals

1. Meet legislated standards under the Ambulance Act and Emergency Management.
2. Continue to develop strategies which positively affect response times.
3. Improve citizen CPR initiation and Public Access Defibrillation usage.
4. Lower the frequency and duration of work place injuries and illness of Paramedics.

Commentary

Salaries and Benefits

The 2019 budget submission reflects changes in the workplace, including collective agreement increases that include a higher wage rate, maternity/parental leave top up, and increased costs for shift premiums. The service has encouraged paramedics to obtain their Advanced Care Paramedic (ACP) qualifications. With that qualification, ACPs have additional medications and equipment to perform their duties. Higher qualifications result in an increased rate of pay and it is anticipated that 5 medics will obtain their ACP qualifications in 2019.

The most significant cost in 2019 will be the anticipated continuation of long term absences as a result of work related illnesses. The Workplace Safety Insurance Board (WSIB) charges premiums based on the performance of the previous year. Post Traumatic Stress has had a significant impact. To balance these increases, one commander position has been eliminated through attrition and supervisors are no longer replaced when they are not at work.



Financing LTD and Interest

Long Term Debt (LTD) repayment will be higher in 2019 as a result of the 2018 ambulance replacement. On occasion, more than three ambulances reach the end of their life at the same time. Ambulance purchases are funded through the Land Ambulance Reserve; however, in 2018 the balance of the reserve could only support the purchase of two ambulances; five ambulances required replacement. Therefore, the cost of three ambulances was financed. The principal component of LTD is funded by the Land Ambulance Reserve while interest is funded by the Ministry of Health, the United Counties of SD&G, and the City.

Revenues

Revenues have been budgeted to reflect the increase in the cost of living. As in past years, it is anticipated the Provincial Government will provide a cost of living increase and it is likely an announcement will be made by March 31, 2019. The Community Paramedic Program is funded at 100% through a separate grant issued by the Champlain Local Health Integration Network. (LHIN). Grant funding is secure until March 31, 2019. The LHIN is being dismantled according to the current government and there is no news on the extension of this program beyond March 2019.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$11,105,805	\$9,907,382	\$10,607,107	\$11,670,704	\$1,063,597	10.03%
Purchase of Goods	\$806,102	\$757,860	\$774,969	\$806,720	\$31,751	4.10%
Services and Rents	\$1,153,851	\$943,766	\$1,220,468	\$1,140,632	(\$79,836)	(6.54%)
Financing LTD Principal & Interest	\$94,578	\$0	\$57,703	\$103,600	\$45,897	79.54%
Financial and Transfers	<u>\$687,525</u>	<u>\$495,488</u>	<u>\$685,207</u>	<u>\$756,210</u>	<u>\$71,003</u>	<u>10.36%</u>
Subtotal	\$13,847,861	\$12,104,496	\$13,345,454	\$14,477,866	\$1,132,412	8.49%
REVENUE						
Provincial and Federal Grants	\$6,696,016	\$6,374,668	\$6,720,046	\$6,858,379	\$138,333	2.06%
Other Municipalities	\$4,421,162	\$3,694,679	\$4,108,524	\$4,686,529	\$578,005	14.07%
Fees, Service Charges, & Misc Revenue	\$50,340	\$22,606	\$29,300	\$33,135	\$3,835	13.09%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$93,421</u>	<u>\$0</u>	<u>\$51,500</u>	<u>\$94,000</u>	<u>\$42,500</u>	<u>82.52%</u>
Subtotal	<u>\$11,260,939</u>	<u>\$10,091,953</u>	<u>\$10,909,370</u>	<u>\$11,672,043</u>	<u>\$762,673</u>	<u>6.99%</u>
NET OPERATING COST (TAXATION)	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>
CAPITAL						
Gross Capital	\$0	\$0	\$1,052,000	\$660,000	(\$392,000)	(37.26%)
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$1,052,000)</u>	<u>(\$660,000)</u>	<u>\$392,000</u>	<u>(37.26%)</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Cornwall SDG Paramedic Services	\$2,488,973	\$1,875,513	\$2,316,106	\$2,712,901	\$396,795	17.13%
Community Paramedic	\$0	\$69,063	\$0	\$0	\$0	0.00%
Emergency Management Services	\$97,949	\$67,967	\$119,978	\$92,922	(\$27,056)	(22.55%)
TOTAL OPERATING AND CAPITAL	<u>\$2,586,922</u>	<u>\$2,012,543</u>	<u>\$2,436,084</u>	<u>\$2,805,823</u>	<u>\$369,739</u>	<u>15.18%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-81 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Ambulance Replacement
- Toughbook Computers
- Defibrillators
- PAD Program (Defibrillators)
- PAD Vehicle Replacement

Fire Services

2019 Budget Submission

Includes:

- The City of Cornwall Fire Services (CFS) provides responsible emergency services and programs in partnership with our community.

Description

The CFS provides a multitude of emergency services in accordance with the City's Establishing and Regulating bylaw. In addition to a response capability, we provide Fire Prevention services such as public education, and code enforcement.

Key Goals

1. Public fire safety education.
2. Fire safety standards and enforcement.
3. Emergency response.

Commentary

The CFS is planning significant investments in Capital for 2019. First, in order to extend our operational reach with regards to water based rescue, the purchase of a new rescue boat is planned. Also included in the Capital for 2019 is the cost for the first year for the construction of the main Fire Station and Training site. The project is planned and budgeted over a period of 3 years, beginning in 2019 in order to design and build by 2021. In preparation for these investments, we have been shoring up our operational requirements over the last few years by tightening up our operating budgets.

Administration and Fire Prevention

For 2019, we are expecting an increase in revenue. The endorsement of By-law #2018-089 - A By-law to establish the list of Fees and Charges for The Corporation of the City of Cornwall, will enable the CFS to collect revenue from inspections & follow-up inspections.

The CFS has also budgeted for a reduction in Services and Rents which is attributed to better streamlining of our public education messages. The use of social media has allowed us to reach more people in a more cost effective manner, reducing total expenditures in contracted services. This reduction, however, does not mean less public education, but more effective use of resources.

Fire Suppression, Mechanical and Training

The reduction in revenue for Fire Suppression, Mechanical and Training Divisions in 2019 are mainly attributed to a one-time contribution from reserves in 2018.

There is a slight increase in Purchase of Goods, which is attributed to a general increase in costs for suppression and HazMat equipment, as well as costs related to the purchase of personal protective equipment for new employees replacing retirees. We will utilize our internal resources in a more beneficial manner, which will lead to a reduction in consulting service fees.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$8,498,136	\$7,453,189	\$8,712,506	\$8,941,314	\$228,808	2.63%
Purchase of Goods	\$261,563	\$182,322	\$250,914	\$274,915	\$24,001	9.57%
Services and Rents	\$150,324	\$127,391	\$201,283	\$152,625	(\$48,658)	(24.17%)
Financing LTD Principal & Interest	\$311,837	\$300,343	\$316,732	\$273,242	(\$43,490)	(13.73%)
Financial and Transfers	<u>\$127,176</u>	<u>\$104,935</u>	<u>\$83,899</u>	<u>\$86,050</u>	<u>\$2,151</u>	<u>2.56%</u>
Subtotal	\$9,349,036	\$8,168,180	\$9,565,334	\$9,728,146	\$162,812	1.70%
REVENUE						
Provincial and Federal Grants	\$2,354	\$1,396	\$8,000	\$5,000	(\$3,000)	(37.50%)
Other Municipalities	\$12,000	\$0	\$12,000	\$12,000	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$75,150	\$76,127	\$86,500	\$94,750	\$8,250	9.54%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$35,000	\$55,000	\$0	(\$55,000)	(100.00%)
Subtotal	<u>\$89,504</u>	<u>\$112,523</u>	<u>\$161,500</u>	<u>\$111,750</u>	<u>(\$49,750)</u>	<u>(30.80%)</u>
NET OPERATING COST (TAXATION)	<u>\$9,259,532</u>	<u>\$8,055,657</u>	<u>\$9,403,834</u>	<u>\$9,616,396</u>	<u>\$212,562</u>	<u>2.26%</u>
<u>CAPITAL</u>						
Gross Capital	\$59,616	\$60,000	\$60,000	\$2,990,000	\$2,930,000	4883.33%
Capital Funding	\$0	\$0	\$0	(\$2,990,000)	(\$2,990,000)	100.00%
NET CAPITAL COST (TAXATION)	<u>\$59,616</u>	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$0</u>	<u>(\$60,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$9,319,148</u>	<u>\$8,115,657</u>	<u>\$9,463,834</u>	<u>\$9,616,396</u>	<u>\$152,562</u>	<u>1.61%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration/Prevention	\$896,694	\$770,445	\$1,056,247	\$1,019,782	(\$36,465)	(3.45%)
Suppression	<u>\$8,422,454</u>	<u>\$7,345,212</u>	<u>\$8,407,587</u>	<u>\$8,596,614</u>	<u>\$189,027</u>	<u>2.25%</u>
TOTAL OPERATING AND CAPITAL	<u>\$9,319,148</u>	<u>\$8,115,657</u>	<u>\$9,463,834</u>	<u>\$9,616,396</u>	<u>\$152,562</u>	<u>1.61%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-77 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Fire Headquarters and Training Centre
Rescue Boat

Cornwall Police Service

2019 Budget Submission

Includes:

- The Cornwall Community Police Service (CCPS) is a municipal police service as provided for under the Police Services Act of Ontario. In partnership with the community, the CCPS is committed to the pursuit of excellence and keeping our city safe. The 2019 budget provides funding for administration and infrastructure necessary to provide adequate and effective policing as required under the Police Services Act for the City of Cornwall.

Description

The CCPS provides services which include: Crime Prevention, Law Enforcement, Assistance to victims of crime, Public order maintenance, and Emergency Responses.



Key Goals:

1. **Community Engagement**
 - a. Strengthen and expand partnerships.
 - b. Enhance service to the vulnerable sector.
 - c. Optimize the deployment of volunteers.
2. **Organizational Excellence**
 - a. Enhance traffic safety.
 - b. Align equipment, technology and facilities.
 - c. Continue CALEA accreditation process.
 - d. Optimize core functions of policing.
 - e. Develop and promote innovation.
3. **Crime Reduction**
 - a. Engage and mentor youth.
 - b. Enhance social development.
 - c. Increase evidence based, targeted enforcement.
 - d. Enhance visibility and presence.

Commentary

The CCPS is made up of 88 sworn police officers, 10 Special Constable, 36 civilian members and 9 part-time civilian members. Service is provided 24/7 to an area of 62 square kilometers and a population of approximately 46,900.

Salaries and Benefits

Payroll and benefits account for over 87% of the total operating budget. Increases represent incremental and contractual obligations.

Services and Rents

Implementation of an Employee Wellness Plan (\$13,000) has been included in Services and Rents. This plan is beneficial for the health and wellness of CCPS staff.

Capital

Technology upgrades and enforcement equipment account for a slight increase (\$43,600) in the Capital Budget.

Revenue

Estimated revenues for 2019 are at \$1,589,700 and include a modest increase for Clearance Letters. Provincial funding included in the 2019 budget submission is based on 2018 funding levels. This includes the provincial upload of Court Security costs, funding for the R.I.D.E program, and the 1,000 Officer Grant. CCPS has not received confirmation from the province on the status of funding for these programs.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$17,519,535	\$15,972,021	\$17,602,304	\$17,936,032	\$333,728	1.90%
Purchase of Goods	\$824,178	\$740,509	\$863,174	\$879,755	\$16,581	1.92%
Services and Rents	\$901,636	\$736,105	\$1,076,543	\$1,104,345	\$27,802	2.58%
Financing LTD Principal & Interest	\$453,042	\$435,484	\$513,341	\$463,959	(\$49,382)	(9.62%)
Financial and Transfers	<u>\$82,484</u>	<u>\$65,222</u>	<u>\$55,375</u>	<u>\$94,245</u>	<u>\$38,870</u>	<u>70.19%</u>
Subtotal	\$19,780,875	\$17,949,341	\$20,110,737	\$20,478,336	\$367,599	1.83%
REVENUE						
Provincial and Federal Grants	\$1,112,302	\$1,127,520	\$1,195,923	\$1,197,000	\$1,077	0.09%
Other Municipalities	\$140,000	\$127,650	\$142,800	\$145,600	\$2,800	1.96%
Fees, Service Charges, & Misc Revenue	\$270,791	\$253,039	\$212,100	\$247,100	\$35,000	16.50%
Internal Revenue	(\$205)	\$2,100	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$4,000	\$0	\$0	\$0	0.00%
Subtotal	<u>\$1,522,888</u>	<u>\$1,514,309</u>	<u>\$1,550,823</u>	<u>\$1,589,700</u>	<u>\$38,877</u>	<u>2.51%</u>
NET OPERATING COST (TAXATION)	<u>\$18,257,987</u>	<u>\$16,435,032</u>	<u>\$18,559,914</u>	<u>\$18,888,636</u>	<u>\$328,722</u>	<u>1.77%</u>
<u>CAPITAL</u>						
Gross Capital	\$112,886	\$109,200	\$302,200	\$323,800	\$21,600	7.15%
Capital Funding	\$0	\$0	(\$193,000)	(\$171,000)	\$22,000	(11.40%)
NET CAPITAL COST (TAXATION)	<u>\$112,886</u>	<u>\$109,200</u>	<u>\$109,200</u>	<u>\$152,800</u>	<u>\$43,600</u>	<u>39.93%</u>
TOTAL OPERATING AND CAPITAL	<u>\$18,370,873</u>	<u>\$16,544,232</u>	<u>\$18,669,114</u>	<u>\$19,041,436</u>	<u>\$372,322</u>	<u>1.99%</u>

Municipal Works

2019 Budget Submission

Includes:

The Municipal Works (MW) Division encompasses four sub-sections: MW Administration Section, Public Property Section, Municipal Works Garage Section; Health & Safety and Equipment Training Section. Responsibilities of these sections are described as follows:

- Municipal Works Administration Section is responsible for overall management and administration of the MW Division operations as well as the Roads Division operations.
- Public Property Section is responsible for the asset management planning, maintenance and day to day operations of various municipally owned buildings.
- Municipal Works Garage Section is responsible for the asset management planning, operation and maintenance of all City vehicles and equipment (over 300 units) excluding Fire, Police, Paramedic, and Transit vehicles.
- Equipment and Health & Safety section provides training programs to all MW and Parks & Recreation employees to support a safe work environment.

Description

Ensure management, coordination and technical support of operations provided by the Municipal Works and Roads Divisions; asset management planning, operation and maintenance of municipally owned buildings; asset management planning, operation and maintenance of municipal vehicles and equipment; Health & Safety and equipment operation training.

Key Goals

1. Efficient MW operations.
2. Prompt response to public service requests.
3. Reliability of corporate vehicles & equipment.
4. Appropriate training of applicable workforce.
5. Optimize resources allocated to vertical infrastructure.

Commentary

Salaries and Benefits

There is no change in the staffing complement of this division. Increases represent incremental and contractual obligations.

Purchase of Goods

Fuel has been budgeted at \$1.10/L as compared to \$0.95/L in 2018. As a result, the budget for fuel has increased by \$39,000.

Financial and Transfers

Financial and Transfers have increased by \$31,898. This is primarily due to an increase in contributions to reserves for municipal buildings (City Hall, Justice Building, MW Admin, Fire Halls 1 and 2, Police substation). The MW department has budgeted \$6.00 per square foot (\$5.50 in 2018) for each of the Municipal Buildings. This per square foot lease, charged to respective departments, is contributed to Municipal Buildings Reserve. Contributions from this reserve are used for capital maintenance, improvements and upgrades to municipal facilities.

Revenue

The increase for Fees, Service Charges, & Misc. Revenue is from leasing revenue charged to Paramedic Services for the EMS Facility and from Social and Housing Services for the Justice Building and from rent collected for the properties on Marleau Avenue.

Internal revenue has decreased as a result of a change in Parks and Landscaping, whereas grass cutting of City owned parks and properties will be contracted out. As a result, Parks and Landscaping is no longer charged for the use of grass cutting machines and Municipal Works does not receive the corresponding revenue.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$2,119,428	\$1,791,257	\$2,219,561	\$2,289,953	\$70,392	3.17%
Purchase of Goods	\$1,341,449	\$1,152,992	\$1,379,819	\$1,419,773	\$39,954	2.90%
Services and Rents	\$1,016,644	\$893,940	\$987,996	\$977,349	(\$10,647)	(1.08%)
Financing LTD Principal & Interest	\$759,279	\$799,949	\$1,064,695	\$1,018,851	(\$45,844)	(4.31%)
Financial and Transfers	<u>\$703,064</u>	<u>\$904,702</u>	<u>\$852,519</u>	<u>\$884,417</u>	<u>\$31,898</u>	<u>3.74%</u>
Subtotal	\$5,939,864	\$5,542,840	\$6,504,590	\$6,590,343	\$85,753	1.32%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,049,510	\$1,049,303	\$990,804	\$1,027,852	\$37,048	3.74%
Internal Revenue	\$2,428,651	\$2,052,581	\$2,459,137	\$2,321,782	(\$137,355)	(5.59%)
Contribution from Reserves	\$6,000	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$3,484,161</u>	<u>\$3,101,884</u>	<u>\$3,449,941</u>	<u>\$3,349,634</u>	<u>(\$100,307)</u>	<u>(2.91%)</u>
NET OPERATING COST (TAXATION)	<u>\$2,455,703</u>	<u>\$2,440,956</u>	<u>\$3,054,649</u>	<u>\$3,240,709</u>	<u>\$186,060</u>	<u>6.09%</u>
CAPITAL						
Gross Capital	\$178,236	\$13,000	\$2,935,000	\$5,938,000	\$3,003,000	102.32%
Capital Funding	\$0	\$0	<u>(\$2,922,000)</u>	<u>(\$5,784,000)</u>	<u>(\$2,862,000)</u>	<u>97.95%</u>
NET CAPITAL COST (TAXATION)	<u>\$178,236</u>	<u>\$13,000</u>	<u>\$13,000</u>	<u>\$154,000</u>	<u>\$141,000</u>	<u>1084.62%</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,633,939</u>	<u>\$2,453,956</u>	<u>\$3,067,649</u>	<u>\$3,394,709</u>	<u>\$327,060</u>	<u>10.66%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration	\$890,891	\$882,335	\$1,096,419	\$1,067,074	(\$29,345)	(2.68%)
Public Property	\$1,824,367	\$1,511,578	\$1,956,157	\$2,152,954	\$196,797	10.06%
Garage	(\$81,319)	\$60,043	\$15,073	\$174,681	\$159,608	1058.90%
TOTAL OPERATING AND CAPITAL	<u>\$2,633,939</u>	<u>\$2,453,956</u>	<u>\$3,067,649</u>	<u>\$3,394,709</u>	<u>\$327,060</u>	<u>10.66%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-24 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

MW Equipment

Municipal Works Fleet Renewal Program

MW Yard Redevelopment

Salt Management Facility

Standby Power Generator

Noise Remediation

Employee Parking Lot

Design of New Administration Building

MW Facilities

Justice Building Courtyard Repairs

Parking Lot Rehabilitation - Optimist Park

Parking Lot Rehabilitation - St Columban's

Renovations at Various Municipal Buildings

Woodhouse Museum Repairs

Roads Division

2019 Budget Submission

Includes:

- The Roads Division is responsible for summer and winter maintenance of all municipal roads. Major summer maintenance activities include: sidewalk maintenance; asphalt patching; roadside gravelling and grading; curb and gutter maintenance; ditch maintenance, street sweeping and flushing; sign maintenance; bridge maintenance; guard rail maintenance.
- Major winter control activities include: street snow ploughing/salt application; sidewalk snow removal/salting; parking lot snow ploughing/salt application; snow removal operations (downtown core areas, dead ends etc.); cold patch application (pot holes); operation of snow management facility.
- Traffic Flow Maintenance is responsible to maintain effective traffic control systems including traffic signals, signs, street lighting as well as the management of School Crossing Guards for student safety during the school year.

Description

Ensure pedestrians and motorists have year round access to safe roadway and sidewalk networks and municipal parking lots.

Key Goals

1. Meet or exceed Provincial Minimum Maintenance Standards established for roads, sidewalks and parking lots.
2. Facilitate safe usage and movement for all modes of transportation.
3. Continue to improve service delivery by using technology.
4. Advance integrated transportation network which accommodates both pedestrians and cyclists in order to promote active living.
5. Continue to optimize traffic flow in City while accounting for future growth.

Commentary

Salaries and Benefits

There is no change in the staffing complement of this division. Increases represent incremental and contractual obligations.

Winter Control

There have been reductions to winter control as it pertains to the purchase of manufactured road salt (\$60,000) and calcium chloride (\$10,000). Other changes include reductions to hired equipment (\$20,000) and city equipment rental (\$25,000). These items have been brought in line with the three year average and trends.

Traffic Flow Maintenance

There is an increase (\$98,000) in principal and interest charges relating to the 2018 capital projects for Pole Replacement and Traffic Signal Upgrades. Other increases are related to contracted services for line painting (\$15,000) as well as electricity for street lighting (\$32,000).



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$1,756,822	\$1,562,914	\$2,025,871	\$2,066,748	\$40,877	2.02%
Purchase of Goods	\$1,174,789	\$929,029	\$1,306,950	\$1,260,420	(\$46,530)	(3.56%)
Services and Rents	\$2,221,121	\$1,741,954	\$2,530,246	\$2,524,252	(\$5,994)	(0.24%)
Financing LTD Principal & Interest	\$273,191	\$250,426	\$273,187	\$370,787	\$97,600	35.73%
Financial and Transfers	<u>\$52,726</u>	<u>\$51,725</u>	<u>\$52,400</u>	<u>\$50,000</u>	<u>(\$2,400)</u>	<u>(4.58%)</u>
Subtotal	\$5,478,649	\$4,536,048	\$6,188,654	\$6,272,207	\$83,553	1.35%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$47,778	\$41,516	\$75,927	\$77,115	\$1,188	1.56%
Internal Revenue	\$1,626	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$3,402</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$52,806</u>	<u>\$41,516</u>	<u>\$75,927</u>	<u>\$77,115</u>	<u>\$1,188</u>	<u>1.56%</u>
NET OPERATING COST (TAXATION)	<u>\$5,425,843</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>
CAPITAL						
Gross Capital	\$35,083	\$0	\$400,000	\$400,000	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$400,000)</u>	<u>(\$400,000)</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$35,083</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,460,926</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Summer Control	\$1,346,950	\$1,052,648	\$1,383,421	\$1,408,470	\$25,049	1.81%
Winter Control	\$2,015,222	\$1,801,072	\$2,575,553	\$2,481,653	(\$93,900)	(3.65%)
Traffic Flow Maintenance	<u>\$2,098,754</u>	<u>\$1,640,812</u>	<u>\$2,153,753</u>	<u>\$2,304,969</u>	<u>\$151,216</u>	<u>7.02%</u>
TOTAL OPERATING AND CAPITAL	<u>\$5,460,926</u>	<u>\$4,494,532</u>	<u>\$6,112,727</u>	<u>\$6,195,092</u>	<u>\$82,365</u>	<u>1.35%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-20 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Traffic Signal Upgrades
Pole Replacement Program

Transit Services

2019 Budget Submission

Includes:

- Cornwall Transit (CT) is responsible for the safe and timely public transportation for citizens, including persons with disabilities. CT is divided into an Operation division and a Maintenance division.
- The Operations Division provides conventional, specialized (Handi-Transit), Community bus and Cornwall Business Park bus service. The Maintenance division provides preventative maintenance for 15 conventional and 10 handi-transit buses. Also vehicle maintenance for all EMS & Police vehicles and the Command Post, along with the Transit Facility and equipment unique to transit operations.

Description

Cornwall Transit provides an efficient and effective transit system that has indispensable economic value to the community.

Key Goals

1. Continue to implement Transit Master Plan recommendations with flexibility
2. Compliance with AODA
3. Maintain Bus fleet replacement schedule
4. Maintain and increase ridership
5. Maintain Community presence through Promotions

Commentary

Provincial Gas Tax (PGT)

Cornwall Transit has received PGT since its inception in 2004. It is based on 70% population and 30% ridership. All municipalities with transit systems are entitled to PGT. The pool of PGT is derived from 2¢ per litre of fuel sold in Ontario. Cornwall's share increased approximately \$22,000 in 2018/2019 to \$655,040. This fund is expected to continue into the future. PGT funds are used to maintain previous improvements (65%) while the balance is earmarked for capital projects or financing of capital projects (35%).

Investing in Canada Infrastructure Program (ICIP)

This funding stream reflects a partnership between the Federal government (40%), the Provincial government (33%) and the municipality (27%). The funding arrangement covers 10 years from 2018 to 2027. It is based on 2015 ridership; Cornwall reported a ridership of 804,007.

The funding allocation is as follows: Feds \$7,275,292, Ont. \$6,002,116 and Cornwall \$4,910,822. Although all Provinces and territories have signed an agreement, the roll out is being delayed without explanation. All Cornwall Transit projects submitted for Council approval in the 2019 budget that rely on ICIP funding will be put on hold until the roll out of the ICIP is finalized. The Projects may seek Council approval to finance in a different manner.

Conventional Services

As per the Transit Master Plan, conventional route alignment will be reviewed for implementation. The Community Bus will be maintained and Cornwall Business Park routes will be adjusted as necessary with input from business members and appropriate stakeholders. Automatic Vehicle Location (AVL) will be implemented. New technologies such as passenger counters and Web based Applications is included in this year's submission. Contactless fare payments systems will be explored.



Maintenance

Buses operate on diesel fuel and the budget reflects a \$70,200 increase fuel budget. The bus fleet replacement plan continues with the purchase of 2 conventional buses and one Handi-Transit (HT) bus and plays a very important role in effectively maintaining cost. The cube van needs to be replaced and vehicle hoist repair/ replacement is required.

Ridership/Revenues

Conventional ridership was 843,000 in 2018. HT ridership was 33,000 in 2018. A modest fare increase is budgeted for May 1/19. Cornwall Transit has been approached by Schools Boards to supply bus service to enhance quality of life to students in the community. One school is participating and exploration of further participation will be explored in 2019.

Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,577,666	\$3,274,721	\$3,613,724	\$3,672,202	\$58,478	1.62%
Purchase of Goods	\$1,063,285	\$933,922	\$947,824	\$1,002,125	\$54,301	5.73%
Services and Rents	\$349,283	\$297,417	\$430,316	\$404,235	(\$26,081)	(6.06%)
Financing LTD Principal & Interest	\$162,613	\$220,195	\$407,529	\$433,425	\$25,896	6.35%
Financial and Transfers	<u>\$754,223</u>	<u>\$116,026</u>	<u>\$723,067</u>	<u>\$792,088</u>	<u>\$69,021</u>	<u>9.55%</u>
Subtotal	\$5,907,070	\$4,842,281	\$6,122,460	\$6,304,075	\$181,615	2.97%
REVENUE						
Provincial and Federal Grants	\$624,276	\$435,543	\$602,880	\$655,040	\$52,160	8.65%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,640,594	\$1,420,979	\$1,737,000	\$1,742,140	\$5,140	0.30%
Internal Revenue	\$1,357	\$342	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$594,097</u>	<u>\$0</u>	<u>\$643,891</u>	<u>\$774,825</u>	<u>\$130,934</u>	<u>20.33%</u>
Subtotal	<u>\$2,860,324</u>	<u>\$1,856,864</u>	<u>\$2,983,771</u>	<u>\$3,172,005</u>	<u>\$188,234</u>	<u>6.31%</u>
NET OPERATING COST (TAXATION)	<u>\$3,046,746</u>	<u>\$2,985,417</u>	<u>\$3,138,689</u>	<u>\$3,132,070</u>	<u>(\$6,619)</u>	<u>(0.21%)</u>
CAPITAL						
Gross Capital	\$0	\$78,000	\$863,000	\$1,590,000	\$727,000	84.24%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>(\$785,000)</u>	<u>(\$1,590,000)</u>	<u>(\$805,000)</u>	<u>102.55%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$78,000</u>	<u>\$78,000</u>	<u>\$0</u>	<u>(\$78,000)</u>	<u>(100.00%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$3,046,746</u>	<u>\$3,063,417</u>	<u>\$3,216,689</u>	<u>\$3,132,070</u>	<u>(\$84,619)</u>	<u>(2.63%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Operations Division	\$1,205,405	\$1,255,995	\$1,333,002	\$1,343,266	\$10,264	0.77%
Maintenance Division	<u>\$1,841,341</u>	<u>\$1,807,422</u>	<u>\$1,883,687</u>	<u>\$1,788,804</u>	<u>(\$94,883)</u>	<u>(5.04%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$3,046,746</u>	<u>\$3,063,417</u>	<u>\$3,216,689</u>	<u>\$3,132,070</u>	<u>(\$84,619)</u>	<u>(2.63%)</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-39 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Purchase of 2 Conventional Buses
- Purchase of a Handi-Transit Bus
- Transit Cube Van Replacement
- Vehicle Hoist Repair and Safety
- Passenger Counter / Web Applications

Infrastructure Planning

2019 Budget Submission

Includes:

- The Administration Section is responsible for the management and support services that enable the division to operate. This activity also includes the maintenance of records such as construction drawing archives, reports and legal plans.
- The Design and Construction Section includes all aspects of capital project implementation. These projects are typically related to linear infrastructure which includes roads, sewer and watermain. Activities include asset management, pre-engineering survey, preparation of base plans, design of new/replacement infrastructure, specifications and tender preparation, construction layout, construction supervision, progress payment preparation and as-built drawing records.
- The GIS Section is a component of the Design and Construction Section which is responsible to maintain infrastructure databases used for asset management. The GIS Section is also responsible for maintaining the GIS mapping used by most municipal staff, including Cornwall Police Services, as well as a public interactive mapping website (maps.cornwall.ca).
- The Subdivision and Approvals Section oversees the subdivision approval process through the planning, design and construction stages. Following Draft Plan Approval, developers must enter into a Subdivision Agreement which includes review of all aspects of the development such as the preliminary servicing report, construction drawings, lot grading, financial security, quality control, and final acceptance of the works. Developments are subject to an administration fee which is the revenue source for the Division.

Description

The Infrastructure Planning Division provides engineering services, capital planning, project design and construction administration for the City's linear infrastructure.

This infrastructure includes 393km of sewer, 298km of watermain, 272km of roadway, 189km of sidewalks and 25 bridges/large culverts, which together have a replacement value of approx. \$807M.

Key Goals

1. Maintain and advance Asset Management inventory and strategy.
2. Implement Public Consultation Policy/Strategy.
3. Seek partnership/funding opportunities with upper levels of government.
4. Continue implementation of Bicycle & Pedestrian Masterplan to promote Active Transportation.
5. Actively plan, account and manage future growth.
6. Implement/maintain productive and transparent capital project planning processes.

Commentary

Salaries and Benefits

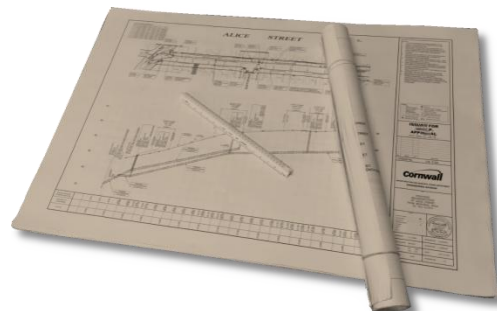
There are no changes to the staffing complement in the Infrastructure Planning Division from 2018 to 2019. Increases are related to incremental and contractual obligations.

Long-Term Debt Financing

Principal and interest charges have increased in relation to capital projects that were funded through debt. These projects include: Reconstruction of Marleau Avenue, Culvert Replacement on McConnell Avenue, Lemay Street Extension, and the Brookdale CN Overpass.

Revenue

Revenues are primarily derived from internal design and construction management fees charges to capital projects.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$1,336,668	\$1,253,195	\$1,464,866	\$1,514,333	\$49,467	3.38%
Purchase of Goods	\$13,579	\$17,128	\$22,000	\$22,200	\$200	0.91%
Services and Rents	\$51,206	\$59,613	\$64,285	\$64,905	\$620	0.96%
Financing LTD Principal & Interest	\$45,201	\$176,271	\$198,085	\$286,575	\$88,490	44.67%
Financial and Transfers	<u>\$374,446</u>	<u>\$136,103</u>	<u>\$143,350</u>	<u>\$140,950</u>	<u>(\$2,400)</u>	<u>(1.67%)</u>
Subtotal	\$1,821,100	\$1,642,310	\$1,892,586	\$2,028,963	\$136,377	7.21%
REVENUE						
Provincial and Federal Grants	\$24	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,000,016	\$1,001,024	\$994,500	\$1,012,480	\$17,980	1.81%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$210,967</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$1,211,007</u>	<u>\$1,001,024</u>	<u>\$994,500</u>	<u>\$1,012,480</u>	<u>\$17,980</u>	<u>1.81%</u>
NET OPERATING COST (TAXATION)	<u>\$610,093</u>	<u>\$641,286</u>	<u>\$898,086</u>	<u>\$1,016,483</u>	<u>\$118,397</u>	<u>13.18%</u>
CAPITAL						
Gross Capital	\$65,000	\$353,700	\$7,948,800	\$6,580,000	(\$1,368,800)	(17.22%)
Capital Funding	\$0	\$0	<u>(\$7,595,100)</u>	<u>(\$6,005,000)</u>	<u>\$1,590,100</u>	<u>(20.94%)</u>
NET CAPITAL COST (TAXATION)	<u>\$65,000</u>	<u>\$353,700</u>	<u>\$353,700</u>	<u>\$575,000</u>	<u>\$221,300</u>	<u>62.57%</u>
TOTAL OPERATING AND CAPITAL	<u>\$675,093</u>	<u>\$994,986</u>	<u>\$1,251,786</u>	<u>\$1,591,483</u>	<u>\$339,697</u>	<u>27.14%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Administration	\$591,197	\$980,522	\$1,003,375	\$1,320,265	\$316,890	31.58%
Design and Construction	\$83,519	\$8,981	\$248,272	\$258,942	\$10,670	4.30%
Subdivisions and Approvals	\$371	\$5,483	\$140	\$12,276	\$12,136	8668.57%
TOTAL OPERATING AND CAPITAL	<u>\$675,087</u>	<u>\$994,986</u>	<u>\$1,251,787</u>	<u>\$1,591,483</u>	<u>\$339,696</u>	<u>27.14%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-6 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Road Network

Asphalt Resurfacing on Various City Streets

Intersections

Centretown - Water St./Montreal Rd Intersections

Transportation Capacity

Nick Kaneb Dr. Extension - Marleau Ave to Industrial Park

Lemay St. Upgrades and Extension

Traffic Analysis – Brookdale Ave. & Ninth St. Extension

Structures

Culvert Replacement - Fly Creek at Mack Drive

Bi-Annual Structure Inspections

Small Diameter Culvert Replacement

Active Transportation (Sidewalk Infrastructure)

Active Transportation (Bicycle Infrastructure)

Waste Management Services

2019 Budget Submission

Includes:

- The responsibility for curbside waste collection, recycling collection and processing, landfill site operation, landfill security, leaf and yard waste collection, and the household special waste depot.
- The operation and maintenance of the gas and leachate collection systems for the old and new landfill sites.
- Provide and plan new waste reduction/diversion programs in order to meet municipal and provincial objectives.

Description

Provide the maintenance, supervision, and coordination required to manage the City's waste sustainably and efficiently for the present and future generations of the City of Cornwall.

Key Goals

1. Manage waste as per the Ministry of Environment, Conservation, and Parks (MECP) Certificate of Approval (CofA).
2. Protect the environment by reducing emissions.
3. Increase waste diversion.
4. Meet waste targets as set by the province.
5. Plan waste management for future generations.

Commentary

Waste Management Administration

The Waste Management Division Administration is responsible for supervising the sustainable management of the City's waste as per the MECP's CofA.

Landfill Operations

The City of Cornwall owns and operates a 60-hectare (150 acre) landfill. Operational since 1985, the landfill has an expected closure date of 2030. The landfill site currently operates under a CofA issued by the MECP. This CofA is comprised of a set of rules, which ensure the landfill cannot compromise the surrounding environment. Monitoring the sites emissions and leachate, ensuring the security of the landfill, and maintaining the sites ability to capture and flare gas are all aspects of the CofA.

Budget increases are related to ongoing operational contracts that sample, monitor, and maintain the gas and leachate systems, and provide inspection of inbound and outbound material loads.

Collection and Disposal

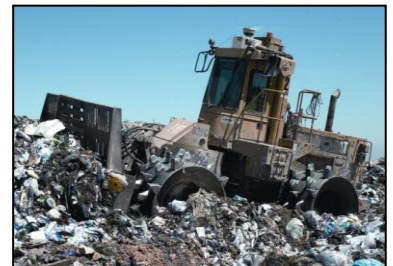
The City of Cornwall's contractor collects 13,000 tonnes of residential waste per year, and 3,100 tonnes of recycling. The contract has increased approximately 22% (or an additional cost of \$564,653 per year), compared to the 2018 budget. This increase is standard across the province. Increases to collection costs are attributed to the capital investment required for fleet acquisition, staffing costs related to waste collection, and the potential impacts of provincial legislation on waste collection. Once the contractor collects the material, it is disposed of at the Corporation's landfill site. The site, operated under a separate contract, handles 39,000 tonnes of waste per year, of which 26,000 tonnes are charged tipping fees.

Recycling

The City of Cornwall owns and operates a Material Recovery Facility. This facility processes around 4,500 tonnes of recycling per year from the City and surrounding municipalities. The processed material is baled and shipped to end markets by a contractor. The Corporation then receives revenue for the materials sold to end markets. The budget increase in Recycling and Diversion are related to the increased costs of processing recyclable material. These increases are directly related to the staffing, equipment, and expertise related to the sorting and marketing of recyclable material in an ever evolving global marketplace. Revenues have also decreased for recyclable materials, due to the China Sword Initiative and its impact on the global market.

Capital

The gross capital budget has decreased compared to 2018. The 2019 projects, totalling \$300,000 are funded from the tax base.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$241,800	\$282,577	\$313,717	\$323,409	\$9,692	3.09%
Purchase of Goods	\$41,039	\$26,420	\$43,670	\$46,125	\$2,455	5.62%
Services and Rents	\$3,918,290	\$3,464,905	\$3,967,667	\$4,598,963	\$631,296	15.91%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$135,348</u>	<u>\$149,857</u>	<u>\$165,152</u>	<u>\$96,637</u>	<u>(\$68,515)</u>	<u>(41.49%)</u>
Subtotal	\$4,336,477	\$3,923,759	\$4,490,206	\$5,065,134	\$574,928	12.80%
REVENUE						
Provincial and Federal Grants	\$565,513	\$427,069	\$572,500	\$585,300	\$12,800	2.24%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$3,065,250	\$2,048,710	\$2,274,620	\$2,202,723	(\$71,897)	(3.16%)
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	<u>\$3,630,763</u>	<u>\$2,475,779</u>	<u>\$2,847,120</u>	<u>\$2,788,023</u>	<u>(\$59,097)</u>	<u>(2.08%)</u>
NET OPERATING COST (TAXATION)	<u>\$705,714</u>	<u>\$1,447,980</u>	<u>\$1,643,086</u>	<u>\$2,277,111</u>	<u>\$634,025</u>	<u>38.59%</u>
CAPITAL						
Gross Capital	\$0	\$100,000	\$1,390,000	\$300,000	(\$1,090,000)	(78.42%)
Capital Funding	\$0	\$0	<u>(\$1,290,000)</u>	\$0	<u>\$1,290,000</u>	<u>(100.00%)</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$100,000</u>	<u>\$100,000</u>	<u>\$300,000</u>	<u>\$200,000</u>	<u>200.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$705,714</u>	<u>\$1,547,980</u>	<u>\$1,743,086</u>	<u>\$2,577,111</u>	<u>\$834,025</u>	<u>47.85%</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Waste Management Administration	\$271,052	\$255,140	\$303,966	\$336,526	\$32,560	10.71%
Landfill Operations	\$295,356	\$231,681	\$335,496	\$374,047	\$38,551	11.49%
Collection and Disposal	(\$802,721)	\$26,490	\$83,265	\$400,662	\$317,397	381.19%
Recycling	<u>\$942,027</u>	<u>\$1,034,669</u>	<u>\$1,020,359</u>	<u>\$1,465,876</u>	<u>\$445,517</u>	<u>43.66%</u>
TOTAL OPERATING AND CAPITAL	<u>\$705,714</u>	<u>\$1,547,980</u>	<u>\$1,743,086</u>	<u>\$2,577,111</u>	<u>\$834,025</u>	<u>47.85%</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-46 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Landfill Leachate and Gas Collection Systems Upgrades
- Landfill Site - Public Service Area Infrastructure Upgrades
- Waste Management Diversion Review and Program Implementation
- Landfill Expansion / Alternative Disposal ECA

Economic Development

2019 Budget Submission

Includes:

- Economic Development works to facilitate the growth of the local economy. Included in this section are efforts aimed at industrial, small business and tourism sectors, along with resident attraction.
- Major activities include marketing efforts, investment relations, tourism marketing, visitor information services, community improvement programs and the operation of the Cornwall Business Enterprise Centre.

Description

Cornwall Economic Development undertakes five major activities:

- Marketing Cornwall
- Investor relations
- Support to existing business
- Development of the Cornwall Business Park
- Research activities and senior government liaison

Key Goals

1. Positive economic growth.
2. Increase in assessment.
3. Positive job creation.
4. Increase in population.
5. Increased tourism activity.

Commentary

Salaries and Benefits

Salary for one individual has been added to provide support to department efforts, in particular the implementation of the Tourism Development Fund. Other increases represent incremental and contractual obligations.

Economic Development

A significant portion of the Economic Development budget is devoted to marketing efforts, which includes print and online efforts aimed at attracting residential, commercial and industrial investment. These efforts are targeted at specific sectors, and are guided by an Economic Development Strategic Plan.

Tourism

The Department is responsible for the marketing and promotion of Cornwall to attract visitors and increase tourism activity. The funding of tourism activities is expected to be fully funded from the proceeds of the Municipal Accommodation Tax (MAT). Gross MAT revenues are reflected in the budget, as are transfers out to the new Tourism Development Corporation.

Additional marketing dollars have been budgeted in tourism, to support increased participation at trade shows and increased distribution of the Visitor Guide.

Community Improvement Programs

The Community Improvement Programs are funded primarily from reserves and funding is dependent on development activity.

Small Business

The Province of Ontario funds the operation of the Cornwall Business Enterprise Centre, including Summer Company and Starter Company programming. The funding is renewed each Provincial fiscal year (April).



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$657,650	\$616,976	\$700,914	\$798,119	\$97,205	13.87%
Purchase of Goods	\$24,468	\$32,903	\$25,546	\$26,307	\$761	2.98%
Services and Rents	\$581,955	\$430,163	\$500,956	\$481,199	(\$19,757)	(3.94%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$439,537</u>	<u>\$264,609</u>	<u>\$177,500</u>	<u>\$425,000</u>	<u>\$247,500</u>	<u>139.44%</u>
Subtotal	\$1,703,610	\$1,344,651	\$1,404,916	\$1,730,625	\$325,709	23.18%
REVENUE						
Provincial and Federal Grants	\$261,904	\$255,963	\$305,027	\$278,539	(\$26,488)	(8.68%)
Other Municipalities	\$500	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$20,922	\$224,722	\$146,369	\$500,195	\$353,826	241.74%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$495,553</u>	<u>\$47,086</u>	<u>\$13,300</u>	<u>\$13,300</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$778,879</u>	<u>\$527,771</u>	<u>\$464,696</u>	<u>\$792,034</u>	<u>\$327,338</u>	<u>70.44%</u>
NET OPERATING COST (TAXATION)	<u>\$924,731</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>
CAPITAL						
Gross Capital	\$10,045	\$0	\$0	\$0	\$0	0.00%
Capital Funding	\$0	\$0	\$0	\$0	\$0	0.00%
NET CAPITAL COST (TAXATION)	<u>\$10,045</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$934,776</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Economic Development	\$727,681	\$704,977	\$835,904	\$814,515	(\$21,389)	(2.56%)
Tourism	\$174,541	\$64,205	\$49,316	\$69,076	\$19,760	40.07%
Community Improvement Programs	\$32,554	\$47,698	\$55,000	\$55,000	\$0	0.00%
Business Enterprise Centre	\$0	\$0	\$0	\$0	\$0	0.00%
TOTAL OPERATING AND CAPITAL	<u>\$934,776</u>	<u>\$816,880</u>	<u>\$940,220</u>	<u>\$938,591</u>	<u>(\$1,629)</u>	<u>(0.17%)</u>

Planning Services

2019 Budget Submission

Includes

- Planning Services is the administrative arm of local government whose function is to recommend the form of future development in Cornwall, and to make recommendations to Council on private /public development applications. The City has full residential subdivision approval and is designated as the one window approval authority by the Ministry.
- The Planning Division is responsible for four distinct activities: Planning Administration, Development Planning, Committee of Adjustment and Waterfront Activity.

Description

The Planning Division ensures the orderly development of the municipality by ensuring the efficient use of existing infrastructure while promoting sensible land use patterns for new and sustained growth.

The Division ensures the quality of neighbourhoods, environmental protection, the waterfront and land use changes that promote community improvement and revitalization.

Key Goals

1. Facilitate the orderly and sustainable development of the City of Cornwall.
2. New Waterfront Plan (Final Stages).
3. New Zoning Bylaw (Planning Act Regulation).
4. Enhance communications to residents and stakeholders within the City.
5. OPPI and RPP Designation for all Planning staff.

Commentary

The main premise of the Division is to carry out general Planning and Development functions as articulated in the Planning Act, including but not limited to the Official Plan (O.P.) and Zoning Amendments, Draft Plans of Subdivision and Condominium approvals, Site Plan Approvals, Waterfront initiatives, Minor Variances / Consents and Zoning Compliances.

Planning Studies

Planning will continue working with Thinc Consultants, who are in the process of preparing a new Waterfront Plan for the City.

The second major document which must be started this year is the Comprehensive Zoning By-law (1969) as amended, which implements the Official Plan, and sets out what parcels of land can be used for certain uses. As per the Planning Act, a review of this plan must be started within 3 years after the approval of the Official Plan.

Revenue

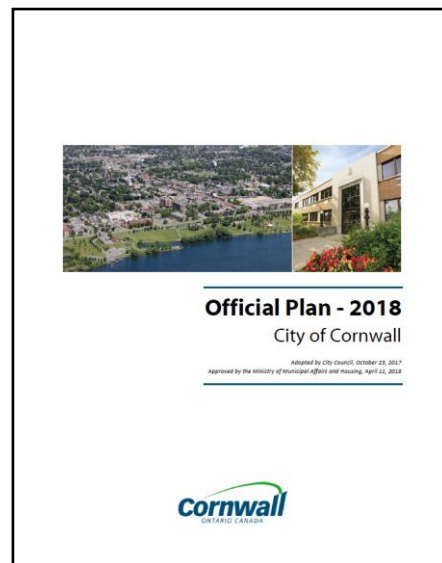
Revenue for the Committee of Adjustment has increased in the 2019 budget submission as a result of increased residential activity related to new subdivisions.

Salaries and Benefits

Total Salary and Benefits has increased slightly as a result of new staff who are progressing through the pay grid. Other increases represent incremental and contractual obligations.

Services and Rents

The decrease in Services and Rents is related to a one-time budget item in 2018 for the Rowing Club Environmental Assessment. This item is not required in the 2019 budget submission.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$443,054	\$400,329	\$456,769	\$476,522	\$19,753	4.32%
Purchase of Goods	\$10,676	\$5,351	\$11,450	\$11,500	\$50	0.44%
Services and Rents	\$148,688	\$150,724	\$305,570	\$288,751	(\$16,819)	(5.50%)
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	<u>\$107,837</u>	<u>\$30,309</u>	<u>\$103,727</u>	<u>\$106,374</u>	<u>\$2,647</u>	<u>2.55%</u>
Subtotal	\$710,255	\$586,713	\$877,516	\$883,147	\$5,631	0.64%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$230,445	\$324,383	\$235,637	\$256,824	\$21,187	8.99%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	<u>\$28,030</u>	<u>\$90,000</u>	<u>\$160,000</u>	<u>\$160,000</u>	<u>\$0</u>	<u>0.00%</u>
Subtotal	<u>\$258,475</u>	<u>\$414,383</u>	<u>\$395,637</u>	<u>\$416,824</u>	<u>\$21,187</u>	<u>5.36%</u>
NET OPERATING COST (TAXATION)	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>
<u>CAPITAL</u>						
Gross Capital	\$0	\$0	\$0	\$0	\$0	0.00%
Capital Funding	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
NET CAPITAL COST (TAXATION)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>0.00%</u>
TOTAL OPERATING AND CAPITAL	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Planning Services	\$435,778	\$158,706	\$469,581	\$454,460	(\$15,121)	(3.22%)
Waterfront	<u>\$16,002</u>	<u>\$13,624</u>	<u>\$12,298</u>	<u>\$11,863</u>	<u>(\$435)</u>	<u>(3.54%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$451,780</u>	<u>\$172,330</u>	<u>\$481,879</u>	<u>\$466,323</u>	<u>(\$15,556)</u>	<u>(3.23%)</u>

Building Services, Bylaw and Parking Enforcement

2019 Budget Submission

Includes:

- The Building Division is responsible for administering and enforcing the Ontario Building Code (OBC), the Act and associated regulations on behalf of the Province. The OBC is a set of rules that specify standards for the construction of buildings and structures, with primary concern for health and safety of the occupants.
- The By-Law Division is responsible for the enforcement of a number of Municipal By-Laws that promote harmony and respect among residents, protects their health, safety, welfare and general quality of life and community.
- The Parking Division is responsible for enforcement operations and issues tickets for violations of the Traffic and Parking By-Law.

Description

The Building Division's goal is to provide quality service to the community, contractors and developers, that is knowledgeable, efficient and supportive.

The By-Law Division's goal is to provide customer service excellence through enforcement and public education in contributing to a desirable and harmonious community in which to live, work and play.

The Parking Division's goal is to ensure that Officers are helpful, respectful but firm while exercising their duties with discretion in enforcing traffic regulations contained in the Traffic and Parking By-Law.

Key Goals

1. Continued due-diligence and service to the public.
2. Update the Division's Municipal Software (CityView).
3. More contemporary, user friendly parking facilities.
4. Introduce mobile parking payment from a smart device using license plate recognition.

Commentary

Building Services

The consultants' 2018 Building Permit fee review proposes fee increases to improve cost recovery by 15% to 20%; it now averages 55%. Net costs are being offset by municipal property taxes. Some revenue benefits from the proposed fee increases have been considered in the 2019 budget submission. The proposed fee increases will be tabled to Council in the first quarter of 2019.



Bylaw Enforcement

A proposal for subsidizing feline spay/neuter procedures as part of a community cat over population management initiative will be tabled to Council in 2019. Subsidies are not budgeted.



Parking Enforcement

A \$40,000 annual payment installment for a parking software replacement is budgeted. Two new pay and display machines are budgeted to replace aging meters. Anticipated second quarter violation ticket increases are considered in revenue. Parking Enforcement is a self-funded department. Any surplus/deficit is contributed to or funded from the Parking Reserve Fund.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,390,189	\$1,227,015	\$1,467,489	\$1,512,012	\$44,523	3.03%
Purchase of Goods	\$65,165	\$55,621	\$80,575	\$86,875	\$6,300	7.82%
Services and Rents	\$420,022	\$418,711	\$448,464	\$452,694	\$4,230	0.94%
Financing LTD Principal & Interest	\$0	\$0	\$0	\$0	\$0	0.00%
Financial and Transfers	\$200,956	\$294,097	\$173,319	\$206,640	\$33,321	19.23%
Subtotal	\$2,076,332	\$1,995,444	\$2,169,847	\$2,258,221	\$88,374	4.07%
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$1,114,316	\$1,250,283	\$1,268,260	\$1,369,500	\$101,240	7.98%
Internal Revenue	\$395	\$116	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$30,000	\$56,455	\$59,031	\$2,576	4.56%
Subtotal	\$1,114,711	\$1,280,399	\$1,324,715	\$1,428,531	\$103,816	7.84%
NET OPERATING COST (TAXATION)	\$961,621	\$715,045	\$845,132	\$829,690	(\$15,442)	(1.83%)
CAPITAL						
Gross Capital	\$0	\$0	\$0	\$50,000	\$50,000	100.00%
Capital Funding	\$0	\$0	\$0	\$0	\$0	0.00%
NET CAPITAL COST (TAXATION)	\$0	\$0	\$0	\$50,000	\$50,000	100.00%
TOTAL OPERATING AND CAPITAL	\$961,621	\$715,045	\$845,132	\$879,690	\$34,558	4.09%

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Building Services	\$630,497	\$443,726	\$496,242	\$448,203	(\$48,039)	(9.68%)
Bylaw Enforcement	\$394,443	\$327,042	\$400,011	\$490,400	\$90,389	22.60%
Parking Enforcement	(\$63,319)	(\$55,723)	(\$51,121)	(\$58,913)	(\$7,792)	15.24%
TOTAL OPERATING AND CAPITAL	\$961,621	\$715,045	\$845,132	\$879,690	\$34,558	4.09%

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-71 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Software Upgrade - CityView

Recreation Services

2019 Budget Submission

Includes:

- The responsibility for a wide variety of programs and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community.
- The management, supervision and coordination of various maintenance activities and recreation programs in order to assure safe, fun, and cost effective operations of sports and leisure facilities and parks.

Description

The Recreation Department endeavours to provide a wide variety of programs, and to provide safe and enjoyable facilities that will meet the social, recreational and cultural needs of the community; to provide accessible recreation opportunities to the citizens of Cornwall in order to improve their quality of life and health; and to provide the management and maintenance of facilities.

Key Goals

1. Maintain the existing level of service for our recreational programs and facilities.
2. Maximize participation and minimize operational costs for Aquatic Centre, Civic Complex and Benson Centre.
3. Provide publically accessible recreation opportunities to the citizens of Cornwall.
4. Promote the Civic Complex and other facilities for special events and other bookings.

Commentary

Salaries and Benefits

Part-time salaries have increased to reflect the 3 year average of actual expenditures incurred. Other increases represent incremental and contractual obligations.

Purchase of Goods

Purchase of Goods includes \$17,000 for two Pay and Display machines. These will be used to charge users of the boat launch for trailer parking. Revenue has been included to offset the cost of these machines.

Utility costs for Electricity, Water, Cornwall District Heating, and Natural Gas have increased by \$128,000 to adjust to historical trends.

Services and Rents

A decrease of approximately \$19,000 is due to a one-time budget item for improvements to the Sports Hall of Fame in 2018. Snow plowing and removal costs have increased by approximately \$45,000 as costs for these services are trending upwards. Contracted Services have increased approximately \$185,000 to reflect the 3 year average. These services include: mechanical, plumbing and electrical contractors, as well as elevator repair services, security contractors, and other costs required to maintain the facilities.

Revenue

Event Revenues have increased to better reflect trends realized from previous years and to reflect projected 2019 events that staff are hopeful will materialize. Client Fee revenue has decreased by \$80,000 due to the loss of the resident hockey club; however, there are offsetting reductions in expenditures.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
OPERATING						
EXPENDITURES						
Salaries and Benefits	\$3,990,975	\$3,583,631	\$4,072,471	\$4,247,146	\$174,675	4.29%
Purchase of Goods	\$1,833,986	\$1,620,166	\$1,833,257	\$1,941,686	\$108,429	5.91%
Services and Rents	\$1,825,233	\$1,548,500	\$1,577,381	\$1,813,064	\$235,683	14.94%
Financing LTD Principal & Interest	\$853,863	\$782,705	\$853,097	\$922,738	\$69,641	8.16%
Financial and Transfers	<u>\$1,057,358</u>	<u>\$764,263</u>	<u>\$1,047,794</u>	<u>\$980,786</u>	<u>(\$67,008)</u>	<u>(6.40%)</u>
Subtotal	\$9,561,415	\$8,299,265	\$9,384,000	\$9,905,420	\$521,420	5.56%
REVENUE						
Provincial and Federal Grants	\$22,756	\$3,307	\$11,000	\$28,500	\$17,500	159.09%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$3,521,788	\$2,749,022	\$3,450,045	\$3,385,736	(\$64,309)	(1.86%)
Internal Revenue	\$546,323	\$500,796	\$719,407	\$719,407	\$0	0.00%
Contribution from Reserves	\$0	\$40,000	\$0	\$0	\$0	0.00%
Subtotal	\$4,090,867	\$3,293,125	\$4,180,452	\$4,133,643	(\$46,809)	(1.12%)
NET OPERATING COST (TAXATION)	\$5,470,548	\$5,006,140	\$5,203,548	\$5,771,777	\$568,229	10.92%
CAPITAL						
Gross Capital	\$69,550	\$92,000	\$602,000	\$1,945,000	\$1,343,000	223.09%
Capital Funding	\$0	\$0	(\$510,000)	(\$1,708,800)	(\$1,198,800)	235.06%
NET CAPITAL COST (TAXATION)	\$69,550	\$92,000	\$92,000	\$236,200	\$144,200	156.74%
TOTAL OPERATING AND CAPITAL	\$5,540,098	\$5,098,140	\$5,295,548	\$6,007,977	\$712,429	13.45%

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Recreation & Facilities Admin	\$524,712	\$439,361	\$467,541	\$512,716	\$45,175	9.66%
Benson Centre	\$1,085,005	\$866,108	\$738,311	\$920,351	\$182,040	24.66%
Cornwall Civic Complex	\$1,527,311	\$1,469,372	\$1,456,085	\$1,601,542	\$145,457	9.99%
Aquatic Centre	\$1,043,927	\$1,045,677	\$1,154,587	\$1,227,530	\$72,943	6.32%
Arts Centre	\$0	\$4,424	\$0	\$16,705	\$16,705	100.00%
Outdoor Pools	\$691,860	\$652,154	\$710,751	\$767,985	\$57,234	8.05%
Leisure Arts	\$294,369	\$290,767	\$348,391	\$341,798	(\$6,593)	(1.89%)
Tennis Courts	\$62,689	\$38,702	\$62,546	\$67,781	\$5,235	8.37%
Ball Soccer Fields	\$167,042	\$168,975	\$219,938	\$373,733	\$153,795	69.93%
Big Ben Ski Hill	\$71,303	\$38,386	\$78,821	\$80,216	\$1,395	1.77%
Marinas	<u>\$71,880</u>	<u>\$84,214</u>	<u>\$58,577</u>	<u>\$97,620</u>	<u>\$39,043</u>	<u>66.65%</u>
TOTAL OPERATING AND CAPITAL	\$5,540,098	\$5,098,140	\$5,295,548	\$6,007,977	\$712,429	13.45%

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-52 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

Arc Flash Analysis
 Aquatic Centre Ventilation Improvements and UV Disinfection
 Brian Tardif Field Lighting
 Brian Tardif Field Netting
 Civic Complex and Benson Centre LED Arena Lighting
 Benson Centre Arena Duct Work

Upgrade Outdoor Pool Filter System
 Art Centre Design
 Recreation Master Plan Update
 Civic Complex Floors in Dressing Room
 Civic Complex Arena Spectator Seat Replacement
 King George Park Washroom

Parks and Landscaping

2019 Budget Submission

Includes:

- The management, supervision and coordination of various maintenance activities in order to assure safe, fun, and cost effective operations of City's public parks and outdoor public spaces.
- The beautification of the City through appropriate landscaping programs and grass cutting naturalization efforts.
- Provide safe, playable and accessible play structures which provide parks that meet the needs of its citizens, and ensure strong livable neighbourhoods.
- Responsible for winter maintenance activities at municipally-owned building entrances and walkways to ensure reliable safe public access.

Description

The Parks and Landscaping Department endeavours to provide the management and maintenance of the City's parks and outdoor public spaces, as well as the beautification and landscape of the City under the care and control of the Department of Planning, Development and Recreation.

Key Goals

1. Maintain the existing level of service for our City parks and outdoor public spaces.
2. Ensure safe and reliable public access to municipally owned buildings throughout the winter season.
3. Manage the City's inventory of trees on City boulevards and in parks.
4. Continue the Emerald Ash Borer Management Plan.

Commentary

Salaries and Benefits

Part-time salaries have decreased approximately \$65,000. Parks and Landscaping plans to use contractors for the City's grass cutting operations. The full-time staff that were responsible for the City's grass cutting operations will be reassigned to other activities that were previously completed by part-time seasonal staff.

Purchase of Goods

Janitorial supplies has been increased by \$5,500 to better reflect the 3 year average. This increase is partially offset by a reduction in equipment and safety supplies.

Services and Rents

A decrease of approximately \$118,500 in City Equipment Rental is due to the proposed contracting of the Parks and Landscape Department's grass cutting operations.

By contracting the grass cutting operations, the Parks and Landscaping Department will no longer be using the sidewalk snow clearing equipment for grass cutting during the summer season. Also, as a result of the proposed contracting of grass cutting operations, Contracted Services has been increased by approximately \$88,000.

Revenue

There are no changes to the projected revenues in the 2019 budget submission. Revenue is related to recovery for weed control on private property and rental fees for use of Lamoureux Park and Guindon Park.



Operating and Capital Financial Summary

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
<u>OPERATING</u>						
EXPENDITURES						
Salaries and Benefits	\$1,437,671	\$1,223,154	\$1,187,149	\$1,135,793	(\$51,356)	(4.33%)
Purchase of Goods	\$198,047	\$171,907	\$191,967	\$194,452	\$2,485	1.29%
Services and Rents	\$885,026	\$925,507	\$836,300	\$805,741	(\$30,559)	(3.65%)
Financing LTD Principal & Interest	\$75,181	\$68,915	\$171,135	\$238,885	\$67,750	39.59%
Financial and Transfers	\$5,176	\$8,620	\$0	\$350	\$350	100.00%
Subtotal	\$2,601,101	\$2,398,103	\$2,386,551	\$2,375,221	(\$11,330)	(0.47%)
REVENUE						
Provincial and Federal Grants	\$0	\$0	\$0	\$0	\$0	0.00%
Other Municipalities	\$0	\$0	\$0	\$0	\$0	0.00%
Fees, Service Charges, & Misc Revenue	\$16,919	\$3,316	\$13,430	\$13,430	\$0	0.00%
Internal Revenue	\$0	\$0	\$0	\$0	\$0	0.00%
Contribution from Reserves	\$0	\$0	\$0	\$0	\$0	0.00%
Subtotal	\$16,919	\$3,316	\$13,430	\$13,430	\$0	0.00%
NET OPERATING COST (TAXATION)	<u>\$2,584,182</u>	<u>\$2,394,787</u>	<u>\$2,373,121</u>	<u>\$2,361,791</u>	<u>(\$11,330)</u>	<u>(0.48%)</u>
<u>CAPITAL</u>						
Gross Capital	\$279,347	\$376,600	\$756,600	\$1,430,000	\$673,400	89.00%
Capital Funding	\$0	\$0	(\$380,000)	(\$1,350,000)	(\$970,000)	255.26%
NET CAPITAL COST (TAXATION)	<u>\$279,347</u>	<u>\$376,600</u>	<u>\$376,600</u>	<u>\$80,000</u>	<u>(\$296,600)</u>	<u>(78.76%)</u>
TOTAL OPERATING AND CAPITAL	<u>\$2,863,529</u>	<u>\$2,771,387</u>	<u>\$2,749,721</u>	<u>\$2,441,791</u>	<u>(\$307,930)</u>	<u>(11.20%)</u>

Summary by Activity

	2017 Actuals	2018 Actuals Nov (Not Final)	2018 Budget	2019 Submission	\$ Change	% Change
Landscaping	\$1,498,868	\$1,483,712	\$1,360,732	\$1,500,379	\$139,647	10.26%
Parks Maintenance	\$1,364,661	\$1,287,217	\$1,388,989	\$941,412	(\$447,577)	(32.22%)
TOTAL OPERATING AND CAPITAL	<u>\$2,863,529</u>	<u>\$2,770,929</u>	<u>\$2,749,721</u>	<u>\$2,441,791</u>	<u>(\$307,930)</u>	<u>(11.20%)</u>

2019 Capital Submission

The 2019 Capital Submission Summary can be found on page C-52 followed by the Capital Project Information Sheets and the department's 10-Year Capital Forecast.

Proposed 2019 Capital Projects

- Bikepath Retaining Wall Structure Replacement
- Emerald Ash Borer
- Bicycle Path Repairs
- Docks at RCAF and Guindon Park