



# 2023 BUDGET

Town of Cobourg



# Land Acknowledgement



“The Town of Cobourg respectfully acknowledges that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.”

## A Message From Mayor Cleveland

Each year, the Town of Cobourg sets a budget to manage spending and identify revenue to enhance and protect those basic services that the community looks to its government to provide. Through this process we must also look to the future to ensure we are setting the foundation today for a stronger, more prosperous community tomorrow.

As our community rebuilds following COVID-19, we must overcome unforeseen challenges such as rising inflation and interest rates. This draft budget represents the Town's continued economic resurgence following the pandemic. It comes following numerous days of meetings with the Division Directors and Managers. Countless revisions and recalculations and many difficult decisions. I would like to thank Deputy Mayor Beatty for her partnership in this process and our Finance team for their diligence to fiscal responsibility.

Over the coming weeks, Council will be faced with difficult decisions and debates. None of the resolutions that need to be made will be easy, or straightforward. However, the community can trust that the members of this Council will make all necessary decisions after detailed consideration and reflection on how each judgement will impact our community.





# Art Gallery of Northumberland



# Cobourg Public Library



**2023  
BUDGET**  
Town of Cobourg



# 2023 Budget Overview Presentation

January 25, 2023



# Agenda



- 1 Welcome
- 2 Budget Process
- 3 Key Drivers & Economic Context
- 4 Year-Over-Year Analysis
- 5 Draft Budget Highlights
- 6 Draft Capital Budget
- 7 Our Workforce
- 8 Property Tax Impacts
- 9 Community Grants
- 10 Division Staff Presentations



# Budget Process



## Schedule

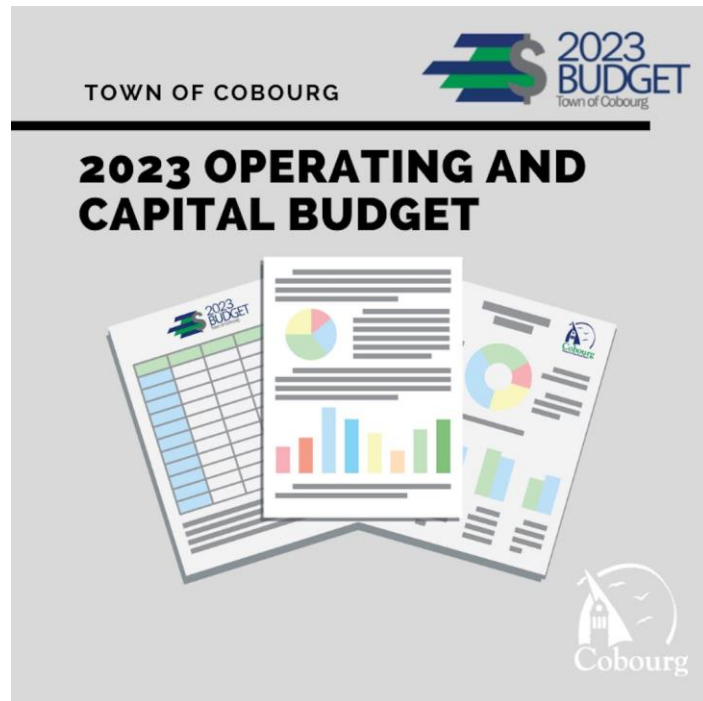




# Budget Process



## Public Engagement



Through the budget process, the Town of Cobourg launched a public engagement project to receive recommendations on the Municipal Operating and Capital Budget from members of the community.

### Insights were sought by our community on:

- ✓ the programs and services that are most valued;
- ✓ the level of satisfaction in service delivery; and
- ✓ the issues they feel are most important for our community at this time.

Survey results were presented to Council at the January 23<sup>rd</sup> Public Submissions Meeting



# Budget Process

## Public Engagement – What we heard...

We asked residents to rank the issues they believe to be the most important issues facing the Town of Cobourg at the present time.

Results are listed from **most important to least important**.

-  Safety and Crime Prevention
-  Cost of Living
-  Economy / Jobs / Economic Issues
-  Property Taxes
-  Access to Housing / Accommodations
-  Environmental Issues / Sustainability
-  Governance and Transparency  
*eg. Bylaws, Government Relations, Community Engagement*
-  Quality of Transportation Infrastructure
-  Community Emergency Preparedness
-  Culture and Heritage Conservation

# Key Drivers & Economic Context

## **Pandemic Recovery – Responsible Progress**

COVID-19 Pandemic recovery continues to create uncertainty for future planning and community progress. Following a levy increase of 0.2% in 2021 and 5.1% in 2022 the Town of Cobourg must find a way to responsibly rebuild and implement programs and maintain infrastructure while attempting to minimize the economic hardship on local taxpayers.

### **We do this while facing significant and unprecedented financial challenges:**

- Rising inflationary pressures
- Increased interest rates on future long-term debt
- Supply chain disruptions, specialized labour shortages, competitive labour market
- Growing demand for services
- Staffing Obligations

Impacts are being experienced across all Town Divisions and similarly, by Municipalities across Ontario



# Year-Over-Year Analysis



## 2021 Budget

The 2021 Budget reflected a reduction in the municipal levy of 0.2% after allowing for new assessment growth compared to 2020.

## 2022 Budget

The 2022 Operating and Capital Budgets represented a return to pre-pandemic service levels for most Town departments, while incorporating initiatives coming out of the Service Delivery Review, Organizational Review and updates made to Council's Strategic Plan.

The municipality realized growth in new assessment of approximately 2.2% in 2022 which will result in additional taxation revenue for 2023.

## 2023 Budget

The draft 2023 Operating and Capital Budgets have been prepared continuing the theme of continued recovery from the Pandemic as operations move back to pre-pandemic levels.

Early in 2023 Council will complete a Strategic Planning exercise which will inform 2024 and future budgets for the remaining term of this Council.



# Operating Budget Highlights



## Assessment Growth

Assessment Growth is projected to be 1.5% for the 2023 taxation year. This represents new assessment that was not part of the 2022 assessment base. It is anticipated that in 2024 and future years, this growth will continue with the expected development in the Cobourg East Community.

## Inflation

Inflation continues to be a concern as we begin 2023. The Consumer Price Index (CPI) saw an increase of 6% in 2022. The positive news is there was a slight decline in December, compared to November 2022 so the expectations are that the high interest rate policy of the Bank of Canada may be working to curb inflation as we move through 2023.



# Operating Budget Highlights



## Staffing

There were 14 new positions identified with the Organization Review following up on the Service Delivery Review, both of which were completed and approved in the most recent term of Council. Of these, eight were hired in 2022, three are still in recruitment phase and expect to be hired in 2023, two have been deferred until 2024 and one until 2025. The net addition of these positions to the 2023 budget is approximately \$280,000 or 1.1%.

In addition to the draft budget contains five new positions, not stemming from the Organizational Review with hires phased in at various times in 2023 at a cost of \$150,000 or an added 0.60% to the Operating budget.



# Capital Budget Highlights



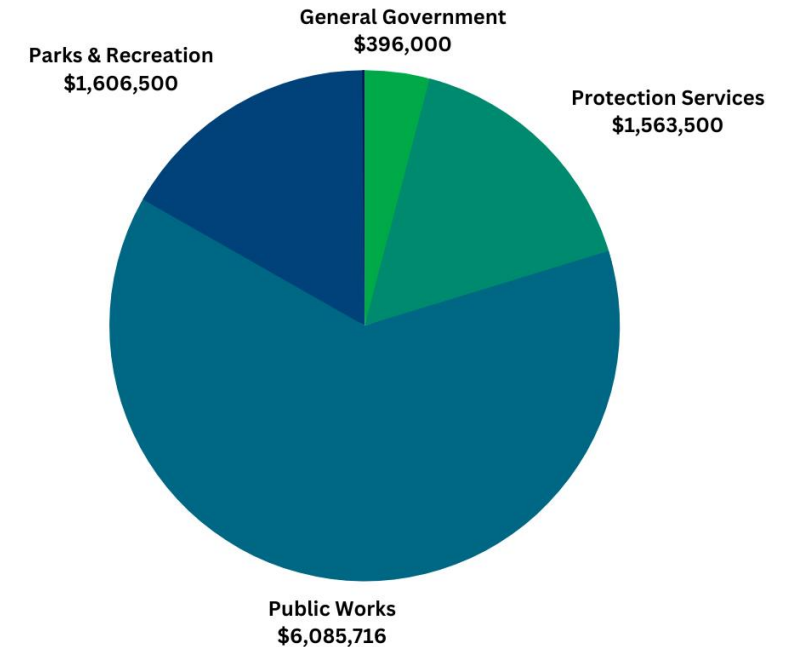
The 2023 Capital Budget is financed through a combination of long-term debt, reserves, federal/provincial grants and the municipal tax levy, and includes:

- 44 projects
- Budgeted total cost of \$9,666,716
  - \$2,001,689 grants and other funding sources
  - \$5,088,098 reserve funds
  - \$2,272,129 additional long-term debt

Direct impact to the municipal levy of \$304,800

## Breakdown of the Draft 2023 Capital Budget is as follows:

- General Government \$396,000
- Protection Services \$1,563,500
- Public Works \$6,085,716
- Parks & Recreation \$1,606,500
- Culture & Community/Concert Hall \$15,000
- Community Development \$0



This total does not include the Harbour Rehabilitation Project currently estimated to cost \$22,902,000 since moving forward with this work is largely contingent on receipt of funding support from both the Federal and Provincial government.

# Our Workforce



As of January 1, 2023, our workforce consists of:

# 262

employees, which include:

- **136** Permanent Full-Time
- **57** Permanent Part-Time
  - Crossing Guards
  - Volunteer Firefighters
  - Community Services
  - Other
- **9** Casual/Temporary/Seasonal
- **53** Summer Students (anticipated)
- **7** Council Members

**Nine (9)**  
New Permanent Full-Time  
positions approved through the 2022 Budget







# Property Tax Impacts

## How are your property taxes calculated?

### Assessed Value

Average Assessment in 2022 = \$277,200

**X**

### Property Tax Rate

2022 = 0.0084929

**=**

### Property Taxes

Average in 2022 = \$2,354



**Average Household Increase for 2022**

### Assessed Value

Average Assessment in 2023 = \$278,500

**X**

### DRAFT Property Tax Rate

2023 = 0.0089479

**=**

### Property Taxes

Average in 2023 = \$2,492



**Estimated Average Household Increase for 2023**



# Community Grants

The Town of Cobourg's annual municipal community grants program is designed to provide modest levels of support to **non-profit** and **community-based organizations** that propose to improve the quality of life for residents and the Cobourg community as a whole.

Every year, Municipal Council considers applications from organizations requesting funding for a variety of purposes, including:

- Community Projects
- Operating Expenses
- In-Kind Contributions
- Special and Community Events
- Parking Permits





# Divisional Staff Presentations



# Mayor and Council

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# Mayor and Council



## ★ Operating Budget Drivers

- ✓ Return to in-person training and conferences
- ✓ Wages and Benefits
- ✓ Meals and Refreshments
- ✓ Training and Conferences
- ✓ Strategic Planning

## 👤+ New Staff Hire-Deferred

- Mayor and Council Administrative Support position proposed for July 1st, 2023 has been deferred to 2024.
- Costs associated with this position \$61,671 plus \$19,118
- Training and memberships \$1,500 and Equipment \$2,000



# Office of the CAO

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**Communications  
Human Resources**



## Cost Avoidance and Savings

- Deferring the Organizational Review approved position of Manager of the Office of the CAO to 2024.
- Costs associated with this new position that have been deferred
  - Salary and Benefits \$101, 466 plus \$31,454
  - Training/Memberships \$1,500
  - Equipment \$2,000
  - Reduced Memberships

## ★ Operating Budget Drivers

✓ Wages and Benefits

✓ Return to in person training and conferences

✓ Office Supplies and Telephone

## 👤+ New Staff Hires

- Deferred to 2024






# Communications

# Communications

## Operating Budget Drivers

-  Google Search Integration
  - One-time set up fee of \$1,480
  - \$250 annually to run searches

## New Staff Hires

- Not applicable in 2023.

## Special Projects (Operating)

- Internal Communications
  - Monitors and screens to display corporate information in lunch rooms

# Communications

## Capital Projects

- Not applicable in 2023.



# Human Resources





# Human Resources

## Cost Avoidance and Savings

- Reduction in legal fees in 2023.

# Human Resources

## Operating Budget Drivers

-  New HR Generalist – Full costing applied in 2023.
-  Employee recognition increase.
-  Merge management team training with all staff training.
-  Increase H&S training for First Aid.

## New Staff Hires

- Not applicable in 2023.

# Human Resources

## Large Operating Increases

### Employee Recognition

- **Budget required - \$12,000** (ongoing expense).
- Details: Increase of \$4,500.

### Consultant Fees

- **Budget required - \$10,000** (ongoing expense).
- Details: Increase of \$5,000.
  - Workplace Mediation and Harassment Investigations
  - Job Evaluations
  - Preparation for 2024 Non-Union Salary Review

### All Staff and Management Team Training

- **Budget required - \$40,000** (ongoing expense).
- Details: Increase of \$10,000.
  - Mental Health First Aid (all staff), Supervisory Training, High Performance Leadership and Team Training, Public Speaking

## Special Projects (Operating)

### Human Resources Information System (HRIS)

- **Budget required - \$20,000 annually.**
- Details: Continued from 2022 budget
  - An HRIS is a form of human resources software that would be used to collect and store data and information.
  - An HRIS system would allow the Human Resources team to function in a more effective and efficient capacity, which was identified as a priority in both the Organizational Review and Strategic Plan.
  - Continued research into a system that would be compatible with the current system and not effect the current Payroll/Finance systems.

# Human Resources

## Capital Projects

- Not applicable for 2023.





# Corporate Services Division

Departments include:

**Finance**  
**Building Maintenance**  
**Information Technology (I.T.)**



## Cost Avoidance and Savings

- Deferred hiring a full-time Program Support Financial Analyst originally scheduled for January, 2023, and moved back to September 1, 2023.
- Deferred hiring of Manager of Procurement from July 2023 to July 2024.
- Software upgrades in place to begin providing the option of electronic delivery of property tax bills which will significantly reduce postage costs
- Transfer of \$45,000 from Northam to partially offset cost of Director's salary for time spent on Northam Business during the year.

## ★ Operating Budget Highlights



Hiring of two full-time positions as identified in the Organizational Review.

## 👤+ New Staff Hires

### Program Support Financial Analyst

**Cost associated: salary and benefits for 6 months**

**\$26,500**

- Position also identified in Organizational Review to assist the Senior Financial Analyst and support all other Managers and Directors with review and understanding of budget report.

## 👤+ New Staff Hires

### Manager of Procurement

*Start date: July 1, 2023*

**Costs associated: Salary and Benefits in 2023 = \$68,953**

- This position was identified in the Organizational Review and is intended to address potential risk areas faced by Town with respect to its procurement function, while ensuring consistency in procurement and compliance.



## Large Operating Increases

- Software Maintenance increased by \$24,375
  - Of this amount \$20,475 is the annual cost of Questica budget software.



## Special Projects (Operating)

- Completion of the implementation of the Questica budget software are for management reporting during 2023 and budget preparation for 2024.



# Finance



## Capital Projects

None for 2023



# Building Maintenance

# Building Maintenance

## Cost Avoidance and Savings

- Heating costs are expected to continue to increase as a result of commodity prices, however, utility costs are expected to continue to decline as we achieve efficiencies from the new boiler installed a few years ago in Victoria Hall.



# Building Maintenance

## ★ Operating Budget Highlights

- ✓ Increase to \$100,000 to reserves to fund future capital expenditures. Approximately 40 years since restoration of Victoria Hall was completed.
- ✓ Requesting one **Summer Student as in prior year at cost of \$13,756** to assist with exterior property maintenance at Victoria Hall, Cobourg Public Library, Dressler House and Henley Arcade.

## 👤+ New Staff Hires

- Requesting one (1) additional Building Maintenance Worker to start September 1, 2023

**Costs associated: salary and benefits in 2023 are \$24,400**

- Annual cost of \$73,225 for 2024.
- Responsible for maintenance of Victoria Hall, Market Building, Cobourg Public Library, Dressler House, Second Street Firehall and Henley Arcade.



# Building Maintenance

## Large Operating Increases

- Increase in staffing to meet the demand of the workload.
- Increase in funding of the Building Reserve to reflect the age of the building and the cost of repair and maintenance in the future years.

## Special Projects (Operating)

- Christmas Magic to enhance and/or replace seasonal decorations.
- Replacement of exterior lighting at the front of Victoria Hall

# Building Maintenance

## Capital Projects

### Victoria Hall Fire Alarm Upgrades

- **Budget required - \$8,000**
- Details: Accessibility upgrades to ensure that horns and strobe lights are available throughout the building.



# Building Maintenance

## Capital Projects

### Heating/Cooling Units (Library)

- **Budget required - \$45,000**  
Funding available - \$45,000
- Effects on future budgets:
- Potential decrease in hydro costs.
  - Reduction in maintenance costs.
- Details: Due to the age of the roof top units at the Cobourg Public Library, it is recommended that the units be replaced. A crane will be required to remove the existing units and replace them with new ones.
- All units will have been replaced after completion of this work.



# Building Maintenance

## Capital Projects

### Victoria Hall Office Renovations

**Budget required - \$100,000**

- Details: Several options are currently being considered to accommodate staff including the conversion of the Finance Conference Room into two (2) offices, conversion of the third floor Board Room to office space, conversion of the James Cockburn Room to a meeting room and possible renovation to the basement office areas.
- Recommended project will come back to Council for approval before any work is commenced.





# Information Technology (I.T.)



# Information Technology (I.T.)



## Cost Avoidance and Savings

- I.T Desktop Support Technician – new position from the Organizational Review to support the I.T Supervisor has been delayed until March 1, 2023 as there have been difficulties filling this new position – **saving of approximately \$12,000**



# Information Technology (I.T.)



## ★ Operating Budget Highlights



Hiring of a full-time I.T Desktop Support Technician



I.T Strategic Plan

Implementation of the recommendations outlined in the I.T Strategic Plan completed in 2022 and to be presented to Council in 2023.



Contribution to I.T reserve to begin to rebuild I.T reserves for future Capital needs increased from \$15,000 to \$25,000.



I.T Security

Continued improvement to our I.T Security System reflected in an increase to Software Maintenance of \$41,100 and an increase to Web/Security Enhancement Controls of \$42,000.



Cyber Insurance

Increase in cost of policy of \$15,000. Many organizations are being declined this coverage.



# Information Technology (I.T.)



2023  
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## New Staff Hires

### I.T Desktop Support Technician

*Start date: March 1, 2023*

**Costs associated with this new position in 2023 = \$79,500**

- Salary and Benefits \$76,000
- Equipment \$2,000
- Training/Memberships \$1,500
- This position was identified in the Organizational Review and provide the Town with sufficient capacity to support operating efficiencies, enhance customer service and support ongoing adoption of remote/hybrid working models.
- Addition of this new position will provide support and backup to the I.T. Supervisor.





# Information Technology (I.T.)



2023  
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## Capital Projects

### Windows 11 Upgrade

- **Budget required - \$198,000**
  - 123 systems to be replaced
- Details: Microsoft has announced that they will no longer be supporting Windows 10 which means that all our systems must be upgraded to Windows 11. This requires the replacement of any of our existing laptops or desktops which will not run Windows 11.





# Information Technology (I.T.)



## Capital Projects

### Computerization

**Budget required - \$35,000**

- Details: Annual (on-going) system & hardware maintenance, infrastructure upgrades and renewal of user's systems.
- Any funds not spent are put in reserve.

### Firewall Upgrades

**Budget required - \$10,000**

- Details: Upgrades to Firewalls at Firehall, Marina and McGill Street Pumping Station planned.



# Legislative Services Division

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Areas include:

**Clerks Office**

**Municipal Law Enforcement**

**Customer Service and Strategic Initiatives**

**Emergency Management**



# Clerks Department

## Cost Avoidance and Savings

- The Clerks Office preforms statutory duties and is a requirement under the *Municipal Act, 2001*.



## ★ Operating Budget Highlights

- ✓ Electronic Signature Software
- ✓ Continuation of the approved Multi-Year Accessibility Plan.
- ✓ Continuation of the Town's Equity, Diversity and Inclusion Strategy.

## 👤+ New Staff Hires

- No new positions proposed for the 2023 Budget.
- In 2022 Council approved the hiring of:
  - Grant and Policy Writer
  - Manager of Customer Service and Strategic Initiatives; and
  - Accessibility, Equity Diversity and Inclusion Coordinator (was contract position since 2020)



## Large Operating Increases

Payroll: Salaries and Benefits

- Ongoing expense
- Details: New Full-time positions full costing being realized in 2023.
- Reallocation of Municipal Law Enforcement Officer and Licensing Administrator to the Municipal Law Enforcement and Parking Budget Sheets as a result of the Organizational Review Recommendations.



## Special Projects (Operating)

Accessibility Plan, AODA Compliance and EDI Strategy and Plan:

- **Accessibility Budget required - \$26,500**
  - Closed Captioning of Council
  - Education and Training
- **EDI Budget required - \$18,500**
  - Youth Engagement
  - EDI Speakers and Lunch and Learns

Electronic Signature Software:

- Application to allow for receiving authenticated and dual authentication of signatures inside and outside the Town



## Capital Projects

- Not applicable in 2023.





# Municipal Law Enforcement



# Municipal Law Enforcement



## Cost Avoidance and Savings

- The Municipal Law Enforcement Department recovers costs through licensing and the issuing of penalty notices and Provincial Offence notices.
- In the first quarter of 2023 the Town will launch its new innovative Administrative Monetary Penalty System (AMPS) process for the Town that will help to provide better customer service and recover more costs for enforcement through its own adjudication process.



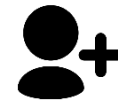
# Municipal Law Enforcement



## ★ Operating Budget Highlights



Training for all Officers related to protection and best practices in enforcement



## New Staff Hires

Three (3) Part-Time Permanent MLEO:

- In 2022, Council approved three (3) casual officers (6 month contract) during the peak season which provided the support needed in the summer season. Due to the level of calls and to maintain the level of service, the department is requesting three (3) part-time permanent officers, rather than casual, to begin on April 1, 2023.
- **This will be a cost of \$83,809, which is an increase of \$13,839 in 2023.**
- Officers will be part of the rotation and support the full-time all year-round.



# Municipal Law Enforcement



## Large Operating Increases

Communication Equipment (Radios, Cells phones)

- **\$10,500**

Training and Courses (Self Defense, disengagement tactical communication, MLEOA, OAPSO)

- **\$23,500**

Market Building Operating expenses

- **\$13,500**

Other equipment Purchase (Body Worn Cameras, Vet Kit, ID Card Printer – Town Wide)

- **\$14,100**



## Special Projects (Operating)

- Administrative Monetary Penalty System launch in first Quarter of 2023
- Short Term Rental Accommodations Licensing By-law



# Municipal Law Enforcement



## Capital Projects

### E Bikes - Parks Patrol - Fleet Diversification

- **Budget required - \$6,000**
- Details - Purchase of two e-bicycles for patrol of town streets, beach and trails, to meet with residents directly and removing the need to travel by Vehicle.

### Market Building Renovations

- **Budget required - \$65,000**
- Funding Available – Parking Reserve - **\$39,000** – Tax Levy - **\$26,000**
- Details: MLE Office area for six (6) and additional space for (4) four other spaces for Staff when needed. The front office and entrance to provide AMPS administer to process screenings and hearings.

### Key Scan and Security Infrastructure

- Budget required - **\$17,000**
- Funding Available – Parking Reserve - **\$10,000** – Tax Levy -**\$7,000**
- Details -Supply and installation of new access control systems and CCTV for the By-law Department Area. This area will be used for adjudication and court style processes



# Emergency Management



# Emergency Management



## Cost Avoidance and Savings

- There has been a reduction in COVID-19 supplies. This cost has been reduced and departments have distributed the costs within their individual budgets.



# Emergency Management



## ★ Operating Budget Highlights

- ✓ Introduction of a Public Alerting System for the Town of Cobourg
- ✓ Purchasing of Emergency Shelter supplies
  - Cots, pillows and blankets

## 👤+ New Staff Hires

- There are no newly requested Staff Hires in the 2023 budget.
- The current Emergency Management Position is vacant and will be rehired in 2023.



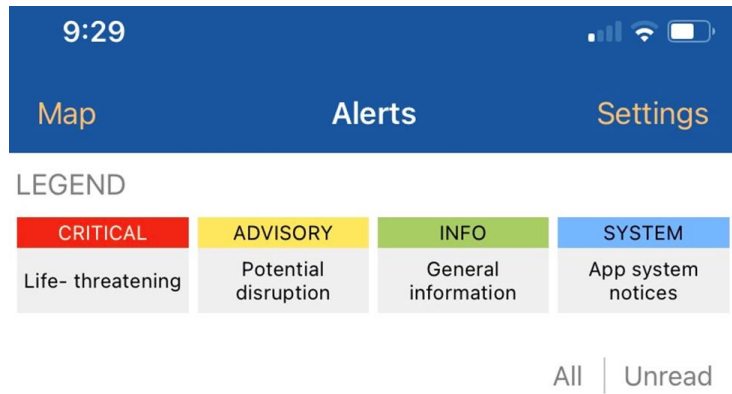
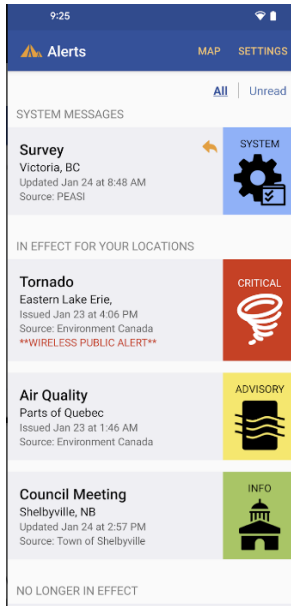


# Emergency Management



## Large Operating Increases

There are no large operating increases.



## Special Projects (Operating)

- Town of Cobourg Public Alerting System at a **cost of \$5,500** for the first year with start up and implementation. In 2024 the cost will be **\$3,600 annually**. (Funded from the COVID-19 Reserve Account)
- Alertable - mass notifications keep you informed of emergencies and daily events in your community.
- When you sign up you will also receive geographically relevant alerts from other sources, such as the provincial Alert Ready system, Environment Canada.



# Emergency Management



## Capital Projects

- There are no capital projects for Emergency Management in 2023.



# Customer Service



## Cost Avoidance and Savings

- The Town of Cobourg will be receiving a Customer Service Strategy and Implementation Plan in the first quarter of the year, which will set out recommendations and a road map for 2023 and beyond.
- Staff had \$20,000, allocated in the 2023 Budget to allow for some funds to be available in anticipation of the forthcoming report, such as Customer Services Software. This has been removed for this year to focus on an internal strategy and implementation and on strategies and policy development and a comprehensive plan to be brought forward for the 2024 Budget deliberations.

## Customer Service Strategy

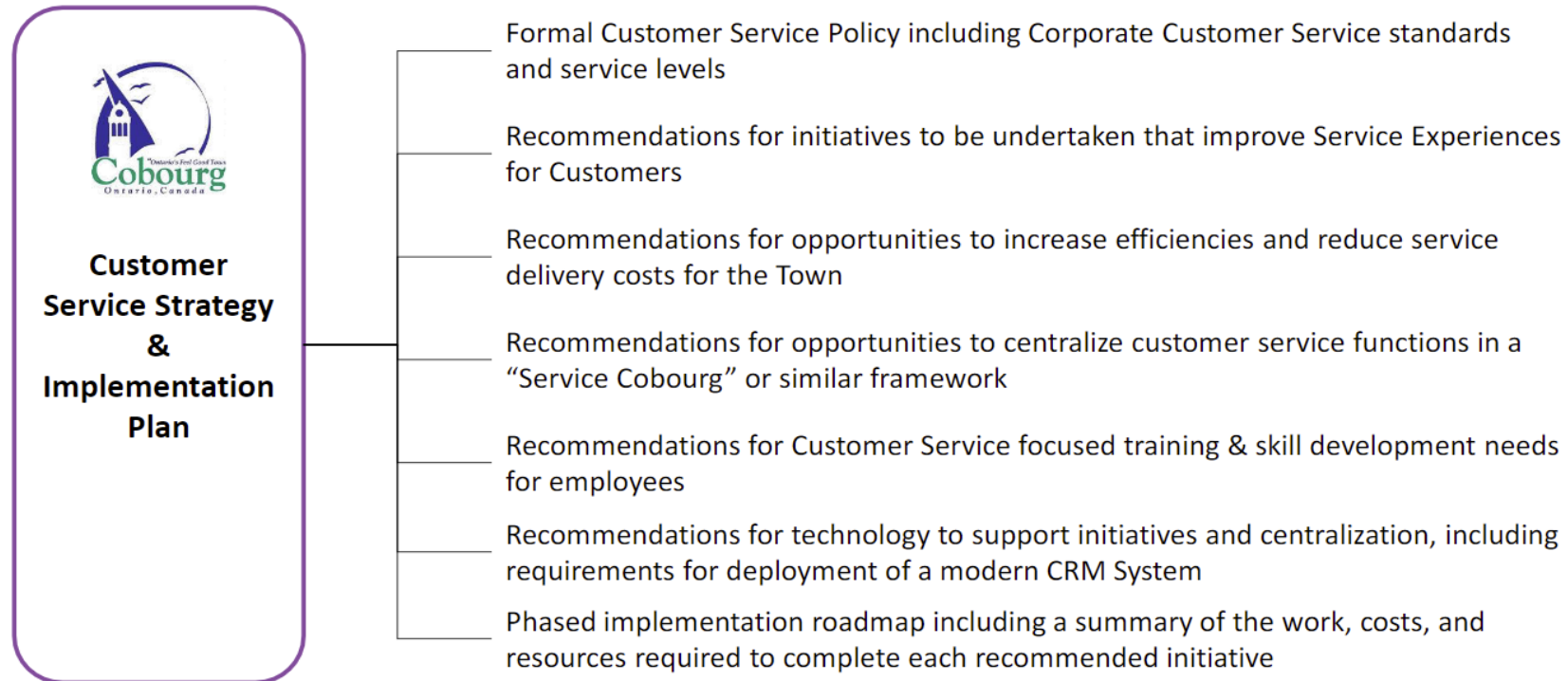
### Project Goals

It is understood that the Town of Cobourg has identified **Customer Service as a priority within the Town's Strategic Plan and it is committed to continuously improving the customer experience over the long-term.** The project looks to conduct a **comprehensive review across the entire municipality** and develop the Town's first **Customer Service Strategy & Implementation plan to make services more transparent, accountable, efficient, and cost effective.**

### Project Success Requires Meeting Key Goals

- ✓ Identify actionable recommendations that improve Customer Service Experiences and support the organization in delivering the best possible service to meet or exceed customer expectations.
- ✓ Uncover pragmatic opportunities to increase efficiencies and streamline how services are delivered to reduce operating costs and resource requirements.
- ✓ Provide a phased roadmap to support the organization with the knowledge and structure to effectively implement recommended initiatives.

## Customer Service Strategy & Implementation Plan Framework





# Customer Service



## Operating Budget Highlights



Customer Services, is currently part of the Clerks budget and there are no specific operating highlights to note in 2023.



## New Staff Hires

- There are no new Staff hires requested in 2023.



# Customer Service



## Large Operating Increases

- There are no large operating increases to note in 2023.



## Special Projects (Operating)

- The introduction of the Town of Cobourg Customer Service Strategy and Implementation Plan will be the major project for 2023.





## Capital Projects

As part of the Victoria Hall Interior Renovations Project:

Budget Required: **\$6,000**

Details: Customer Services Front Reception Desk location within the Lobby of Victoria Hall, with two workstations. This will better assist residents and visitors when they walk through the front doors and allow for less confusion and better customer service with minor transitions occurring at that location.



# Public Works Division

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Departments include:

**Roads and Sewers**

**Engineering**



**Geographic Information System (G.I.S)**

**Transit**

**Environmental Services**

# Roads and Sewers

## Operating Budget Highlights

-  New stormwater user fees to establish reserve, to fund stormwater related infrastructure including a new stormwater pond maintenance program
-  Security and vegetation rehabilitation of Tannery lands

## New Staff Hires

- As described in the 2019 staff justification report, the third of three General Utility Workers was to be hired in 2022. Position was deferred until late 2023. Existing Shared General Utility Worker is vacant and will remain vacant in 2023. The shared position with Parks is currently under review.



# Roads and Sewers



## Large Operating Increases

- Line Painting Contract

**Budget required - \$30,000** (ongoing expense)

- Details: 3-year contract tendered in 2022 resulted in large increase in rates and material costs for paint (supply).



# Roads and Sewers

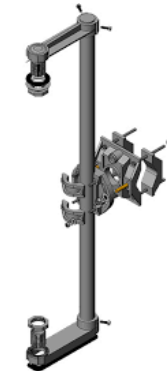
## ! Special Projects (Operating)

- Coloured Crosswalks
  - **Budget required - \$11,700**
  - The rainbow crosswalk and seven feathers crosswalk are repainted annually. Specifically, the seven feathers crosswalk has been challenging to maintain on the concrete material beneath. Thermoplastic is a durable road marking offering exceptional longevity, 4-7 years over traditional line painting.
- Tannery Lands – Property Maintenance
  - **Budget required - \$40,000**
    - **Available Funding - \$40,000 (Northam Industrial Park - Industrial Lands)**
  - The vacant Tannery lands have become overgrown with vegetation and security fencing and gates are dilapidated making the area subject to vandalism and creating safety concerns for neighbouring residences.

## Capital Projects

### Traffic Signal Intersection Upgrade & Accessible Pedestrian Signals (APS)

- **Budget required - \$65,000**  
Funding available includes:
  - CCBF \$65,000
  - Share costs with Northumberland County.
- Details: The Town's traffic signals are aging and many do not comply with current standards. Typically, one intersection updated annually. Town shares cost with County to add APS to shared intersections annually.



# Roads and Sewers

## Capital Projects

### Annual Street Light Replacement Program

- **Budget required - \$210,000**
- Details: The Town has been switching to LED lamps since 2019 as older induction style lamps burn out.
- We are currently committed to a five-year maintenance contract (2019-2024).



## Capital Projects

### Replace Brush Chipper

- **Budget required - \$115,000**

Funding available includes:

- Vehicle Reserve \$115,000
- Details: Chippers are typically replaced every 9 years and was due for replacement in 2022. Additional maintenance was conducted to keep equipment operational for an extra year. Tree maintenance produces a lot of bulky material from branches and downed trees. The chipper can reduce the waste and produce reusable material such as mulch for use in municipal gardens and around trees.







# Roads and Sewers



## Capital Projects

### Replace Street Sweeper

- **Budget required - \$440,000**  
Funding available includes:
  - Vehicle Reserve \$440,000
- Details: Sweepers are typically replaced every 10 years and was due for replacement in 2022. New stormwater fees contributes 75% of transfer to vehicle reserve for the sweeper replacement costs starting in 2023. Removal of roadside debris improves driver, cyclist and pedestrian safety. Clearing storm drains of leaves and garbage improves water quality, ensures proper drainage of the roadway and reduces opportunity for sewer blockages.



## Capital Projects

### Salt Brine Tanks

- **Budget required - \$20,000**

Details: Salt brine is made in house using pure rock salt and potable water. All 6 plow trucks in the fleet are equipped with brine tanks for pre-wetting salt and 2 trucks are capable of anti-icing. Pre-wetting and anti-icing are proven to reduce salt usage. Anti-icing or direct liquid application (DLA) involves spraying the road surface with salt brine before a predicted snowfall. Anti-icing leaves a salt residue behind to help prevent a bond between the pavement and snow. Less salt is required to return roads to bare pavement.

- Pre-wetting is the process of spraying salt with a liquid de-icing agent (salt brine) before spreading the salt on the roadway. Pre-wetting of the salt happens on the trucks. Wet salt clings to the road instead of bouncing off or being swept off by traffic. Wetting the salt before spreading it onto the road helps to start the melting process. The moisture dissolves the salt, releasing heat that melts the ice and snow and breaks the ice-road bond.
- Currently we have 3 – 15,000litre salt brine holding tanks. Many times, during a winter storm the tanks have been emptied. The tanks can only be refilled when staff have finished fighting the storm. Adding 2 additional 15,000 litre salt brine storage tanks will enable staff to continue pre-wetting operations during a storm.





# Engineering

## Cost Avoidance and Savings

- Deferred hiring of the Development Engineering Coordinator to 2024.
  - Subsequent deferral of Bi-annual Sidewalk capital program due to workload and resource shortage.
- Deferred hiring of the Infrastructure Planning Analyst to 2025.
  - Organizational recommendation for 2022 to assist with meeting 2025 asset management deadlines now impacting regular operations.
- Deferred the Transportation Master Plan (operating special project) due to resource shortage to conduct study as well as the Asset Management Plan being a higher priority through to 2025.
- Coordination of simultaneous environmental assessments and facility condition assessments to save on consulting fees for asset management and capital planning (environmental services).
- Increased revenue in the engineering review fees in 2023 due to an increase in development applications for large sites. User fee/rate study is also expected to create more minimum application review fees for engineering.

## ★ Operating Budget Highlights

- ✓ Hiring of one (1) new full-time position (Deferred to 2024)
- ✓ Continuation of Asset Management Planning
- ✓ Traffic Control Measures at four locations

## 👤+ New Staff Hires

Development Coordinator (deferred to 2024)

*Start date: 2024*

- Costs associated with this new position in 2023 = \$48,000
  - Salary and Benefits \$90,000 (annual)
  - Additional Materials \$500
  - Equipment \$2,000
  - Training and Membership \$500
- This position is necessary to meet the needs of the Town's residents and development community to coordinate and oversee subdivision agreement compliance from application and throughout construction.



## Large Operating Increases

None for 2023



## Special Projects (Operating)

### Traffic Control Measures

- **Budget required - \$65,000**  
Potential funding available:
  - \$40,000 (Development Charges)
  - \$25,000 (Canada Community Building Fund)
- Complete reviews to determine if alterations, signals or left turn lanes are required, at the following sites:
  - D'Arcy Street and University Avenue
  - Elgin Street and D'Arcy Street
  - Brook Road and King Street East
  - King/College Crosswalk

## Capital Projects

### Wood Boardwalk Replacement

- **Option 1 Budget required - \$1,060,000 (4m most expensive option)**

Funding available includes:

- 2023 Debenture - \$550,000
- 2023 Active Transportation Funding - \$450,000
- 2021 Design Budget – Gas Tax \$60,000 (committed)

- **Option 2 Budget required - \$175,000 (3m cheapest option)**

Funding available includes:

- 2023 Debenture - \$70,000
- 2023 Active Transportation Funding - \$105,000

- Details: In 2020 it was identified that the wood boardwalk has reached the end of its useful life and was becoming a hazard to keep in service. Design was authorized to commence but was delayed due to property acquisition in 2022.



## Capital Projects

### Read/Otto and Chris Garrett Stormwater Management Pond Cleanouts

- **Budget required - \$1,270,8140**  
Funding available includes:
  - Reserves - Stormwater \$694,125.31
  - Ministry of Environment Funding \$576,689
- Details: In 2022, Cobourg received a grant from the MECP to be utilized for improving wastewater and stormwater discharges to Lake Ontario. The Town's asset management plan was referenced to determine the highest priority projects where the funds would be best allocated. Following the cleanout of the Terry Fox SWM pond in 2020, the next highest priorities were the Read/Otto and Chris Garrett SWM ponds, which are in close proximity to each other, and are overdue for remediation since 2016 and 2020, respectively.





## Capital Projects

### Westwood Drive Surface Works

- **Budget required - \$450,000**  
Funding available includes:
  - CCBF - \$450,000
- Details: LUSI is replacing the watermain on Westwood Dr between Kerr St and Burnham St and will replace the asphalt removed in order to replace the watermain. The asphalt is in poor condition however resurfacing has not been considered in the past due to the condition of the watermain. The Town will contribute to resurfacing the remainder of the road width within the same construction contract.



## Capital Projects

### William Street Bridge Rehabilitation

- **Budget required - \$100,000**  
Funding available includes:
  - OCIF - \$100,000Future Budget Requirements:
  - 2024: \$1,386,000
- Details: OSIM bridge inspections identified components of the William Street bridge to be in poor condition or in need of rehabilitation work to meet current standards and practice. Items identified as high priority include the barrier system not meeting current Canadian Highway Bridge Code, no approach guiderails, poor condition sidewalks, inadequate sidewalk widths and lighting deficiencies.



## Capital Projects

Kerr Street – Wilkins Gate, New Amherst

- **Budget required - \$556,402.470**

Funding available includes:

- Reserves - Development Charges \$294,893.31
  - Debentures \$261,509.16
- Details: Stage 2, Phase 2 of the New Amherst development required a section of Kerr Street to be constructed between Wilkins Gate and New Amherst Boulevard.
  - Kerr Street is part of the Town's Official Plan and Transportation Master Plan as a major arterial road.
  - The developer has designed and constructed the road on behalf of the Town and is required to be reimbursed as per the terms of the development agreement.
  - 2022 the developer was reimbursed for the work completed to date. The 2023 budget will cover the remaining works that are expected to be completed over the next several years.





## Capital Projects

### Multi-Use Trail - Elgin Street - William Street to St. Peter's Cemetery Preliminary Design

- **Budget required - \$50,000**

Funding available includes:

- Active Transportation Funding \$50,000
- For the preliminary design and costing to complete the multi-use trail on Elgin Street between William Street and the St. Peter's Cemetery for an approximate length of 1.1 km.
- This project is complex in nature involving utility relocations, a County bridge expansion, as well as a potential County retaining wall rehabilitation.
- The Town was successful in obtaining Active Transportation Funding for \$50,000.

## Capital Projects

### Sanitary Sewer Rehabilitation

- **Budget required - \$1,000,000**  
Funding available includes:
  - Sanitary Sewer Reserves \$1,000,000
- In 2019, sanitary budget was approved to annually study the sanitary sewers in floodplain areas to identify where infiltration is happening and estimate costs for the design and construction of repairs.
- 2021 was the first year of a three-year sub-surface sewer repair program with a specialized pipe relining/repair contractor.





# Geographic Information System (G.I.S.)

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**Cost Avoidance and Savings**

- Not applicable in 2023.

## ★ Operating Budget Highlights

- ✓ 2023 attendance at ESRI International User Conference
- ✓ Provincial air photos to be taken in 2023
- ✓ Transfer to reserve for GIS computer hardware

## 👤+ New Staff Hires

- Not applicable in 2023.





## Large Operating Increases

- \$8,600 increase in annual software maintenance requirements in accordance with 2023 contract rates



## Special Projects (Operating)

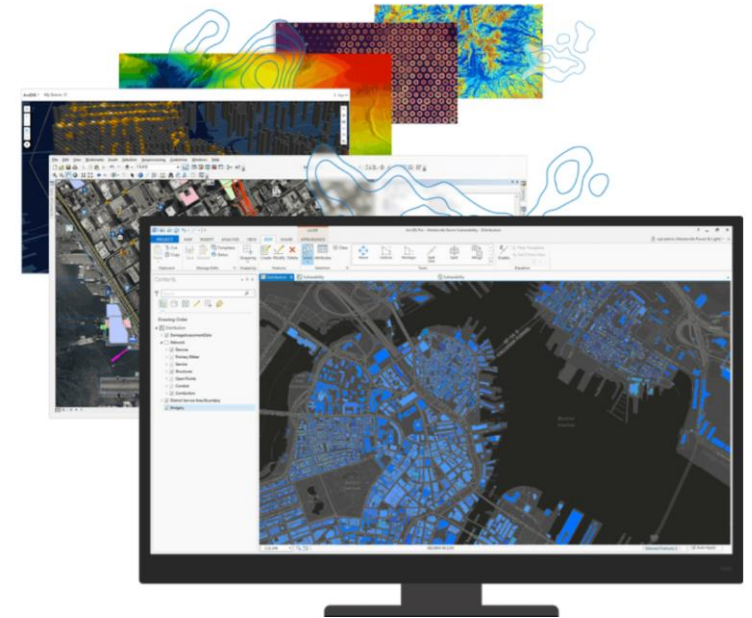
### Drone Training

- **Budget required - \$2,000**
- Details: Additional two (2) staff to be licensed to operate Town drone (Fire and Community Services)

 **Capital Projects**

## Hardware Replacement – Desktop Computer

- **Budget required - \$2,500**
- Funding available includes:
  - GIS Hardware Reserve \$2,500
- Details: GIS hardware is required to be more robust and capable than typical computer needs due to the operation of complex software systems to maintain the Town's asset database and workorder system. The lifecycle of the GIS desktop and laptop are 4 years. A GIS hardware reserve was established in 2021 to ensure funds are available for GIS computer replacements.





# Parking and Transit




# Parking and Transit

## Cost Avoidance and Savings

- **Transit fare increase:** As approved by Council, monthly increases for senior passes are expected to increase revenue by \$10,000 based on pre-COVID ridership statistics (2019).
- **Parking rate increase:** As approved by Council, rate increases in the downtown parking areas are expected to increase revenue by a minimum of \$115,000 based on pre-COVID statistics (2019).

# Parking and Transit

## ★ Operating Budget Highlights

-  Increase transfer to Large Vehicle Reserves.
-  Reduction in service by 1 hour (9pm).
-  Increase annual fees for additional pay and display machines and new credit card meters.

## + New Staff Hires

- Not applicable for 2023.



## Large Operating Increases

### Parking Equipment Maintenance

- **Budget required - \$7,000** (ongoing expense)
- Details: additional pay & display machines and credit card payment meters added in 2022

### Parking Equipment Server Hosting

- **Budget required - \$10,000** (ongoing expense)
- Details: Pay & display machines have annual hosting/gateway fees. Town now has additional pay & display machines and credit card payment meters added by 2022 capital works.

### Software Maintenance

- **Budget required - \$12,000** (ongoing expense)
- Details: 2023 rates and additional AIMS License for By-law

### AMPS Hearing Officer Allowance

- **Budget required - \$5,000** (ongoing expense)
- Details: Hearing Officer Allowance

### Other Equipment Purchase

- **Budget required - \$15,400**
- Details: New mobile units for By-law Officers



## Special Projects (Operating)

### Parking Infrastructure Study

- **Budget required - \$75,000**
  - **Funding available: \$75,000 (parking reserve)**
- Details: The Town currently rents two large parking lots that are scheduled for development in the near future. Revenues from parking rates are intended to be reserved to fund replacement parking needs in the downtown. Study will review the feasibility and cost of a parking garage at the Covert St lot.



## Large Operating Increases

### Transfer to Vehicle Reserve

- **Budget required - \$25,000** (ongoing expense)
- Details: Requirement to increase vehicle reserve based on fleet replacement costs. Ongoing contribution will be re-evaluated based on decision to transition to Battery Electric Buses in future.



## Special Projects (Operating)

### Electric Bus Feasibility Study

- **Budget required - \$23,943**
  - **Total Cost: \$119,715**
  - **Funding available: \$95,772 (ZETF)**
- Details: The Town is a member of the Transit Procurement Initiative (TPI), led by Metrolinx. The TPI led an RFP in 2022 for all members to conduct a feasibility study to determine requirements and costs to transition to electric fleet. ZETF funding will cover 80% of study. Feasibility study is required before Town can apply for funding of any future electric fleet or capital requirements.

## Special Consideration

### Hybrid On-Demand / Limited Fixed Route Transit System

- Details: on May 9, 2022 a proposal was brought to Council with an option to try a limited fixed route that stopped at the most popular locations and included many retirement residences. Council decision was to adopt a fully on-demand transit system.
- Restrictions of adding a limited fixed route:
  - 30' bus proposed to be used has been out of service for a long period and would require additional funding for repairs. No back up 30' buses are available.
  - Type C vehicle (slightly larger than Type B buses) owned by Century could be utilized at extra charge for a trial period to determine if size is adequate. Risk that vehicle is not large enough and riders will be by-passed if bus is full.
  - On-going driver shortage and existing operations contract and budget will likely require on-demand service to be reduced.
  - Town owns two Type B vehicles and has ordered two more. Type B vehicle is likely not large enough to facilitate a fixed route ie. Riders will be by-passed if no room on bus
  - If fixed route remains, larger buses (2) will likely be required for purchase at \$400,000 each (Type C) or \$800,000 each (30')
  - Council direction in 2022 was to complete Electric bus feasibility study before any further gas-powered buses purchased.





# Environmental



# Environmental



## Cost Avoidance and Savings

- Two (2) Municipal Class Environmental Assessments required for WPCP#1 and Sanitary Pump Stations (Monks Cove and Forth/Lakeview). Consolidating both projects to be conducted simultaneously will save the Town funds. An RFP will be prepared that incorporates the requirements of both studies that can be conducted simultaneously to save funds.
- Savings would be associated with the following:
  - Preparation of one RFP instead of two, saving on Staff resources for preparation, review and Council reporting for award.
  - Combining public meetings and/or Council presentations attended by the consultant for both projects saving billable time, Staff time and advertising costs.
  - Progress meetings would be consolidated saving on both consulting and Staff resources.



# Environmental



## Operating Budget Highlights



## New Staff Hires



Complete Environmental Assessment for Plant #1 expansion

- Not applicable in 2023.



Complete Environmental Assessment of sanitary pumping station capacity expansion/replacement



# Environmental



## Large Operating Increases

- Contracts (biosolids disposal) - *page #5*
  - **Budget required - \$95,000** (ongoing expense)
  - Details: 2023 contract rates for the hauling of biosolids for disposal
- Contracts (drying bed cleanout) - *page #12*
  - **Budget required - \$10,000** (3 yr annual)
  - Details: Drying bed at WPCP#2 requires a full cleanout every 3 years
- Sanitary Pump Stations – *page #15*
  - **Budget required - \$6,000** (one time)
  - Details: Minor upgrades required as the result of facility condition assessments



## Special Projects (Operating)

WPCP Plant #1 EA (*Refer to page #5 in the Operating-Sewer Budget*)

- **Budget required - \$150,000 (Sanitary Reserve)**  
Details: In accordance with Environmental Assessment Act, any plan to expand the capacity of a wastewater treatment plant requires a Municipal Class Environmental Assessment be conducted to evaluate alternative solutions based on impacts to the natural, social, economic and cultural environment as well as consult with the public.

Sanitary Pump Station EA (*Refer to page #15 in the Operating-Sewer Budget*)

- **Budget required - \$50,000 (Sanitary Reserve)**  
Details: In accordance with Environmental Assessment Act, any plan to expand the capacity of a pumping station requires a Municipal Class Environmental Assessment be conducted to evaluate alternative solutions based on the impacts to the natural, social, economic and cultural environment as well as consult with the public.

Forcemain Inspections (*Refer to page #17 in the Operating-Sewer Budget*)

- **Budget required - \$150,000 (Sanitary Reserve)**  
Details: Requirement of asset management to conduct condition assessments of all forcemains.



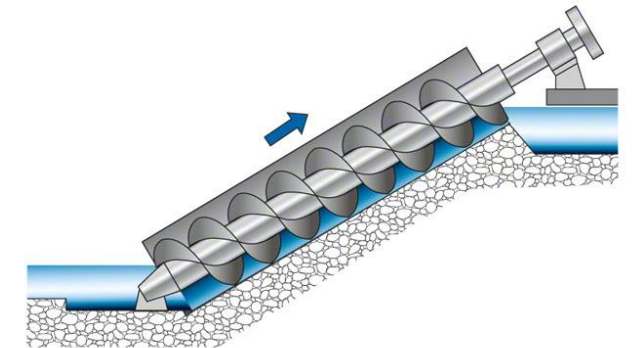
# Environmental



## Capital Projects

### Archimedes Pump Replacement WPCP#1

- **Budget required - \$300,000**  
Funding available - \$300,000 Sanitary Reserve
- Details: Plant #1 has three (3) Archimedes Pumps two of which were replaced in 2008 and 2009. The pump has been in service since 1969 (53 years) and is rarely used due to its inefficiency. The third pump is part of a required redundant system and must be replaced to sustain plant flow whenever either of the two newer pumps are down for maintenance.





# Environmental



## Capital Projects

### Pump Replacement - McGill Pump Station

- **Budget required - \$150,000**  
Funding available - \$150,000 Sanitary Reserves
- Details: the pump is 10 years old which is more than sufficient for the high volume of sewage displaced at the McGill Pump Station. The mechanical seal has now failed.





# Environmental



## Capital Projects

### Ozone Redundancy (WPCP #1)

- **Budget required - \$300,000**  
Funding available - \$300,000 Sanitary Reserves
- Chlorine is used to disinfect the Plant effluent at both of the Town's Wastewater Treatment facilities which is harmful to the environment and requires dechlorination. The Town is in the process of switching to ozone for disinfection with encouragement from the MECP. While the current system appears capable of satisfying the Plant's disinfection requirements, it lacks the required redundancy. The present system has partial redundancy but is still vulnerable to failures involving the pumps, generator stack and cooling system.





# Environmental



## Capital Projects

### Pump Station Wet Well Aspirators

- **Budget required - \$45,000**  
Funding available - \$45,000 Sanitary Reserves
- Details: Pump station wet wells accumulate fats/oil/grease on the surface of water. An aspirator provides aeration and movement to reduce BOD in the wastewater before it reaches the treatment plant. The reduction in built up materials will also reduce maintenance costs annually by \$10,000-\$15,000.







# Environmental



## Capital Projects

Chlorine Destruct Unit - WPCP#2

- **Budget required - \$250,000**  
Funding available - \$250,000 Sanitary Reserves
- Details: The chlorination system at Plant #2 requires a significant upgrade to address both mechanical and safety deficiencies. The existing Chlorinator is 20 years old and now obsolete. Additionally, MECP regulations require gas chlorination systems to have a safety system in place to prevent an environmental emergency caused by the release of chlorine gas. The chlorine neutralization system is activated when the detector senses chlorine in the room and neutralizes the chlorine gas thereby preventing any hazard associated with a chlorine release.





# Environmental



## Capital Projects

### Heat Exchanger Pump #2 – WPCP#2

- **Budget required - \$45,000**  
Funding available - \$45,000 Sanitary Reserves
- Details: Heat Exchanger Pump #2 is the original equipment from 1992 (30 yrs old). It is leaking and needs to be replacement. The Heat Exchanger pumps circulate heated water from the boiler and is used to warm the digester sludge to 35°C. Without proper flow, the temperature inside the digester cannot be maintained and the digestion process could be lost.



## Capital Projects

### Digester Mixing Pump #3 – WPCP#2

- **Budget required - \$90,000**  
Funding available - \$90,000 Sanitary Reserves
- Details: Digester Mixing Pump #3 is the original equipment from 1992 (30 yrs old). The pump output is severely depleted and struggles to maintain a constant temperature in the digester.





# Environmental



## Capital Projects

### Upgrade Gas Train – WPCP#2

- **Budget required - \$200,000**  
Funding available - \$200,000 Sanitary Reserves (Deferred from 2022)
- Details: The plants methane gas train system is inspected annually and has been noted to have several components that need upgrades to meet TSSA regulations.





# Environmental



## Capital Projects

### SBR Cleanout – WPCP#2

- **Budget required - \$200,000**  
Funding available - \$200,000 Sanitary Reserves
- Details: The new Sequence Batch Reactor (SBR) at Plant #2 should be completed by September 2023. As soon as the new SBR is operational, the old SBR will need to be taken out of service and thoroughly cleaned.





# Environmental



## Capital Projects

### Repurpose Headworks Building – WPCP#1

- **Budget required - \$25,000**  
Funding available - \$25,000 Sanitary Reserves
- Details: The decommissioned headworks building at Plant #1 is not currently in use. By removing the items listed below the old headworks building could be used for other purposes such as storage or maintenance shop.
  - Remove old equipment
  - Fill in the influent channel
  - Remove old piping
  - Cover holes in the floor
  - Replace damaged windows
  - Remove old venting system





# Environmental



## Capital Projects

### WAS Pump#1 – WPCP#1

- **Budget required - \$25,000**  
Funding available - \$25,000 Sanitary Reserves
- Details: Waste Activated Sludge (WAS) flows constantly into the Thickener Wetwell and must be pumped up into the Thickener Tank. The two (2) Thickener Wetwell Lift Pumps have been in continuous use since 2010 (13 years) and need to be replaced.





# Environmental



## Capital Projects

### Brick Repair – WPCP#2

- **Budget required - \$25,000**  
Funding available - \$25,000 Sanitary Reserves
- Details: The brickwork on the Primary and Secondary Digesters at Plant #2 has deteriorated and requires considerable repairs to the bricks and mortar.





## Capital Projects

### SCADA Field Wiring – WPCP#2

- **Budget required - \$50,000**  
Funding available - \$50,000 Sanitary Reserves
- Details: The SCADA system at Plant #2 was recently upgraded however there are still pieces of equipment that not connected to the SCADA and therefore not capable of being controlled by it. An electrician will need to be hired to install the necessary wiring/fiber optics to connect this equipment to the SCADA system.





# THANK YOU

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**Join us for the next budget meeting:**

Division Staff Presentation #2  
Thursday, January 26, 2023 at 10am



**2023  
BUDGET**  
Town of Cobourg



# 2023 Budget Overview Presentation

January 26, 2023

# Land Acknowledgement



“The Town of Cobourg respectfully acknowledges that we are located in the traditional and treaty territory of the Michi Saagiig (Mississauga) and Chippewa Nations, collectively known as the Williams Treaties First Nations, which include: Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

The Town of Cobourg respectfully acknowledge that the Williams Treaties First Nations have been stewards and caretakers of these lands and waters, and that today remain vigilant over their health and integrity for generations to come. We are all Treaty people.”



# Agenda

- 1 Community Services Division
- 2 Planning and Development Division
- 3 Protection Services – Cobourg Fire Department
- 4 Conclusion



# Community Services Division

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Services include:

**Recreation and Community Centre**  
**Parks and Forestry**  
**Waterfront Operations**  
**Culture and Events**



## Cost Avoidance and Savings

- Fees and Charges update in 2023 will determine improved cost recovery
- Deleted Position: full-time Secretary.
- Deleted Position: Food and Beverage Coordinator
- Reduction of summer hours and programming at the CCC
- Right-size reception services – transfer 1 position to Seniors Centre

## ★ Operating Budget Highlights

- First year since 2019 offering full suite of services over 12 months
- Fees & Charges update in 2023 will renew revenue strategy
- Improved program links with Library and Art Gallery programs at zero cost
- Renewal of sponsorship policy may offset capital and/or operating costs

## 👤+ New Staff Hires

- Permanent removal of Food & Beverage Coordinator position.
  - Internal business case review in 2023 will determine whether CCC food service can still be (at minimum) cost-neutral.



# Recreation & CCC

## Large Operating Increases

- Across the province, part-time municipal workers are now eligible to enroll in OMERS; employer contributions added to budget
- General costs of operating supplies
- Updates to part-time wage rates

## Special Projects (Operating)

- **Budget: \$11,000**
- Cooling Tower Repair – repairs to the cooling tower will prevent treated water leaks, reducing water treatment costs.



## Capital Projects

### *Boiler #5 Replacement*

- **Budget required - \$80,000**
- Details: 3 boilers provide hot water for building heat at the CCC. A minimum of two boilers are required for the system to function as designed. Currently, only one boiler is in operation. It is now critical to replace boiler #5.



## Capital Projects

### *Chair Replacement (2023/2024)*

- **Budget required - \$10,000**
- Future budget implications include:
  - 2023: \$10,000
  - 2024: \$10,000
- Details: Event chairs are used at the Cobourg Community Centre on a continuous basis. After 10 years of regular use the inventory of event chairs has been depleted from 1,000 units to 800 and restocking is required.
- The proposed project will replace 100 chairs in 2023 and an additional 100 chairs in 2024.



## Capital Projects

### *Compressors (2023-2025)*

- Budget implications include:
  - 2023: \$55,000 – C3 (used for both facility air conditioning and arena floor refrigeration)
  - 2024: \$60,500 – C2 (arena floor refrigeration)
  - 2025: \$66,550 – C1 (arena floor refrigeration)
- Details: Three (3) of the five (5) compressors are reaching the end of their useful life due to the accumulated hours of use. The replacement will be spread over three years.



# Recreation & Arenas

## Capital Projects

### *Memorial Arena Conversion*

Budget implications include:

- Mould remediation
- Accessibility modifications
- Removing decommissioned equipment, such as the rooftop evaporative condenser





# Parks and Forestry



## Cost Avoidance and Savings

- Removal of Beach Lifeguard service for the entire season – late June to Labour Day.
- Closure of Centennial Pool for entire season, decommission in 2024.
- New user fee to plant new trees on boulevards, formerly a tax-funded service.
- No park tree planting, unless donated.
- Legion Fields food service remains closed.

## ★ Operating Budget Highlights

- ✓ Expand waterfront food trucks to 3 vendors total.
- ✓ Generally maintain 2022 service levels, except where otherwise noted.

## 👤+ New Staff Hires

- Transfer of 0.33 Full-time position from Public Works for winter maintenance of sidewalks and parks, to maintain areas assumed through subdivision completions
  - [funded through internal transfer of existing budget]





## Large Operating Increases

### Part Time Benefits

- Significant benefits increases added based on OMERS enrolment policy changes.



## Special Projects (Operating)

### Pedestrian Bridge Resurfacing:

- **Budget required - \$21,000**
- The wooden decking of two trail bridges north of the Arboretum is heavily decayed, requiring replacement.



## Capital Projects

### Parks Master Plan - Update **Budget required - \$100,000**

- The Parks Master Plan is the guiding policy document for parks and recreation services in Cobourg.
- To be effective, the Plan is heavily reliant on up-to-date census data, employment data, recreation trends, and public consultation.

### Rotary Harbourfront Park Compressor – Ice Rink

- **Budget required - \$30,000**
- The compressor is due for rebuild based on hours of use, to ensure the safe and continuous operation of the refrigeration system.



## Capital Projects

### Albert Street Washrooms

**Budget required - \$48,000**

- To allow the re-opening of the washrooms, significant security improvements need to be implemented.
- Building interior layout will be reformatted based on Crime Prevention Through Environmental Design principles, including doors, sink placement, partitions, lighting, visibility, and security.





# Waterfront Operations



## Cost Avoidance and Savings

- Fees & Charges update in 2023 will renew revenue strategy.
- Financing strategy change for harbour repairs reduces dependence on debentures.
  - Shifting harbour financing strategy to 2/3 grants has the potential to:
    - Decrease portion of repairs funded by local taxes and fees
    - Increase or decrease the length of time the project takes to complete, based on grant timing
    - Increase or decrease the risks of physically degraded infrastructure, based on grant timing
    - Reduces control over project outcomes, based on grant timing and grant funding constraints



# Waterfront Operations



## ★ Operating Budget Highlights

## 👤+ New Staff Hires

- ✓ Full Operating Season
- ✓ New Harbour infrastructure financing strategy
- ✓ No implementation of E. coli mitigation strategies at waterfront

None



# Waterfront Operations



## Large Operating Increases

- Across the province, part-time municipal workers are now eligible to enroll in OMERS; employer contributions added to budget



## Special Projects (Operating)

### Flooring Replacement

- **Budget required - \$7,000**
- Details: The flooring in the waterfront administration building requires replacement.



# Waterfront Operations

## Capital Projects

### *Dredge Engine Replacement*

- **Budget required - \$150,000**
- Details: Dredging is fundamental to keep harbour water depths navigable for commercial and recreational craft.
- Increased severe weather due to climate change will require increasing harbour maintenance.







# Waterfront - Campground



## Capital Projects

### *Waterfront Plan Campground Renewal Design - Build*

- **Budget required - \$850,000**
- Details: The Waterfront User Need and Detailed Design Plan indicated the need for updated designs and services to Victoria Park Campground including, but not limited to, the Administrative Visitor Building, the Service Building and property improvements.

### *Marina High Efficiency Laundry Replacement*

- **Budget required - \$9,000**
- Details: The current laundry room assets are past life expectancy and are unable to be repaired and further. Environmentally responsible replacements are requested. New equipment will be AODA compliant.



# Waterfront - Campground

## Capital Projects

### *Waterfront Truck and Tractor*

- **Budget Truck - \$84,500**
- **Budget Tractor - \$50,000**
- Details: The public waterfront needs continuous maintenance all year from the West Beach through to Victoria Beach, requiring a new truck and tractor.
- The new equipment will not require constant repair and will not generate complaints about abandoned/decrepit town vehicles at the waterfront.





# Waterfront – Harbour



## Capital Projects

### *Harbour Rehabilitation*

- **Budget required - \$22,902,000**
  - Basin Walls - \$ 6,979,000
  - Breakwaters - \$10,878,000
  - East Pier - \$ 5,045,000

#### **DETAILS:**

- Based on challenging market conditions for major construction projects, harbour rehabilitation phases have been combined into one project and the funding strategy has been changed. Due to market volatility, project pricing confidence interval is +/-15%.
- Financing strategy has been changed to 33% debenture, 67% grants.





# Culture and Events



# Culture and Events





## Cost Avoidance and Savings

- Concert Hall Facilitator – Administration (continuation of retirement gapping) converted to Receptionist to add value to broader range of services and increase Concert Hall operating hours, adding more booking opportunities. Revenue generation opportunities will continue to be restricted during gapping.
- Fees & Charges update will renew revenue strategy.
- Cut 6 Tourism Student Positions – no tourism engagement, no tourism data collection
- No inflationary increase to Art Gallery grant
- Limit general community grants to \$30,000
- Removal of “Specials Productions” – no direct-delivered indoor concert/festival - \$18,000
- Events “shrinkflation” tactic



# Culture and Events

## ★ Operating Budget Highlights

-  Maintain support for thriving local events
-  The Sandcastle Festival returns as a key summer event.

## 👤+ New Staff Hires

- Concert Hall Facilitator – Administration (deferred - continuation of retirement gapping) converted to Receptionist to add value to broader range of services and increase Concert Hall operating hours, adding more booking opportunities. Revenue generation opportunities will continue to be restricted in 2023 during gapping.



# Culture and Events



## Large Operating Increases

- The return of the Sandcastle Festival requires a \$25,000 investment from the Town; remaining operating costs are covered through donations, sponsorships, and in-kind donations.



## Special Projects (Operating)

### Sandcastle Festival

- **Budget required - \$25,000**
- Details: Return to pre-COVID celebrations and events portfolio.

End of section



## Capital Projects

### *Sound System Renewal – Concert Hall*

- **Budget - \$15,000**
- Details: The sound system at the concert hall has met its life expectancy. In order to provide high-quality events and ensure consistent revenue for the hall, reliable equipment must be maintained.



End of section





# Planning and Development Division

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Departments include:

**Economic Development/Venture13**  
**Planning (Heritage, Committee of Adjustment)**  
**Building**



# Economic Development



# Economic Development



## Cost Avoidance and Savings

- Defer hiring of Economic Development Summer Student – revisit in 2024



# Economic Development



## Operating Budget Highlights



Refined staffing structure within Planning & Development Division – completed implementation of the Organizational & Service Delivery Reviews



Complete an Economic Development Strategic Plan.



## New Staff Hires

- Not applicable for 2023.



# Economic Development



## Large Operating Increases

### Payroll – Salaries and Wages

- Hiring of the Manager of Economic Development
- Allocation of oversight by Director of Planning & Development



## Special Projects (Operating)

### 2023-2027 Economic Development Strategic Plan

- **Budget required - \$22,500**
- Details: The new Economic Development Manager will develop an Economic Development Strategic Plan to set priorities, strengthen operations, ensure the employees and other stakeholders are working toward common goals, establish agreements around intended outcomes/results.



# Economic Development



## Capital Projects

- Not applicable for 2023.



# Venture13 Innovation & Entrepreneurship Centre

 **Cost Avoidance and Savings**

- Fees and Charges update in 2023 will determine improved cost recovery for Transient Tenant Fees / Rent Recovery.
- New Partnership Agreement increasing annual partner contributions with annual CPI increase over the next 5 years.



## ★ **Operating Budget Highlights**

- ✓ Increased contributions from partner/anchor tenants
  - CFDC from \$15k to \$20k
  - Police from \$45k to \$60k
  - Ec Dev Share from \$15k to \$20k
- ✓ One time 33% increase
- ✓ Proposed lease/partnership agreement establishes a 5-year payment plan subject to annual CPI indexing
- ✓ Refined staffing structure within Planning & Development Division – completed implementation of the Organizational & Service Delivery Reviews



## **New Staff Hires**

- Not applicable in 2023.

 **Large Operating Increases****Payroll – Salaries and Wages**

- Hiring of the Manager of Economic Development
- Allocation of oversight by Director of Planning & Development

 **Special Projects (Operating)**

- Not applicable in 2023.



# Venture 13



## Capital Projects

- Not applicable in 2023.



# Planning Department



## Cost Avoidance and Savings

- Fees and Charges update in 2023 will determine improved cost recovery
- Delay hiring of Sustainability Coordinator until July 1, 2023



## Operating Budget Highlights



## New Staff Hires



Increasing Planning Fees for 2023, as identified in the Organizational Review, to bring fees more in-line with comparable municipalities.

New Sustainability Coordinator – Hire Date July 1, 2023



Refined staffing structure within Planning & Development Division – completed implementation of the Organizational & Service Delivery Reviews



## Large Operating Increases

- Not applicable in 2023.
- Minimal increase to membership, courses, training, travel due to staff increase.



## Special Projects (Operating)

- 2023 Long Range Planning & Special Planning Projects include targeted completion of:
  - Tannery District Secondary Plan
  - Comprehensive Zoning By-law Update including:
    - Refinements to address residential treatment facilities
    - Recent changes to Planning Act i.e. third unit as of right
  - Official Plan Review – 2-3 yr workplan (variable)
- 100% recoverable from OP/ZBL reserves



## Capital Projects

- Not applicable in 2023.





# Heritage



## Cost Avoidance and Savings

- Heritage Conservation District Plan has been split into a multi-year budget item to pre-plan/budget for its cost in 2023.

## ★ Operating Budget Highlights



Refined staffing structure within Planning & Development Division – completed implementation of the Organizational & Service Delivery Reviews

- Allocate more time of Heritage Planner to Long-Range/Special Planning Projects



## New Staff Hires

- Not applicable in 2023.



## Large Operating Increases

- Not applicable in 2023. Minimal increase to memberships, courses, travel for staff professional development.



## Special Projects (Operating)

- Targeted kick-off of Corktown Heritage Conservation District – will also address changes as a result of Bill 23 re: properties on the heritage registry
- 100% recoverable from Holdco



## Capital Projects

- Not applicable in 2023.



# Committee of Adjustment



# Committee of Adjustment



## Cost Avoidance and Savings

- Fees and Charges update in 2023 will determine improved cost recovery



# Committee of Adjustment



## Operating Budget Highlights



Refined staffing structure within Planning & Development Division – completed implementation of the Organizational & Service Delivery Reviews

- Shifting responsibilities from Administrative Assistant to professional planning staff
- Increase oversight by Manager of Development Review (Secretary-Treasurer function)



## New Staff Hires

- Not applicable in 2023.





# Committee of Adjustment



## Large Operating Increases

- Not applicable in 2023. Minimal increase to conferences, memberships, courses, travel due to full staff complement.



## Special Projects (Operating)

- Not applicable in 2023.



# Committee of Adjustment



## Capital Projects

- Not applicable in 2023.



# Building

# Building

## Cost Avoidance and Savings

- Not applicable in 2023.

# Building

## Operating Budget Highlights

-  Anticipated increase of permit revenues in 2023 as new development proposals advance

## New Staff Hires

Not applicable in 2023.



## Large Operating Increases

- Software maintenance for CloudPermit – epermitting solution
- Developing a scanning program by which paper files are scanned in an effort to reduce office/storage space within the Division



## Special Projects (Operating)

Not applicable in 2023

# Building

## Capital Projects

- Not applicable in 2023.



# Protection Services

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Departments include:

**Fire Services**







## Cost Avoidance and Savings

- Delayed Chief Training Officer position from January to October
- Delayed Fire Prevention/Public Education Officer position from January to October
- Deferred the purchase of a pick-up truck to 2024
- Deferred the replacement of new floor drains for the apparatus floor until 2025

## Operating Budget Highlights

-  Hire a Deputy Chief May 1<sup>st</sup>
-  Increase transfer to Large Vehicle Reserve.

## New Staff Hires

- Chief Training Officer
- Fire Prevention/Public Education Officer



## Large Operating Increases

Payroll – Salaries and Wages

- **Budget required - \$253,827**
- Ongoing expense

Payroll – Benefits

- **Budget required - \$57,922**
- Ongoing expense

WSIB Claims

- **Budget required - \$50,000**
- Ongoing expense

Telephone and Answering Service

- **Budget required - \$5,700**
- Ongoing expense

Transfer to Large Vehicle Reserve

- **Budget required - \$145,000**
- Ongoing expense (\$160,000 proposed in 2023)



## Special Projects (Operating)

Master Fire Plan and Community Risk Assessment  
(\$75,000)

- **Budget required - \$9,750**  
Development charges - \$65,250
- The Northumberland County Fire Services Review report recommended that each municipality develop a Master Fire Plan and conduct a Community Risk Assessment.
- This project is eligible for 75% funding from Development Charges.

## Capital Projects

### *Fire Apparatus Replacement*

- Budget required - \$300,000
- Future budget implications include:
  - 2023: \$500,000
- Details: As detailed in the "Capital Budget Fleet Replacement Report", Pumper #372 is being proposed for replacement due to ongoing costs to keep it in service.
  - 2022 - Chassis
  - 2023 - Delivery of Truck





## Capital Projects

### *Fire Station Facility Improvements*

- **Budget required - \$386,351**
- Funding available:
  - Resiliency Grant \$230,000
  - Development Charges \$96,587
  - Northam \$59,764
- Future budget implications include:
  - Once completed, this project will see new plumbing, electrical, and fixtures in place. This should eliminate any maintenance costs for these areas for many years.

The scope of the requested upgrades include:

- **New shower and bathroom** on the main level used for decontamination.
- **Expand current washroom, shower, and locker room** to increase privacy and to accommodate all genders.
- **Relocate kitchen** to the main floor (current boardroom) to provide a larger, more accessible space.
- **Improve the bunker gear storage room** to accommodate additional staff, provide proper ventilation and promote cleanliness.
- **Improve and add dormitory rooms** for increased privacy and health and safety enhancements, including improved ventilation.



# THANK YOU

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**Questions or feedback? Contact the Finance Department:**

 [finance@cobourg.ca](mailto:finance@cobourg.ca)

 905-372-4301

**Join us for the next budget meeting:**

Special Council Budget Session  
Tuesday, February 7, 2023 at 10 a.m.