



# 2016 Town of Cobourg Final Draft Budget

*For March 31, 2016 - Council Deliberation*



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## Introduction

The annual budget is one of the most important documents produced by a municipality. In terms of the Town of Cobourg Council it is without question their most important role and responsibility to ensure that quality service delivery is maximized while being financially responsible to the citizens of our community.

To date, a number of initiatives have been implemented to enhance the 2016 Budget process. Highlights included a Pre-Public Budget Consultation held in October for residents and community groups to make presentations to Council. Secondly, a Budget Scrum was held in order for the public to become informed on potential Capital Projects, Special One-Time Only Projects as well as any anticipated requests for corporate staffing level changes.

During our Coordinator Committee Review Meetings, two rounds of budget discussions were held in an effort to have Councillors attend coordinator meetings outside their respective portfolios and be engaged in the budget process. Corporate Services aligned different departments in an effort to maximize Council and staff time.

Departmental Operating and Capital Budgets for General Government, Protection, Public Works, Environmental, Social & Family, Parks & Recreation, Culture & Community, Planning & Residential and Commercial & Economic Development will be released to the public for preview prior to the Special Council Budget Session. The initial dates established in November will need to be moved to ensure that the public has adequate time to review the budget in its entirety. The Special Budget Session will be held on **Thursday, March 31<sup>st</sup> at 10 a.m. in Council Chambers, Victoria Hall.**

A Capital Budget for each department has been highlighted as icons for easy identification. Aligned with the above will be a modified version from the City of Guelph entitled “Reading the Budget” that better reflects The Town of Cobourg.

Cobourg Council passed a Municipal Community Grants Allocation Policy to assist Council in making decisions based on an established criteria. The applications submitted will be dealt with during this special budget session prior to finalizing of the 2016 Base Budget.

In working with Stephen Peacock, CAO and Ian Davey, Director of Corporate Services for the Town of Cobourg a determined effort has been undertaken to enhance our communication by providing more information which allows for more informed decisions about programs and service delivery. A Community Profile, Organizational Structure, and Business Plans for each department will be added. Within each Business Plan will be Purpose, Departmental Staffing

Complement, Departmental Priorities, Budget Pressures and Trends. This will enable staff to align their priorities with the Council Strategic Plan 2015-2018.

**Introduction** (continued)

Asset Management Plans have been identified in this budget as a key priority. Establishing Asset Management Plans will assist Cobourg Council to align the Town's Tangible Capitals Assets and Base Budgets to make informed decisions based on specific criteria. It will enable the Town to access provincial grants and other funding opportunities.

The Town of Cobourg has experienced a new growth assessment of 1.5 per cent. The 2016 Draft Budget potential tax levy is 1.6 per cent. The 2016 Draft Budget will come before Council on March 31<sup>st</sup>. It is our goal to have the **Final Budget approved Monday, April 25<sup>th</sup>**.

Questions can be directed to Deputy Mayor Henderson at [jhenderson@cobourg.ca](mailto:jhenderson@cobourg.ca) or any Council member. Contact can be made with Lorraine Brace at [lbrace@cobourg.ca](mailto:lbrace@cobourg.ca) to request delegation status.

The Corporation of the Town of Cobourg's annual budget is an on-going process. I believe that this Council is committed to reviewing the budget process and its initiatives in order to discover necessary efficiencies as well as striving to collectively work towards more effective communications with our community's stakeholders and residents, especially the taxpayers.

*- Deputy Mayor John Henderson*

## Cobourg – By the Numbers

Population	18,519 (2011 Census)
Incorporation	July1, 1837
Regional land area	Cobourg 22.37 sq km
Population Growth	1.7% (2006-2011) Population Change
Number of private dwellings	8,047
Median age of population	49.6
Average family income (2014)	\$74,310
Average cost of single family home (2014)	\$299,600
Unemployment rate (2014)	
	6.6



## COMMUNITY PROFILE

### LOCATION

We are located in the Province of Ontario within the County of Northumberland, just one hour east of Toronto. With direct access to both Highway 401, one of Canada's main transport corridors, and mainline CN and CP rail, Cobourg offers an easy route to the United States border. This, coupled with regular VIA rail passenger service and the availability of skilled labour, has led to the development of Cobourg as a superb business environment with a diversified and stable industrial base.

### QUALITY OF LIFE

The quality of life in Cobourg can only be called outstanding. In fact, we've been mentioned in MoneySense Magazine and 50 Plus Magazine as a top place to live in Canada. With our tree-lined streets, outstanding harbour waterfront promenades and majestic historic homes, Cobourg is a thriving community of young families, retirees, and an ever expanding number of businesses.

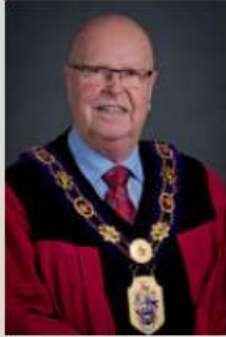
### AMENITIES

Cobourg is proud to be the home of Northumberland Hills Hospital, a modern 137 bed, state of the art health care facility. Providing a wide spectrum of care for patients, the hospital also features an onsite CT scanner and a brand new MRI unit, helping physicians to diagnose serious illness and injury more quickly. Surgical services are provided by local surgeons and visiting specialists. Affordable housing, quality educational opportunities and a host of recreational and cultural amenities, combined with exceptional business advantages, make Cobourg an ideal community in which to live and do business.



# MEET YOUR COUNCIL

## Mayor Gil Brocanier



**Gil Brocanier** | Mayor  
Economic Development Services Coordinator

905-372-4301 ext 4000 • cell 289-251-5939 • gbrocanier@cobourg.ca

**Committees:**

Cobourg Economic Development Advisory Committee  
Cobourg Community and Civic Awards Committee  
Downtown Marketing Partnership  
Audit Committee  
Freedom of Information Committee  
Cobourg Police Services Board  
Community Emergency Management Program Committee  
Town of Cobourg Holdings, Inc.  
Lakefront Utilities Inc.  
Northam Industrial Park  
Northumberland County Council  
HKPR Board of Health  
Northumberland Economic Development Services Coordinator  
Northumberland Learning Advisory Committee  
Northumberland Central Chamber of Commerce  
Ex officio Member of all Committees

In Cobourg we are proud of the diversity of attractions and activities that appeal to so many of our citizens and visitors. The one thing I continually hear from our citizens is their appreciation of the high quality of life in Cobourg. Walking around Town you will see our heritage downtown, our waterfront, parks systems, tree-lined streets, our outstanding library and our community centre, all proof of this high quality of life. What you will not see is the pride and spirit of volunteerism we have in Cobourg that has been such a key contributing factor in achieving such a high level of citizen satisfaction.

The members of Council recognized in this brochure are committed to maintaining our strong and vibrant community through attention to our solid infrastructure, heritage values, culture and balanced growth by developing and maintaining a strong economy. As such, we accept our responsibility by being open and responsive to contact from the public.

"Our Strength Is In Our Unanimity".

*Mayor Gil Brocanier*

## Deputy Mayor John Henderson

905-372-4301 • cell 289-251-4193 • jhenderson@cobourg.ca

**Committees:**

Cobourg Economic Development Advisory Committee  
Audit Committee  
Budget Striking Committee  
By-law Review Working Group  
Freedom of Information Committee  
Northam Industrial Park  
Cobourg Downtown Improvement Area Board (DBIA)  
West Northumberland Physician Recruitment & Retention Committee  
Northumberland Learning Advisory Committee



**John Henderson** | Deputy Mayor  
General Government Services Coordinator

Councillor Theresa Rickerby, Parks and Recreation Services Coordinator

905-372-4301 • cell 289-251-4146 • trickerby@cobourg.ca

- Committees:**
- Cobourg Parks and Recreation Advisory Committee
  - Northumberland Family YMCA
  - Ganaraska Region Conservation Authority (GRCA)
  - Downtown Coalition Advisory Committee



**Theresa Rickerby** | Councillor  
Parks and Recreation Services Coordinator

Councillor Debra McCarthy, Community Services Coordinator

905-372-4301 • cell 289-251-5171 • dmccarthy@cobourg.ca

- Committees:**
- Cobourg Public Library Board
  - Art Gallery of Northumberland Board
  - Community Events and Tourism
  - Cobourg Downtown Business Improvement Area Board (DBIA)
  - Accessibility Advisory Committee
  - Cobourg Farmers' Market (Liaison)
  - Cobourg Seniors Liaison
  - Waterfront Festival Committee



**Debra McCarthy** | Councillor  
Community Events Services Coordinator

Councillor Brian Darling, Planning, Development & Sustainability Services Coordinator

905-372-4301 • cell 289-251-2177 • bdarling@cobourg.ca

- Committees:**
- Cobourg Planning and Sustainability Advisory Committee
  - Cobourg Heritage Advisory Committee
  - Audit Committee



**Brian Darling** | Councillor  
Planning, Development & Heritage Services Coordinator

Councillor Forrest Rowden, Public Works Services Coordinator

905-372-4301 • cell 289-251-0536 • frowden@cobourg.ca

- Committees:**
- Cobourg Environmental/Active Transportation Advisory Committee
  - Ganaraska Region Conservation Authority (GRCA)
  - LUSI/Cobourg Water Quality Committee
  - GRCA Source Water Protection Committee



**Forrest Rowden** | Councillor  
Public Works Services Coordinator

Councillor Larry Sherwin, Protection Services Coordinator

905-372-4301 • cell 289-251-5497 • lsherwin@cobourg.ca

- Committees:**
- Cobourg Fire Service
  - Cobourg Police Services Board
  - Joint Animal Control Services Board - Shelter of Hope
  - By-law Review Working Group
  - LUSI/Cobourg Water Quality Accountability Committee



**Larry Sherwin** | Councillor  
Protection Services Coordinator



## Public Consultation

Public engagement is based on the belief that people should have, and want to have, a say in the decisions that affect their lives. We recognize that today's citizens expect to have more influence than traditional democratic mechanisms such as voting and consultation processes.

The Town of Cobourg is committed to reinvigorating current practices and bringing meaning to the way in which our community participates. It's all about fostering a two-way dialogue with our community.

This year the budget consultation process was extended to allow for more consultation between departmental budgets with a weeks' time given to each for discussion. This also provided the public further time to absorb the budget, ask questions and become involved.

Citizens were encouraged to participate in open Community Council sessions in November starting with a Public Budget Consultation, Council Budget Scrum and several rounds of Coordinator Committee Review Meetings. The process was finalized with the Special Council Budget Session and then the Final Budget Regular Council Meeting. Citizens were able to participate in a number of ways, including written, phone, email and in-person feedback to the Budget Chief and Deputy Mayor or public presentations in front of Council.

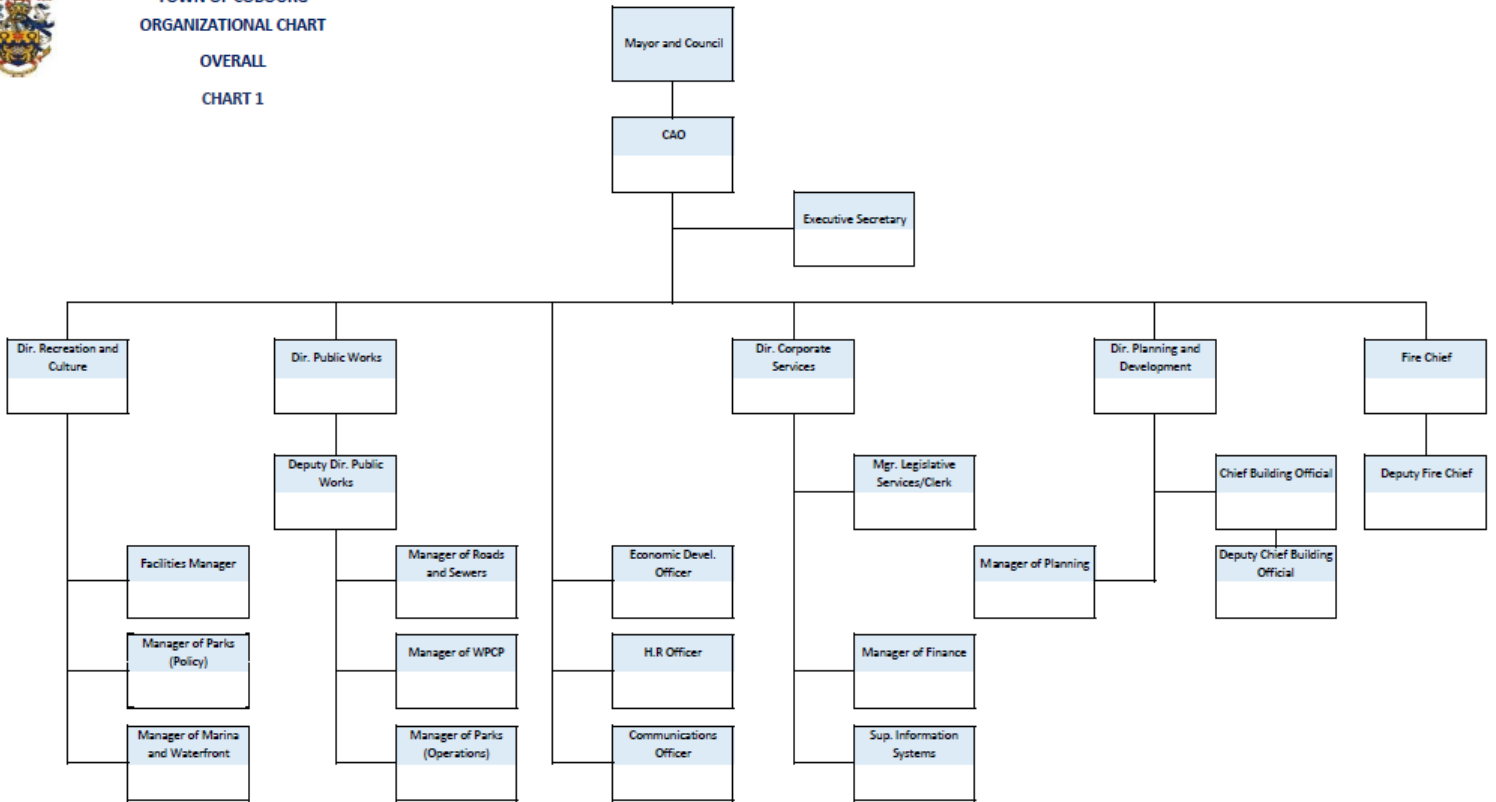
The Town also used a wide variety of communication tactics to promote the process including the use of social media, the Municipal website, print and broadcast opportunities, and editorials throughout local community papers.



# Organizational Structure



TOWN OF COBOURG  
ORGANIZATIONAL CHART  
OVERALL  
CHART 1



# Budget Process



Each department was given a departmental budget and business plan template in late 2015. Departments completed their budgets and Treasury staff compiled and reviewed the budgets and plans, made suggestions and revised accordingly.

Managers and senior staff adjusted their budgets according to the Town of Cobourg's financial health, debt, reserve, reserve funds and the Capital Asset Management Plan.



## Reading the Budget

Municipal budgets can be difficult to read and understand. The following phrases, definitions and examples will help you to navigate the Town of Cobourg Budget. (Modified from the “Reading of the Budget” from the City of Guelph).

### A

**Annualization Costs** are the incremental costs of a new facility or position that was approved for less than 12 months in the prior budget year.

**Annual Repayment Limit (ARL)** is the annual debt or financial obligation based on the data noted on the municipalities’ Financial Information Return submission to the Ministry of Municipal Affairs and Housing. The FIR must be submitted by May 31<sup>st</sup> annually. Provincial regulation does not allow a municipality to exceed its legislated ARL without approval of the Ontario Municipal Board.

**Assessment** is the value assigned to a property by the Municipal Property Assessment Corporation (MPAC) used as a basis for property taxation.

**Assessment Growth** is the amount of omitted and new assessments minus any tax or assessment appeals for a given year. These are changes made to the annual assessment roll after the roll has closed for a given year.

### B

**Base Budget** covers services already approved in previous budgets, adjusted for inflation, wage increases, user fee increases, general revenue and financing.

(e.g. increased reserve transfers)

**Business Unit** is an organizational unit with a specific strategic focus and authority to expend corporate resources in order to deliver an internal or external service.

### C

**Cobourg Police Services Board & Police Service** the Cobourg Police Service is governed by a five member independent Board made up of two provincial appointees, two Municipal members of Cobourg Council and one community representative. The police budgets are approved by the Cobourg Police Services Board and are shared with The Town of Cobourg Municipal Council for information purposes.

**Contingency** is an allotted set of funds available to cover unforeseen events that occur during the fiscal year. These funds are not carried over year-to-year.

**Consumer Price Index (CPI)** is an indicator of changes in consumer prices experienced by Canadians.

CPI is obtained by comparing, over time, the cost of a fixed basket of goods and services purchased by consumers. Since the basket contains goods and services of unchanging or equivalent quantity and quality, the index reflects only pure price change.

As CPI is an indicator of changes for goods and services that can be associated with a retail price, many public goods and services provided by governments are excluded since they cannot be associated with a retail price.

The target population of the CPI consists of families and individuals living in urban and rural private households in Canada.

**Credit Facility Agreement** the Town of Cobourg has a credit facility agreement with the Royal Bank of Canada, Cobourg.

## **D**

**Debt Ratio** indicates what proportion of debt a municipality has relative to the total of all reserves and reserve funds. The measure gives an idea of the potential risks the municipality faces in terms of its debt-load.

**Debt Servicing** is the payment of debt interest and principal over a given period of time. Provincial regulation does not allow the Town to issue debt which would result in exceeding its legislated Annual Repayment Limit (ARL) without approval from the Ontario Municipal Board (OMB). Refer to ARL under Header letter A.

**Development Charges** are fees levied against new developments to pay for the initial capital costs of servicing growth.

The principle behind development charges is that ‘growth pays for growth’ to ensure the financial burden of servicing new development is not placed on existing taxpayers.

**Development Charge Debt** is any debt funded from development charges.

**Downtown Business improvement Area Board of Management (DBIA)** is a Board comprised of seven Town of Cobourg “downtown” representatives with two Municipal Council appointees.

The DBIA have their annual budgets approved at their Annual General Meeting and the budgets are given final approval by Cobourg Municipal Council. The DBIA and The Town of Cobourg work together collaboratively on shared services that benefit the DBIA “downtown” area as defined in their policy.

## E

**Efficiencies** refer to the savings realized or additional revenue generated using existing resources.

**Effectiveness** refers to whether goal or objective is achieved. For example, garbage is picked up on time therefore the program is effective.

**Enterprise-funded (non-tax-supporting) Budget** is self-supporting and does not require a property tax transfer. The Town’s Water Services, Wastewater, and the Ontario Building Code (OBC) are represented in this budget. The costs associated with their respective service areas are fully recovered through user fees and other non-tax sources.

**External Auditors** the Town of Cobourg Auditors are the firm of KMPG. As outlined in the Municipal Act, 2001 section 296 a municipality shall appoint an auditor licensed under the Public Accountancy Act. The Independent Auditor’s Report is issued to the Members of Council, Inhabitants and Ratepayers of the Corporation of The Town of Cobourg.

## F

**Federal Gas Tax Funding** is funding provided by the government of Canada as part of the New Deal for Cities and Communities.

This federal initiative is based on a long term vision of sustainability for Canadian cities and communities, including four interdependent dimensions-economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions. The Town uses this funding to finance various projects that work toward these goals.

**Financial Information Return (FIR)** is the main data collection tool used by the Ministry of Municipal Affairs and Housing to collect financial and statistical information on Municipalities. The FIR is a standard document comprised of a number of schedules which are updated each year to comply with current legislation and reporting requirements. The FIR data is then stored in the MARS (Municipal Analysis and retrieval System) database.

**FTE (Full-time Equivalent)** is a budgeted amount to represent permanent full and part-time productive hours of work. Town departments budget hours of work depending on program and service needs.

## **G**

**Grant** is a monetary contribution-typically from one level of government to another-as a means to lend support to a specific service, program or function.

**Growth** is when additional costs are incurred in order to provide the same level of service to more citizens.

## **I**

**Impact from Capital (Impact to Operating)** identifies additional operating costs-including compensation-resulting from new facilities being put into service during the budget year.

**Inflation Rate** is the sustained increase in the general level of prices for goods and services. It is measured as an annual percentage increase. As inflation rises, every dollar you own buys a smaller percentage of a good or service.

**Infrastructure Ontario** is a Crown Corporation owned by the Province of Ontario that was established in 2004 to provide low-cost and long term financing for municipalities to renew critical public infrastructure.

**Internal Charges** are expenses allocated from one department to another.

**Internal Recoveries** are amounts recovered by one department from another.

## **L**

**Levy** is the percentage associated with property values to determine the taxes owing which fund Town Services.

**Life Cycle Costing Practices** are the long term financial analysis for the acquisition, renewal and replacement of assets over the asset's useful life.

**Lower Tier** the Corporation of the Town of Cobourg is considered a lower tier municipal government.

## M

**Municipal Budgets** the Municipal Act, 2001 requires that every municipality adopt annual operating and capital budgets. Property tax by-laws cannot be passed until both budgets have been adopted by Council. Municipalities are not allowed to budget for a deficit, meaning that total revenue must be equal to the total expenditures on an annual basis.

**Municipal Community Grant Policy** Council adopted this policy to better address community needs-, sport & recreation, environment, health & social services, education, arts & culture, civic, special events within the budget process.

**Municipal Property Assessment Corporation (MPAC)** is responsible for the assessment of every property through a uniform province-wide system. This is provided in the form of an Assessment Roll which is delivered to the Town of Cobourg on the second Tuesday in December. Municipalities then take the Assessment roll and calculate the property taxes for each individual property in their jurisdiction.

## N

**Northam Industrial Park** this site is located between Division Street on the west and D'Arcy Street on the east and is made up of 121 acres and seventeen industrial buildings which total more than 836 000 square feet. This site is managed by Delcom Management Services. The Town of Cobourg receives an annual dividend from this investment which is allocated to annual capital budget items or used towards specific, identified projects.

## O

**Own Source Revenue** is all revenues received, not including Federal and Provincial Grants.

**Ontario Infrastructure and Lands Corporation** assists municipalities with funds so that special, identified, projects such the construction of a tertiary filtration unit or Mid-Town Creek Flood Detention Pond can be constructed and implemented.

**Ontario Ministry of Infrastructure Asset Management Plan** one of the key objectives of the Ontario government is to have municipalities maximize their benefits, manage risks and provide adequate levels of service to the public in a sustainable manner. The Town of Cobourg has developed Asset Management Plans for the Cobourg Police Service Building, Victoria Hall, Cobourg Library, and established self-sustaining water and wastewater rates. The Town of Cobourg will continue to develop Asset Management Plans for all Town-owned facilities to meet capital challenges.



**Ontario Municipal Partnership Fund (OMPF)** is the main transfer payment to municipalities. In 2016 the minimum funding guarantee for municipalities in southern Ontario will be reduced to at least 85% of their 2015 OMPF allocation.

## P

**Payment-in-Lieu** of taxation received by local municipalities in place of property tax on properties owned by the senior levels of government.

Federally and provincially owned land are exempt from taxation, however, they may compensate the municipality with 'payment-in-lieu' of taxes.

**Performance Measure** data collected to determine how effective and/or efficient a program is in achieving its objectives. Specific service levels are established for all major services, and then monitored to determine the level of success achieved.

**Public Sector Accounting Board (PSAB)** issues standards and guidelines with respect to matters of accounting in the public sector. The public sector includes federal, provincial, territorial and local government, government organizations, government partnerships and school boards.

## R

**Reserve** is an allocation of accumulated net revenue. Reserves do not refer to any specific asset and do not require the physical segregation of money or assets.

**Reserve Funds** are assets segregated and restricted to meet the purpose of the reserve fund. Reserve Funds may be:

- (i) **Obligatory** –created whenever a statute requires revenues for special purposes to be segregated and only used for that specific purpose, e.g. Development Charges Reserve Funds, or
- (ii) **Discretionary** – created when Council wishes to earmark revenues to finance a future project for which it has authority to spend money, e.g. Capital Reserve Funds and the Asset Renewal Reserve Fund.

## S

**Supplementary Tax Revenue** is based on the supplementary and omitted assessments issued by MPAC for new properties or improvements to properties that were not assessed on the annual assessment roll. Omitted assessments can be issued as far back as the current year plus two years.

## T

**Tax Levy** is the total amount to be raised by property taxes for operating and debt service purposes specified in the annual Tax Levy By-Law. The Town is also responsible for levying taxes for Northumberland County, the Boards of Education and the Downtown Business Improvement Area Board of Management.

**Tax Rate** is the rate levied on each real property according to assessed property value and property tax class.

**Town of Cobourg Holdings Inc. (Holdco.)** is a corporation (99.9% ownership owned by Cobourg and the Township of Cramhae .1%) that is known as Holdco, and is governed by a Board of Directors which includes the Mayors of Cobourg and Cramhae to represent their respective towns.

Under the umbrella of Holdco, there are subsidiaries-Lakefront Utilities Inc. (LUI), and Lakefront Utilities Services Inc. (LUSI).

The Town of Cobourg receives an annual dividend which Council may use towards capital budget items or specific projects or place in a reserve for future use.

## U

**Upper Tier** Northumberland County is an Upper Tier and it is comprised of the Town of Cobourg, Municipality of Port Hope, Municipality of Trent Hills, Municipality of Brighton, Township of Hamilton, Township of Cramhae and Township of Alnwick/Haldimand. The Upper Tier is governed by the mayors of each township, municipality or town with the Warden being nominated from its members to act as chairperson of Northumberland County Council on an annual basis.

## Tax Dollar Distribution

Your property tax bill is made up of three elements: Town, County and Education.

The Town sets the tax rates for the Town's portion of the bill only. The municipal tax rate for your municipal services is set by Council's adoption of the annual budget and relates to the services provided by the municipality, such as roads, recreation, fire and police protection.

County of Northumberland taxes are based on the annual budget and tax levy set by County Council. County Council includes the Mayors of the 7 lower-tier municipalities. The County provides a number of services to its member municipalities such as waste collection, roads, ambulance service, and social services.

Education taxes are set by the province of Ontario, and collected by your municipality through your property taxes. The monies collected are remitted to your district school board.

### RESIDENTIAL TAX RATE

#### 2016

Average Assessed Value  $\$236\,500 \times .0084222 = \$1\,992$

Increase of \$16 (\$1.33/month) for the average home in Cobourg based on data supplied by Municipal Property Assessment Corporation (MPAC)

#### 2015

Average Assessed Value  $\$233\,600 \times .0084576 = \$1\,976$

Increase of \$15 for the average home in Cobourg based on data supplied by Municipal Property Assessment Corporation (MPAC)



## Budget Overview

- Proposed levy increase of 1.6%, after allowing for 1.5% growth in new assessment
- Total operating budget of \$22 179 623 vs. \$21 520 446 in 2015
- Total capital budget of \$5 711 939

	2012	2013	2014	2015	2016 DRAFT
<b>Operating</b>	\$19,316,262	\$20,123,436	\$20,785,347	\$21,520,446	\$22,179,623
<b>Capital</b>	\$3,396,150	\$4,717,400	\$9,544,477	\$4,168,657	\$5,711,939
<b>TOTAL</b>	\$22,712,412	\$24,840,836	\$30,329,824	\$25,689,103	\$27,891,562



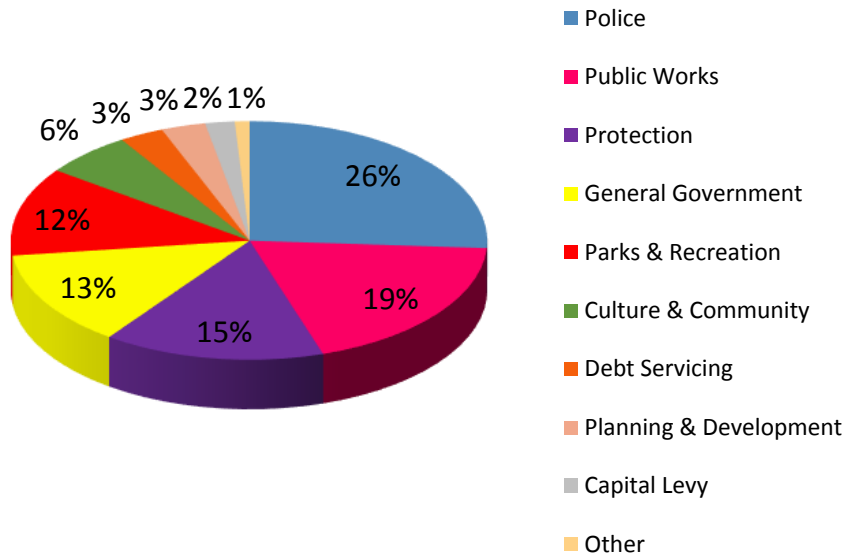
## Operating Budget Summary

	2016	%	2015	%	2014	%	2013	%
Police	5,948,716	26	5,856,424	26	5,742,288	26	5,676,043	27
Public Works	4,341,387	19	4,197,879	19	4,040,411	18	3,794,225	18
Protection Services	3,414,005	15	3,302,869	15	3,183,270	14	3,006,913	14
General Government	3,060,360	13	3,145,552	13	2,906,641	13	2,599,028	12
Parks & Recreation	2,926,297	12	2,571,252	11	2,383,225	11	2,248,308	11
Culture & Community	1,327,619	6	1,211,047	5	1,155,887	5	1,051,391	5
Debt Servicing	713,900	3	817,200	4	1,036,200	5	1,360,000	6
Planning & Development	990,393	3	1,029,064	4	930,236	4	935,270	4
Capital Levy	397,550	2	404,916	2	577,700	3	498,000	2
Other	83,796	1	93,843	1	91,789	1	92,458	1
	23,204,023	100	22,630,046	100	22,047,647	100	21,261,636	100
<b>Direct Revenue</b>	<b>(1,024,400)</b>		<b>(1,109,600)</b>		<b>(1,262,300)</b>		<b>(1,138,200)</b>	
<b>Municipal Levy</b>	<b>22,179,623</b>		<b>21,520,446</b>		<b>20,785,347</b>		<b>20,123,436</b>	

# Capital Budget Summary

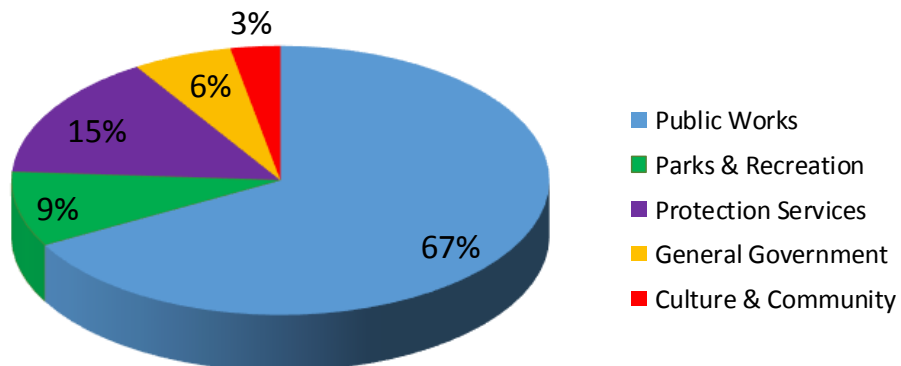
## 2016 DRAFT OPERATING BUDGET BY DEPARTMENT

### Town of Cobourg

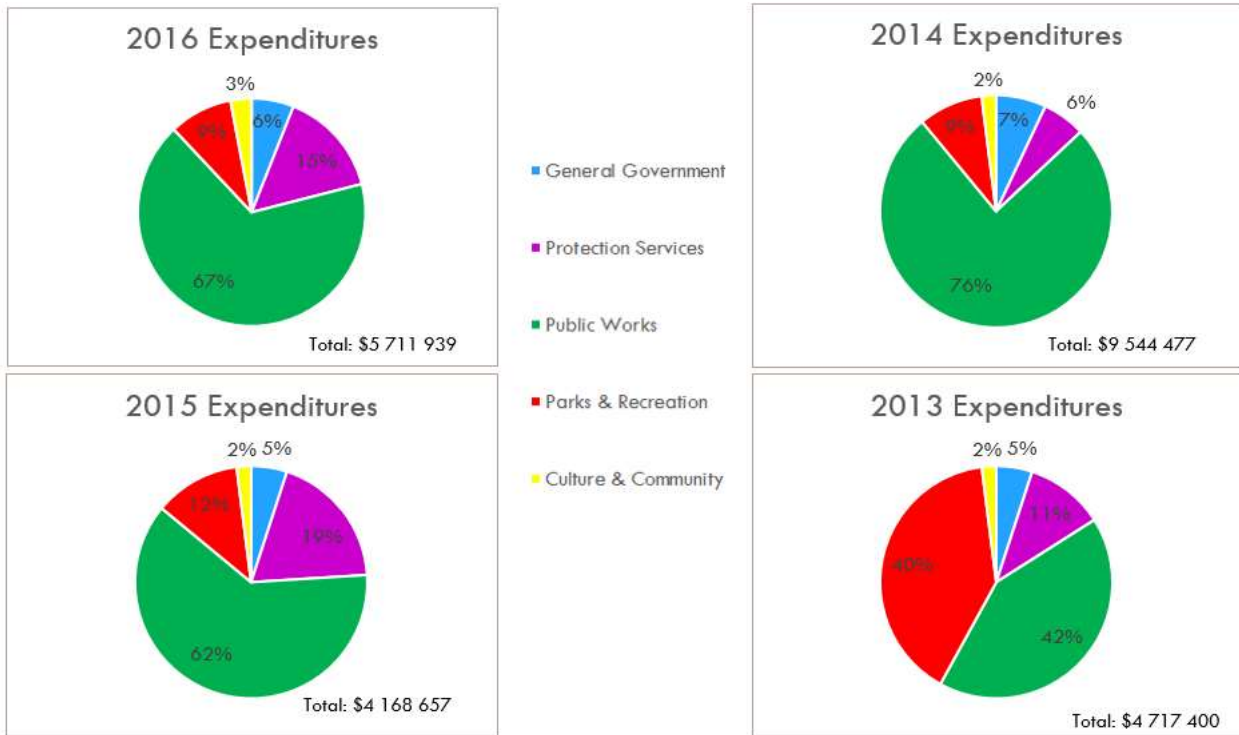


## 2016 DRAFT CAPITAL BUDGET BY DEPARTMENT

### Town of Cobourg

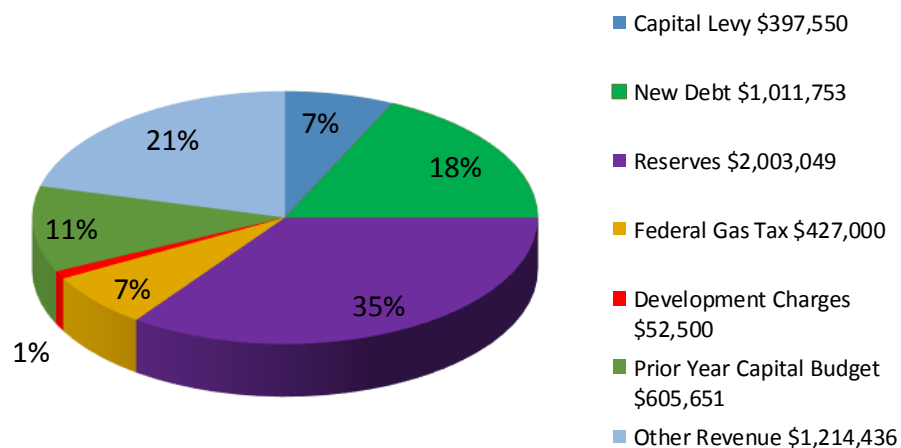


## 2016 CAPITAL BUDGET - EXPENDITURES

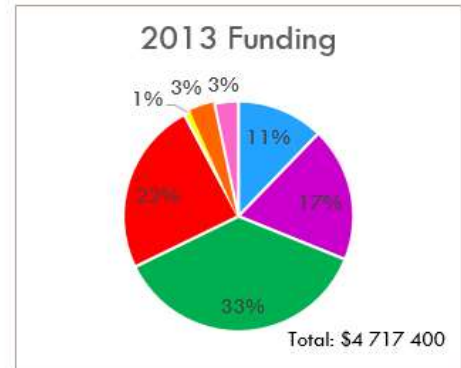
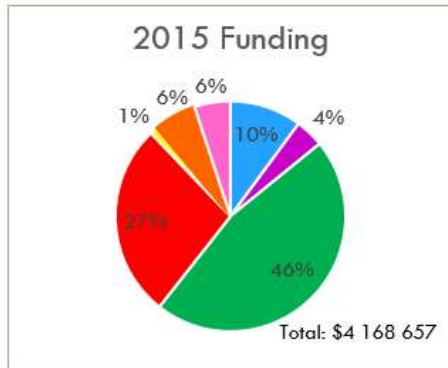
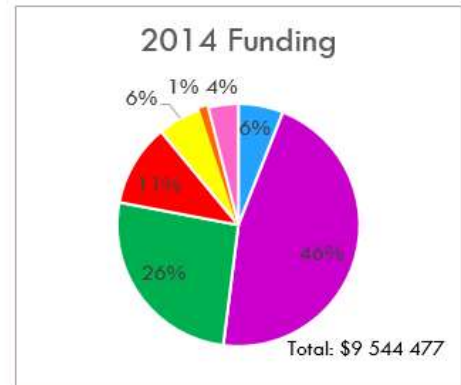
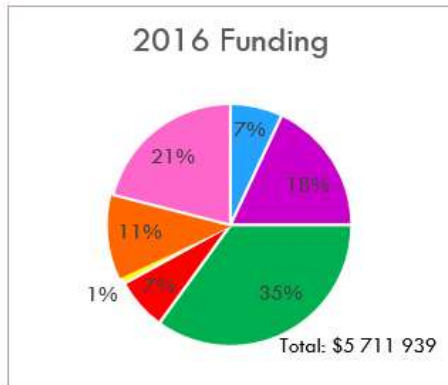


## 2016 DRAFT CAPITAL FUNDING BUDGET

### Town of Cobourg



## 2016 CAPITAL BUDGET - FUNDING



- Capital Levy
- New Debt
- Reserves
- Federal Gas Tax
- Development Charges
- Prior Year Capital Budget
- Other Revenue

## DRAFT 2016 BUDGET - CASH

Draft 2016 Budget - Cash				
	2016	2015	2014	2013
Operating Net Expenditures	22,092,573	21,407,930	20,433,747	19,403,636
Capital Levy	397,550	404,916	577,700	498,000
Debt Repayment	713,900	817,200	1,036,200	1,360,000
Total Expenses	23,204,023	22,630,046	22,047,647	21,261,636
Revenues (non tax)	1,024,400	1,109,600	1,262,300	1,138,200
Levy	22,179,623	21,520,446	20,785,347	20,123,436
<b>Total Revenues</b>	<b>23,204,023</b>	<b>22,630,046</b>	<b>22,047,647</b>	<b>21,261,636</b>

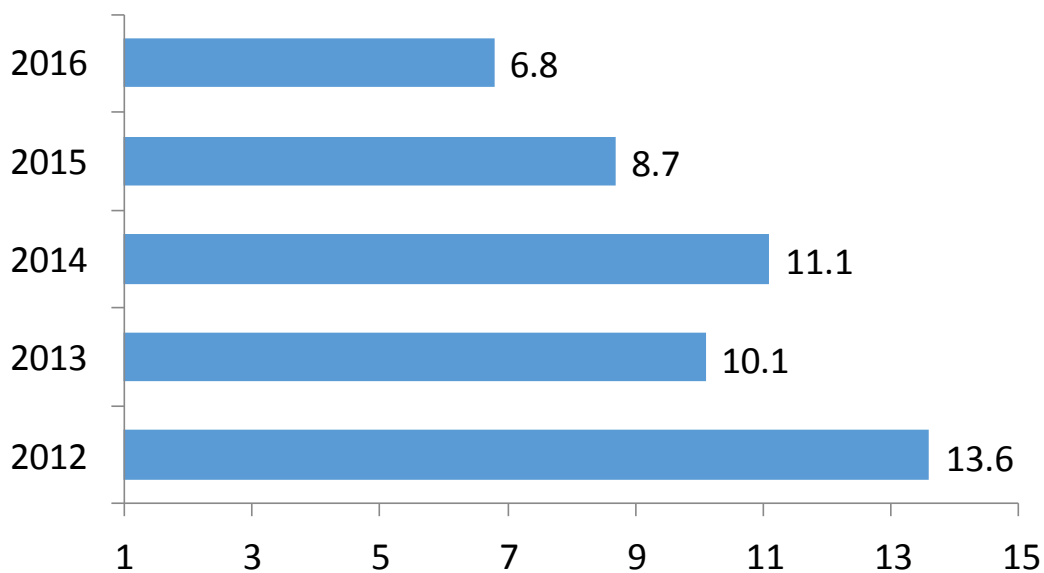


**LONG TERM DEBT HISTORY**

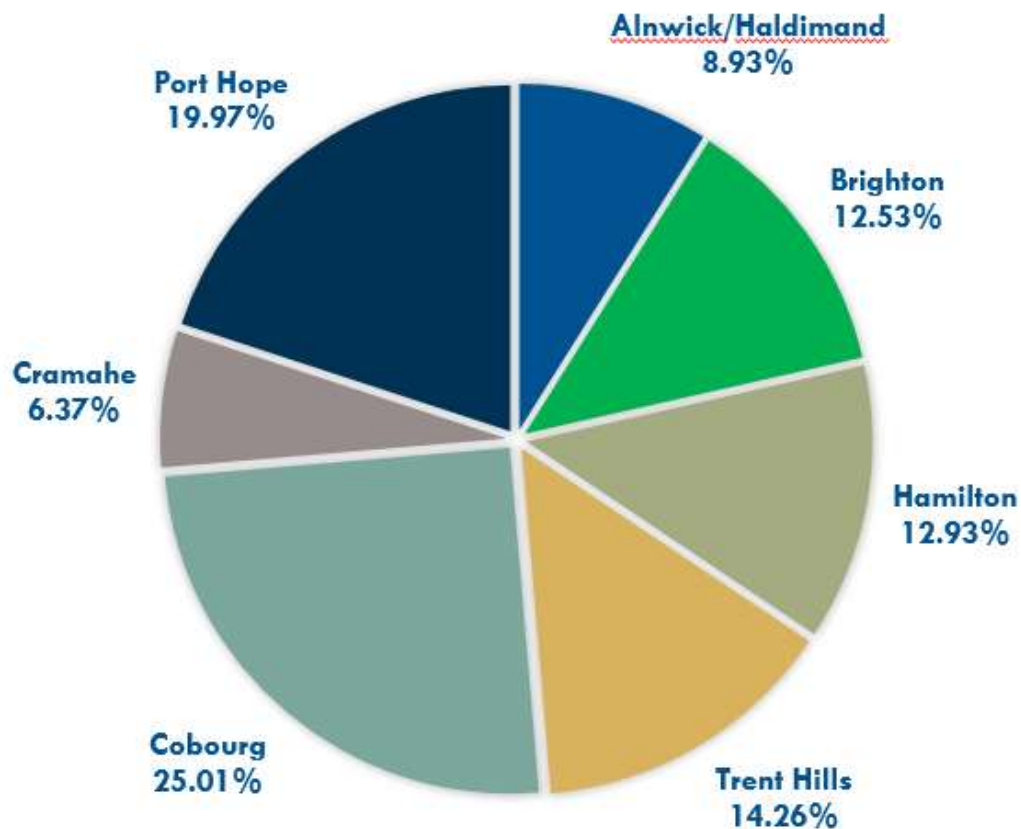
<b>Long Term Debt History</b>		
<b>Year</b>	<b>Long-Term Debt</b>	<b>Serviced from Tax Levy</b>
2008	12,887,220	1,238,500
2009	13,332,949	1,379,500
2010	12,177,576	1,379,500
2011	10,002,417	1,397,400
2012	13,599,509	1,340,000
2013	10,144,409	1,360,000
2014	11,061,474	1,036,200
2015	8,739,577	817,200
2016	6,836,920	713,900

<b>New Debt</b>		
2017	Water Pollution Control Plant #1 – Headworks	\$6,000,000
2017	Parks/Public Works Facility	\$3,000,000
2017	Roads Projects	\$1,000,000

**Town of Cobourg**



## NORTHUMBERLAND COUNTY (UPPER TIER GOVERNMENT) LEVY BY MUNICIPALITY



### SUMMARY

- The 2016 draft budget increase of 1.6% (after allowing for assessment growth of 1.5%) is still to be finalized.
- The full budget 'Council' review will be on Thursday, March 31 at 10 a.m. in Council Chambers.
- The final budget will be put forward as a motion to Council on Monday, April 25 at Committee of the Whole, Victoria Hall at 7 p.m.
- The budget:
  - Is aligned with Council's 2015-2018 Strategic Plan
  - Maintains programs & services
  - Funds new programs and shared services
  - Addresses immediate financial challenges & capital needs.
  - Total operating budget of \$22 1798 623 vs. \$21 520 466 in 2016
- For further details on the 2016 budget contact Ian Davey, Treasurer by emailing [idavey@cobourg.ca](mailto:idavey@cobourg.ca) or calling 905-372-8944.

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In future budgets, benchmark measures will be incorporated to help the Town of Cobourg understand how we are performing in comparison to our municipal peers.

We encourage you to review the Business Plans contained within this draft budget, as they present the purpose, and priorities of each of the program areas for which the Town is responsible. We welcome any comments or feedback you may have, and look forward to refining and enhancing these documents in subsequent budget years.

## PART B – BUSINESS PLANS

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## General Government/Governance - CAO

**Purpose:**

The CAO or Chief Administrative Officer oversees the planning, coordination and evaluation of all municipal activities. The CAO reports to the Municipal Council, and Division Directors report to the CAO.

**Staffing Complement**

2015 Approved		2016 Proposed	Net Change
CAO	1.0	1.0	0
Executive Secretary	.5	.5	0

**Priorities**

- Develop and implement fully integrated website
- Broadcast meeting of Council
- Implement Citizen Engagement Policy
- Implement Downtown Master Plan components as directed by Council
- Heritage Master Plan, Victoria Square Plan and Execute Cultural Master Plan, as directed by Council
- Complete and implement Economic Development Strategic Plan
- Recruit Parks, Recreation, Tourism and Culture Director
- Continue to expand Town’s Asset Management Plan
- Implement Governance Review and report recommendations
- Initiate a Town-wide (internal) communications
- Collaborate with Northumberland County partners to create efficiencies within all operating areas

**Operating Budget**

2015	2016	%
\$233,299	\$240,173	2.9

**Budget Pressures and Trends**

- Asset Management of all assets will become a criteria for receipt of Federal and Provincial grants
- As costs increase collaboration with other lower tier and upper tier governments become more and more important

Capital Budget/Special Projects

**General Government /Council**

**Purpose:**

The Town Council consists of Mayor, Deputy Mayor and five Town Councillors which make up the Governing body of the Town of Cobourg.

The Municipal Act 2001, outlines the role of Municipal Council and Head of Council. Procedural By-Law # 003-2016 provides for Rules of Order of Council and its committees.

Town Council:

- Represents the citizens of Cobourg considering the well-being and interests of the municipality
- Develops and evaluates policies and programs
- Determines by policy levels of services under municipal jurisdiction acting through the CAO
- Ensures effective administration, practices and procedures are in place to implement decisions of Council
- Maintains the financial integrity of the municipality
- Demonstrate leadership on matters that affect the Town of Cobourg

**Staffing Complement**

2015 Approved	2016 Approved	Net Change
7.0 Members of Council	7.0	0
.5 Executive Secretary	.5	0

**Priorities**

*Priorities are set out in Council’s Strategic Plan 2015-2018 located at [www.cobourg.ca/council/credo.html](http://www.cobourg.ca/council/credo.html)*

**Operating Budget**

2015	2016	%
\$296,474	\$287,870	-2.9

**Budget Pressures and Trends**

To continue to ensure taxpayers obtain value and efficient services for their tax dollars.

**Capital Budget/Special Projects (Operating)**

Item	Detail	Cost
S.P. Cultural Master Plan	New	\$25 000 (2017)

## General Government/Communications

**Purpose:**

The Communications Officer is responsible for providing communications leadership for the Town of Cobourg in the form of strategic communication planning and advice.

The Communications Officer manages internal and external corporate communications, in a proactive manner providing strategic advice, planning and communication services.

Communications is responsible for:

- Media relations including media releases and inquiries
- Online reputation including the municipal website updates and oversight of all municipal social media accounts and management of corporate information accounts
- Communications planning for projects, events and issues, including development of public engagement plans
- Acting as Public Information Officer under the Town’s Emergency Response Plan
- Developing a wide variety of communications materials, including delegation backgrounders, way finding cards, newsletters, digital information displays and more

The Communications portfolio experiences busy periods related to high profile announcements, events and initiatives.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1 Communications Officer	1	0

**Priorities**

- Municipal Website – complete the last half of the website project which includes content writing, module implementation and the launch in May
- Employee Intranet – complete the final half of the intranet project including content writing, integration and launch in May
- Community Consultation and Public Engagement Policy and Plan – creation and implementation of a public engagement policy and plan and reporting process
- Council Meeting Video Streaming – launch and implementation of video streaming for Council sessions
- Website Analytics Updates – develop a template for reporting on website analytics and provide update on statistics regularly



**Priorities** (continued)

- Promote Citizen Participation – both on and offline – expand web-based communications to include more interactive features
- Develop a 5-Year Communications Master Plan – employ the right blend of best practices and innovative communication methods to become a leader in municipal communications

**Operating Budget**

2015	2016	%
\$165,970	\$178,795	7.7

**Budget Pressures and Trends**

- The need for additional staff resources due to increased public demand for municipal information and larger scale projects, as well as the need for an increase in internal communications due to municipal staff spread across multiple locations in order to reduce silo effect.
- The majority of communications activities planned have little to no budget impact, as they utilize Town-owned or no-charge resources.
- Projects, such as the employee intranet or municipal website have budget implications but are spread across two years to maximize resources.

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
S.P. Web Rebuild	Budgeted in 2015	\$40,000 2015
S.P. Web Rebuild	Previously Budgeted in 2015	\$49,500 2016

## General Government/ Legislative Services – Municipal Clerk’s Department

**Purpose:**

The Legislative Services Department is managed by the Municipal Clerk, a position legislated by the *Municipal Act* who is responsible for legislative, administrative and customer service functions and is the key regulatory resource for Council, Committees and Municipal Staff. Key functions of this department include the preparation and circulation of Council agendas, minutes and associated public notices, directories/staff id cards, postal mail and courier services, preparation of by-laws and agreements, preparation and maintenance of the Town’s Policies and Procedures in consultation with all departments, emergency management support, Municipal Elections, accessibility plans, Civic Web training, management of corporate records, processing of freedom of information requests, land sales and acquisitions, legal contracts/agreements, tenders/requests for proposals, marriage licensing and wedding ceremonies, vital statistics, lottery and business licenses including taxi, refreshment vehicles, itinerant vendors, second hand goods. The Department is also responsible for overall by-law enforcement services, animal control, vehicle registrations, facility bookings, Commissioner of Oaths services and organizing of Local Government events.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.25 Director	.25	0
1.00 Manager	1.00	0
3.00 Secretaries	3.00	0
.50 Policy Clerk	.50	0

**Priorities**

- Council meeting management and compliance with municipal and provincial regulations
- Committee/Board meeting management and compliance with municipal provincial regulations
- Administration and management of corporate records and the *Municipal Freedom of Information and Protection of Privacy Act*

- Acts as Returning Officer for Municipal Elections to comply with *Municipal Elections Act*
- Responsible for the administration and maintenance of the Town’s policies, procedures and training including Accessibility Plans
- Manage the administration of land sales and acquisitions
- Preparation and review of legal contracts, agreements and tenders protocols and procedures
- Acts as Division Registrar for the processing and administration of the vital statistics act for deaths, marriages and births, including officiating civil marriage ceremonies
- Administration of the lottery and business licensing program which includes taxis, refreshment vehicles, itinerant vendors, second hand goods, horse and carriage etc.
- Responsible for management and appropriate use of Municipal trademarks and logos
- Oversees the management and supervision of by-law enforcement, animal control/dog licensing and corporate prosecutions services
- Customer Service including directories, web page updates, preparation of brochures/booklets
- Public Consultation Policy and implementation of Governance Model Review recommendations
- Victoria Hall and Market Building bookings and promotions

**Operating Budget**

2015	2016	%
\$277,435	\$284,445	2.5

**Budget Pressures and Trends**

- Trends for ongoing openness, accountability and transparency initiatives
- Regular inflationary increases – including postage and communications
- Increasing demands for internet information and services have added to the pressures for responding to public requests for access to all minutes, agendas, reports and informational items including EAgendas, reports and tracking which are being addressed by using enhanced software programs including Civic Web and City Works software which have resulted in improving efficiencies thereby reducing the need to hire additional staff to meet the increased demands
- As part of the Strategic Plan Objectives demands for administration and maintenance of Municipal By-laws, Policies and Procedures increased pressures with respect to available

resources and administration; the Department and Municipality realized substantial benefit by hiring of highly competent full time By-law Enforcement/Policy Coordinator/Paralegal in 2015

- In general, Legislative Services benefit from a year-over-year increase in revenues through staff marriage ceremonies, licensing and new in 2016 responsibility for booking of the Market Building and Victoria Hall
- Joint purchasing and staff initiatives have resulted in a substantial reduction in paper, office supplies, photocopies, postage and communications services using available technology and examining and improving current operations and finding efficiencies on an ongoing basis
- Enhanced customer service training on the Town's City Works software to be used by Legislative Services in 2016

**Capital Budget/Special Projects (S.P.)**

Item	Detail	Cost
None		

## General Government/ Finance Department

**Purpose:**

The role of the Finance Department is to provide financial stewardship and leadership to the Town of Cobourg.

The Finance Department is responsible for:

- Preparation and coordination of capital and operating budgets
- Financial analysis and reporting
- Development charge administration
- Cash, investment and debt management
- Capital asset management and reporting
- Reserve and reserve fund administration
- Establishment of financial policies and procedures
- Establishment of internal controls to ensure the integrity of the financial systems
- Calculation, billing, collection and tax adjustment programs for property taxes
- Provision of accounting and financial services support to Council, the CAO and all other departments
- Administration of Town’s Insurance Policy
- Audit Administration

The Treasury department experiences high volume and peak periods of workload between September and May each year. This period encompasses budget direction, preparation and coordination; final tax billings for supplementary assessments; interim audit information collection; yearend reconciliations and working papers for the yearend audit; preparation of the Provincially mandated reports to Council prior to the deadline date of March 31; year-end reporting for various Provincial and Federal grant programs with deadline dates ranging from February 28 to March 31 and the preparation and submission of the Financial Information Return (FIR) by the deadline date of May 31.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.75 Director	.75	0
1.00 Manager	1.00	0
1.00 Financial Analyst	1.00	0
4.00 Clerks	4.00	0

**Priorities**

- Final implementation of financial software
- DC review in 2016
- Continued review of financial policy and procedures
- Asset management implantation for use in funding application to Provincial and Federal
- Assist in the Tannery Property program
- Assist in finance performance review of various work units in the Town
- Continue review and update of budget setting process

**Operating Budget (Net)**

2015	2016	%
\$596,440	\$626,482	5.0

**Capital Budget/Special Projects**

Item	Detail	Cost
None		

## General Government / Information Technology

**Purpose:**

The Information Technology Department provides leadership, technical support and guidance for effective use of information technology within the Corporation of the Town of Cobourg.

The I.T. Department acquires manages, and maintains robust, reliable and secure information technology and telecommunications architecture. I.T. also delivers products and services that meet the needs of Town staff with a high level of customer satisfaction.

One of the I.T. Department’s key roles is to assist other departments with achieving their goals and objectives.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1	1	0

**Priorities**

- Complete integration of new staff into department
- Assist in implementation requirements of software including new website, asset management and financial software
- Assist in upgrade and requirements for SCADA at WPCP’s
- 

**Operating Budget**

2015	2016	%
\$228,243	\$231,420	1.4

**Budget Pressures and Trends**

- Increased workload and corporations as capacities expand
- Increased need to keep up to date with new software and ramifications for network security and access

## General Government/Victoria Hall

### Capital Budget/Special Projects

Item	Details	Cost
Computerization	To maintain computer network/workstations	\$35,000
Broadcasting Equipment	To broadcast Council meetings	\$20,000

### Purpose:

This department is responsible for all maintenance, custodial services and capital project management for Victoria Hall and Precinct. Other buildings provided various degrees of support include: Dressler House, Second Street Fire Hall, Victoria Square, Market Building, C. Gordon King Centre and Henley Arcade.

### Departmental Staffing Complement

2015 Approved	2016 Proposed	Net Change
1.00 Supervisor	1	0
3.00 Building Maintenance Workers	3	0

### Priorities

- Successfully complete numerous major capital projects for 2016, and to bring contracts in on time and on budget
- Ensure all staff are fully trained and certified in all fields of work
- Prepare and assist in preparations of Canada 150 plans involving Victoria Hall precinct

### Operating Budget

2015	2016	%
\$647,956	\$638,498	-1.5



**Budget Pressures and Trends**

- Greater need for training and certification of staff
- Increased Utility costs place pressure on budget
- Greater use of Facilities place pressure on cleaning and maintenance

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
S.P. Christmas	Decoration of Victoria Hall	\$2,000 (2016)
Victoria Hall Exterior Windows	Restoration	\$120,000 (2016)
Carpet	Replacement	\$5,000 (2016) \$5,000 (2017)
Cooling Tower Platform	Required by Code	\$40,000 (2016)
Market Building Exterior	Restoration	\$56,550 (2016)
Second Street Fire Hall	Building exterior restoration	\$50,000 (2016) \$100,000 (2017) \$100,000 (2018)
Council Chambers	Refurbish	\$18,000 (2017)
Victoria Square Study	To complete Ph.4	\$15,000 (2016)
Emergency Lighting	Required by Code	\$18,000 (2018)

**General Government / Financial**

**Purpose:**

This section provides a vehicle for accounting for various transfers and expenditures. Investment income is received into this section and then transferred to reserves.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Operating Budget**

2015	2016	%
\$375,000	\$249,000	-33.6

**Capital Budget/Special Projects**

Item	Details	Cost
S.P. Development Charges	Study to update	\$30,000
Asset Management	Required for Provincial & Federal Funding	\$25,000

## General Government / Personnel and Health & Safety

**Purpose:**

Human Resources is responsible for leading and administering the following functions:

- Recruitment
- Labour/employee relations, negotiations and contract administration
- Health and safety
- Training, development and performance management
- Compensation administration and head negotiations with unionized staff
- Development and implementation of corporate human resource policies and procedures
- Development and recommendation of plans, policies and strategies to address human resources and organizational objectives
- Providing advice to line departments, staff and Council
- Ensuring employment and legislative compliance

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1.00 Personnel (HR Office)	1	0
1.00 Personnel (HR Assistant)	1	0

**Priorities**

- Fire negotiations
- Training – management team/Health and Safety for staff
- Benefits for staff – EAP, wellness
- Health & Safety – claims reporting, reduction in claims, incidents
- Recruitment – mat leaves, retirements, staffing increases
- Initiate negotiations with inside/outside workers
- Ensure adequate management team training
- Ensure and enhance use of EAP and Wellness program to optimize human resources
- Continue performance appraisal program to stream candidate for succession planning

**Personnel: Health & Safety**

**Operating Budget**

	2015	2016	%
Personnel	\$308,454	\$310,447	0.6
Health & Safety	\$16,250	\$13,200	-18.8

**Budget Pressures and Trends**

1. Retirements and long term employees with extended holiday allotments create staffing pressures (Succession Planning)
2. Benefit premium increases budget requirements
3. WSIB rate/Neer\* charges increase budget requirements
4. Tight labour market for specific sector jobs create hiring challenges
5. Contract negotiations that trigger Arbitration result in unfavorable results for the municipality
6. Increased use of EAP

*\*Neer charges definition: New experimental experience rating.*

**Capital Budget/Special Projects**

Item	Details	Cost
None		

## Protection Services/ Police Services

**Purpose:**

The *Police Services Act* lists five core functions of policing that must be provided by every municipality. In Ontario, in order to meet the minimal threshold for providing adequate and effective policing services in accordance with the needs of the community, the core functions are:

1. Crime prevention
2. Law enforcement
3. Assistance to victims of crime
4. Public order maintenance
5. Emergency response

The Municipality is responsible for providing the infrastructure necessary for the provision of adequate and effective police services.

The Police Budget is approved by the Police Services Board and provided to Town Council for overall approval.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Priorities**

*See Police Strategic Plan.*

**Operating Budget**

2015	2016	%
\$5,856,424	\$5,948,716	1.6

**Budget Pressures and Trends**

*See Police Strategic Plan.*

**Capital Budget**

Item	Details	Cost
Radio System	To replace FleetNet	\$175,000 (2016)
Vehicle Purchase	To upkeep Fleet	\$92,000 (2016)
Elevator	For AODA Compliance	\$260,000 (2016)
Computer Upgrades		\$30,000 (2016)
Building Renovations	To upkeep building	\$220,000 (2016)
		\$225,000 (2017)
Tasers Part III	Equipment for offices	\$33,000 (2016)
Segway Purchase	Equipment for offices	\$8,000 (2016)
Dictation System	Equipment for offices	\$42,000 (2016)

**Protection Services/ Fire & Emergency Services/Communications**

**Purpose:**

This program provides and manages Fire and Emergency Services for the Town of Cobourg.

The program delivers the following services:

- Multi discipline response
- Fire Marshal’s three pillars of defense – Public Education, Fire Prevention, and Fire Suppression
- Maintain emergency management program as mandated by the Province

**Departmental Staffing Complement**

**Fire**

2015 Approved	2016 Proposed	Net Change
.85 Fire Chief	.85	0
1.00 Deputy Chief	1.00	0
1.00 Admin. Assistant	1.00	0
5.00 Captains	5.00	0
8.00 Full-Time Fire Fighters	8.00	0
16.00 Part-Time Fire Fighters	16.00	0

**Emergency Management**

2015 Approved	2016 Proposed	Net Change
.15 Fire Chief	.15	0
1.00 Emergency Planner	1.00	0

**Priorities**

- Successfully conclude Fire Fighter Association contract
- Continue to seek efficiencies through collaborative projects in Northumberland County
- Complete the transition to new radio system
- Repair OPTICON System

**Operating Budget**

2015		2016		%
Fire	\$2,757,362	\$2,830,705		2.7
Emergency Management	\$104,823	\$134,873		28.7
Communications	\$25,000	\$25,000		0

**Budget Pressure & Trends**

- Arbitrating system for negotiation of contracts may be unpredictable
- Additional staff training requirements (National Fire Protection Association transition)
- Increase Ministry of Labour requirements
- Difficulty in recruitment of Volunteer Fire Fighters

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
S.P. Opticom repairs	Changes lights for response	\$20,000 (2016)
S.P. Communications	Replace FleetNet radios	\$82,098 (2016)
S.P. Emergency Exercise	Emergency Management	\$1,500 (2016)
S.P. Emergency Exercise	Emergency Management	\$1,500 (2017)
S.P. Emergency Exercise	Emergency Management	\$1,500 (2018)
Window Replacement	Fire Hall	\$30,000 (2016)
Internal Lighting	Efficiency upgrade	\$15,000 (2017)
Asphalt Replacement	Building approach	\$25,000 (2017)
Roof	Replacement	\$20,000 (2018)
Electronic Road Sign	Advertisement	\$35,000 (2018)



## Protection Services /Building Department

**Purpose:**

This department ensures compliance with codes and by-laws for the protection of citizens and property including enforcement of the Ontario Building Codes, other applicable by-laws and the Collection of Development Charges. All costs are recovered in this department and don't require funding from taxes.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.50 Chief Building Official	.50	0
1.00 Deputy Chief Building Official	1.00	0
.25 Admin. Assistant	.25	0
1.00 Building Inspector/Plans Examiner	1.00	0

**Departmental Priorities**

- Fulfill the Statutory requirements of the Ontario Building Code Act, and continue to process Building Permit applications in accordance with the legislation.
- Continue to provide exceptional customer service and efficiencies through the digitization of Departmental processes and data base through Permits, Land and Licensing (PLL) software.

**Operating Budget**

	2015	2016	%
Net cost to town	\$0	0	0

**Budget Pressures & Trends**

- Permit fee revenues for the building function are designed to off-set Departmental expenses – any surpluses from year to year are held in a special Reserve Account (and any shortfalls in a given year are taken from the Reserve Account).
- Education, Training & Succession -- maintaining educational and professional qualifications as well as ongoing updates to the Ontario Building Code and other applicable laws, coupled with the pending retirement of the CBO, requires additional

**Budget Pressures & Trends (continued)**

off-site training and absence from the workplace, often for extended periods of time, which could impact service delivery and ability to comply with Statutory timelines.

- Additional demands and expectations for more active by-law enforcement and legal challenges/interpretations will continue.
- The Department will continue to strive for operating efficiencies.

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
None		

## Protection Services /By-law Department

**Purpose:**

To ensure reasonable compliance with codes and by-laws for the protection of citizens and properties including enforcement of the Building Code, Property Standards and Home Loans as well as enforcement of other codes and by-laws by employees of the building department.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.50 CBO	.50	0
.25 Administration Assistant	.25	0

**Priorities**

- Fulfill the Statutory requirements of the Ontario Building Code Act as it pertains to the Property Standards Bylaw, continue to process Permit applications for Pools, Signs, Moving of Buildings, Liquor Licenses & other relevant bylaws in accordance with legislation.
- Continue to provide exceptional customer service & efficiencies through the digitization of departmental processes and data base through Permits, Land and Licensing software.

**Operating Budget**

2015	2016	%
\$67,593	\$68,796	1.8

**Budget Pressures & Trends**

- Education, Training & Succession: Maintaining education & professional qualifications as well as ongoing updates to applicable laws, coupled with the pending retirement of the CBO, requires additional off-site training & absence from the workplace, often for extended periods of time, which could impact service delivery & ability to comply with statutory timelines.
- Additional stakeholder demands for increased bylaw enforcement will stretch resources & exert pressure to maintain current service levels & meet legislative requirements.

**Capital Budget**

Item	Details	Cost
None		

**Protection Services/ Conservation**

**Purpose:**

The purpose of this program is to provide for the water management (conservation and flood control) to all properties within the authority’s boundaries, and provide future planning and control for all municipalities in the area. The Ganaraska Regional Conservation Authority carries out engineering services and conservation programming in the Town of Cobourg.

These charges are assessed based on population.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Operating Budget**

2015	2016	%
\$201,300	\$208,000	3.3

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
Capital items that pertain to water management are included in Public Works Budget		

For priorities, see GRCA Strategic Plan 2015-2020 available on [www.grca.on.ca](http://www.grca.on.ca).

**Protection Services / Joint Animal Control**

**Purpose:**

To provide animal control services to five area municipalities through the Shelter of Hope. Hamilton Township provides administration services to Board of Municipal Councillor from the 5 member municipalities. Annual costs are levied for operation and capital budgets.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Operating Budget**

2015	2016	%
\$90,600	\$90,000	0

**Capital Budget**

Item	Details	Cost
None		

**Protection Services / By-Law Enforcement/Prosecution**

**Purpose:**

By-law Enforcement includes by-law enforcement and training for all municipal regulatory by-laws, boulevards, parks fences, licensing, patio and merchandise display, open air burning, parking, tree preservation, public nuisance, etc. Enforcement is organized and controlled by the By-law Enforcement Coordinator who also serves as the Town’s Paralegal Prosecutor.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Enforcement Coordinator .5	.5	0

**Priorities**

- Complete centralization of by-law enforcement coordination initiated in 2015 with hiring of Paralegal/Prosecutor
- Annual by-law statistical reporting to Council initiated
- Continue to provide prosecution services for by-law infractions
- Continue to update and review all Town By-laws with support of By-law Review Team
- Complete preparation of comprehensive By-law booklet for general public information using ‘Flipbook’ software features
- Prepare report with options for contracted By-law Enforcement Officers

**Operating Budget**

2015	2016	%
\$56,191	\$56,631	0.8

**Budget Pressures & Trends**

- Increase enforcement requirements to ensure accessible use of Town facilities
- Foster cooperation with partners including DBIA and park organization users
- Overall review of contracted By-law Enforcement Officer Services to be reviewed for efficiency and effectiveness to balance parking with general by-law enforcement responsibilities

**Capital Budget/Special Projects**

Item	Details	Cost
None		

## **Public Works/Engineering/Crossing Guards/GIS/Street Lights/Forestry Services**

### **Purpose:**

The Public Works portfolio oversees maintenance activities for roadways, infrastructure management including roadway and bridge construction, sanitary sewer infrastructure maintenance and construction, traffic control, transit, development engineering review and approval.

The department is responsible for the delivery of services to residents and businesses in our community with a focus on customer service. Roads are to be maintained in accordance with Town and minimum maintenance standards.

Functions of the department can be categorized as follows:

### **Operations**

- Maintenance of local right-of-ways (trees, ditches, sidewalks, catch basins, litter pickup)
- Maintenance of County roads within our boundaries
- Winter control operations, including snow plowing/removal and sanding/salting
- Installation and maintenance of signage on roadways
- Installation and maintenance of ditching and drainage systems
- Surface treatment, shoulder repair and dust control on rural roads
- Asphalt patching, street sweeping

### **Traffic**

- Reviewing traffic data
- Street light maintenance
- Traffic signal timing and maintenance
- Analysis of traffic control measures, on street parking and other requests
- Traffic signs and pavement marking
- Crossing Guards

**Engineering**

- Review and approval of engineering drawings and reports for all new residential and commercial developments
- Inspection of all subdivision and site plan municipal services (storm sewers, roads, curb, sidewalk, grading, sanitary sewer, storm water management ponds, etc.)

**Roads/Sanitary Sewer/Infrastructure Management**

- Long range planning of the Town’s road, storm water and sanitary
- Design and construction of roadways, storm water and sanitary sewer infrastructure in conjunction with external engineers
- Environmental assessments
- Active participant in the capital asset management plan

**GIS**

- Manage and maintain Town GIS system

**Forestry Services**

- Maintain and enhance Town Urban tree canopy

**Departmental Staffing Complement**

**Engineering**

	2015 Approved	2016 Proposed	Net Change
Director	.75	.75	+.25
Deputy Director	.50	.50	0
Inspector/Technician	.50	.50	0
Administrative Assistant	1.00	1.00	0
Planner – Development	.25	.25	0
Manager – Engineering	1.00	0	-1



**Priorities**

- Successfully complete new Public Works building and transfer of equipment and staff
- Complete requirements under Source Water Protection Plan
- Work with Northumberland County to rationalize road network system
- Complete work required for grants received for Storm Water Protection Pond, Division/Monroe intersection
- Complete with residents input Alexandria Drive improvements
- Working with GIS/Engineering to assist in preparation of Asset Management Plan
- Complete Forestry work including pest infestation control work (Ash Borer)
- Assist in completion of Organization Adjustments to ensure construction of high quality service to the public
- Implement AVL and Apps for Transit AODA requirements

**GIS**

2015 Approved		2016 Proposed		Net Change
GIS Technician	1	1		0

**Public Works**

2015 Approved		2016 Proposed		Net Change
Director	.25	.25		0
Operations Clerk	.50	.5		0
Operations Tech.	.75	.75		0
Inspector Tech.	.50	.5		0
Road Manager	1.00	1		0
Roads Foreman	1.00	1		0
Gen. Utility Worker	13 5/12	13 5/12		0
Casual Labourer	1,000 hours	1000 hours		0
Crossing Guards	7	7		0

**Forestry Services**

	2015 Approved	2016 Proposed	Net Change
Arborist	1	1	0
Student	670 hours	670 hours	0

**Operating Budget**

	2015	2016	%
Engineering	\$479,758	\$472,365	-1.5
Public Works	\$2,735,701	\$2,800,034	2.4
Crossing Guards	\$38,764	\$55,204	42.4
Street Lights	\$441,450	\$454,020	2.8
Transit	\$502,206	\$559,764	11.5
Parking Reserve	\$83,360	\$96,206	15.4

**Budget Pressures & Trends**

- Requirements of complete Asset Management Plan for Federal and Provincial funding will be in place by end of 2016
- Unpredictable weather patterns due to effects of Climate Change
- Additional roads assume through development put pressure on existing complement of personnel and equipment
- Aging infrastructure in mature neighbourhoods will be an upcoming issue
- Traffic issues related to opening of CDCI and Gummow schools require tracking and may require engineered work
- Additional requirements with costs for implementation of AODA requirements on roads and buses
- Update subdivision review and control policies and procedures
- Continue implementation of Cityworks software

**Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
S.P. Engineering – Christmas Lights	Downtown light standard displays	\$6,000
S.P. Sewers (H&S Supplies)	In 2016/2017/2018	\$2,000
S.P. Forestry – Emerald Ash Borer	Defense against infestation	\$50,000
S.P. Forestry – Open space maintenance	Tree rehabilitation	\$5,000
S.P. Forestry – Forest Inventory	GIS inventory of public trees	\$5,000
S.P. Forestry – Neighbour Wood Program	Education program for citizens	\$3,000
S.P. Transit – Signage/mapping	Signage/mapping for AODA	\$5,000

**Capital Budget**

**Roads & Sewers**

Item	Details	Cost
Alexandria Drive	Reconstruction	\$975,000 (2016)
Harden Street Bridge	Rehabilitation (SCF)	\$324,258 (2016)
Asphalt	Resurfacing	\$300,000 (2016)
		\$300,000 (2017)
		\$300,000 (2018)
Queen Street	Sidewalk Extension	\$75,000 (2016)
		\$75,000 (2017)
		\$75,000 (2018)
Pre-Engineering		\$45,000 (2016)
		\$60,000 (2017)
		\$60,000 (2018)
Trails	Active Transportation	\$15,000 (2016)
		\$15,000 (2017)
		\$15,000 (2018)
Brook Road	Flood Control Study	\$30,000 (2016)
Division/Munroe Street	OCIF	\$750,000 (2016)
Midtown Creek	SCF	\$200,000 (2016)
		\$950,000 (2017)
		\$100,000 (2018)
King/Hibernia Streets	Audible Signals	\$10,500 (2016)
Kerr St. – East to D’Arcy Streets	Design	\$65,000 (2016)
University/D’Arcy Streets	Traffic Lights	\$125,000 (2016)
Greer Road /Elgin Street	Intersection Improvements	\$20,000 (2016)
Division Street South	Gateway Improvements	\$30,000 (2017)
James Street	Reconstruction	\$825,000 (2017)
Kerr Street	Environmental Assessment	\$20,000 (2017)

Spencer Street	Reconstruction	\$700,000 (2017)
Combination Snow Plow / Dump	Replacement	\$285,000 (2016)
Wing for Case Loader		\$30,000 (2017)
Bucket Truck	Replacement	\$65,000 (2017)
Combination Snow Plow/Dump	Replacement	\$290,000 (2017)
Combination Snow Plow/Dump	Replacement	\$185,000 (2018)
Combination Sewer Cleaner	Replacement	\$400,000 (2018)

## Parking

Item	Details	Cost
Parking Management	Software	\$77,750 (2016)
Parking Pay and Display	Machine	\$20,000 (2016)
		\$20,000 (2017)
		\$20,000 (2018)
Marina Parking Lot	Upgrades	\$60,000 (2017)

## Transit

Item	Details	Cost
Bus Shelters	2 New	\$15,000 (2016)
		\$15,000 (2017)
		\$15,000 (2018)
Bus Stop	Concrete Pads	\$15,000 (2016)
		\$15,000 (2017)
		\$15,000 (2018)
Transit Bus	Replacement	\$420,000
AVL & Web	App	\$12,000

## Environmental – Storm Sewers/Garbage Collection

### **Purpose:**

To provide preventative and emergency maintenance for storm sewage purposes, and to provide operation of a Municipal Transfer Station for receiving garbage at Public Works Yard.

### **Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

### **Priorities**

- Continue strong maintenance program on storm sewer system
- Advance storm retention and plans for central Cobourg
- Encourage recycling division
- Update sewer use bylaw

### **Operating Budget**

	2015	2016	%
Storm Sewers	\$25,000	\$29,546	18.2
Garbage Collection	\$26,093	\$11,250	-56.9

### **Budget Pressures & Trends**

- Frequency of intense storms tax storm collection systems as a result of effects of Climate Change
- Additional costs for storm pond maintenance and clean out are an emerging issue

### **Capital Budget/Special Projects (S.P.)**

Item	Details	Cost
None		

## Parks and Recreation / Parks Department

### **Purpose:**

To provide a wide range of recreation and active living opportunities and experiences through the management and maintenance of the Parks system.

Work includes management and maintenance of soccer, baseball, softball, basketball, tennis, beach, swimming and active and passive parks throughout Cobourg. This department is also responsible for maintenance of Legion Fields and Cobourg's outdoor rink.

### **Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
*.25 Director	.75	.5
.50 Operations Clerk	.50	0
.25 Operations Technician	.25	0
1.00 Parks Manager	1.00	0
1.00 Foreman	1.00	0
1.00 Horticulturist	1.00	0
*5.00 Parks Attendants	5.75	.75
2400 Hours Transfers	2400 hours	

### **\*Key Drivers for Additional Staff include:**

- Assumption of new park land
- Additions to Greenhouse
- Organizational adjustments with new Director

### **Priorities**

- Complete the Cobourg recreational plan in 2016
- Complete the redeployment of staff to the new operations centre
- Complete the reorganizational adjustments and assimilations of new Recreation and Culture Director
- Advance Blue Flag and Communities in Bloom programs
- Prepare for 2017, Canada 150 program
- Complete on time and on budget Victoria Park capital improvements
- Successfully tender Victoria Park and Legion Fields canteen contracts

## Operating Budget

	2015	2016	%
Parks	\$1,318,495	\$1,613,730	22.4
Outdoor Rink	\$65,769	\$29,600	-55.0
Legion Fields	\$37,003	\$12,115	-67.3

## Budget Pressures & Trends

- Utility costs, specifically Hydro, time of use changes and unpredictable and excessive
- Increase us of Parks facilities place additional strain on park facilities
- Additional assumptions of Parklands in Development areas place strain of staff and equipment resources

## Capital Budget/Special Projects (S.P.)

Item	Details	Cost
S.P. Parks – Blue Flag	Cost to enter Program	\$4,500 (2016)
		\$1,500 (2017)
		\$1,500 (2018)
S.P. Parks – Communities in Bloom	Preparation for 2017 submission	\$10,000 (2016)
		\$10,000 (2017)
New Truck	Replaced through replacement reserves	\$50,000 (2016)
Victoria Park – Water Feature	Replacement required	\$50,000 (2017)
Victoria Park – Water Feature	Replacement required	\$200,000 (2018)
Playground Equipment	Annual Program	\$30,000 (2016)



**Capital Budget/Special Projects (S.P.) continued...**

Item	Details	Cost
Playground Equipment	Annual Program	\$30,000 (2017)
Playground Equipment	Annual Program	\$30,000 (2018)
Walkway Upgrades	To meet AODA	\$20,000 (2016)
Legion Fields-Clay Replacement	Required Work	\$35,000 (2016)
Legion Fields-Clay Replacement	Required Work	\$35,000 (2017)
Legion Fields-Clay Replacement	Required Work	\$35,000 (2018)
Greenhouse Expansion	Green house beyond capacity	\$25,000 (2016)
Daintry Cresc. Park Development	Request from residents	\$25,000 (2016)
James Cockburn Park Redevelop.	Field & path improvements grant	\$6,000 (2016)
James Cockburn Park Redevelop.	Field & path improvements grant	\$180,000 (2017)
Urban Forestry Master Plan	Systematic forestry review	\$30,000 (2016)
Tennis Courts Improvements	Infrastructure repairs required	\$17,750 (2016)
Tennis Courts Improvements	Infrastructure repairs required	\$17,750 (2017)
½ Ton Truck	Replaced through replacement reserves	\$50,000 (2017)
Backhoe	Replaced through replacement reserves	\$175,000 (2017)
Donegan Park Washrooms	Rebuild	\$200,000 (2017)
Skateboard Park at CCC	CCC precinct plan item	\$300,000 (2018)
Mower	Replaced through replacement reserve	\$50,000 (2018)
Tractor	Replaced through replacement reserve	\$65,000 (2018)
½ Ton Truck	Replaced through replacement reserve	\$50,000 (2018)
½ Ton Truck	Replaced through replacement reserve	\$50,000 (2018)

## Parks and Recreation / Marina Department

### **Purpose:**

The Marina Department operates a small craft harbour for the Town of Cobourg and has operated at no expense to the tax base. The Marina operates a dredge to maintain depth in the harbour.

### **Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1.00 Manager	1.00	0
1.00 Assistant Manager (Part Time)	1.00	0
1.00 Supervisor (Part Time)	1.00	0
4940 hours Students	4940 hours	0
800 hours Casual	800 hours	0

### **Priorities**

- Ensure smooth launch of Bookings program for Dockage
- Successfully complete West Harbour Plan
- Complete and implement fees study

**Operating Budget** (Revenues exceed expenses and are allocated to reserves \$45,000 for 2015)

2015	2016	%
Marina \$584,400	\$618,600	5.9
Dredger \$50,000	\$50,000	0

### **Budget Pressures & Trends**

- Increased use of all facilities place pressure on waterfront
- Ensure balanced use of Waterfront for all users
- Increasing staffing and maintenance costs will place financial pressures on this department
- A low Canadian dollar is seeing the return of American visitors after years of decline

## Capital Budget /Special Projects (S.P.)

Item	Details	Cost
S.P. Marina – Waterfront Master Plan	Organize W. Harbour going forward	\$15,000 (2016)
S.P. Surveillance System	Boat compound security	\$10,000 (2016)
East Pier Sink Hole Repair	Methodical repair of east pier	\$25,000 (2016)
East Pier Sink Hole Repair	Methodical repair of east pier	\$25,000 (2017)
East Pier Sink Hole Repair	Methodical repair of east pier	\$25,000 (2018)
Public Washrooms	As per Parks Master Plan	\$60,000 (2016)
West Harbour Improvements		\$30,000 (2016)
West Harbour Improvements		\$600,000 (2017)
Security gates for docks		\$50,000 (2017)

## Parks and Recreation/Beach Washrooms and Walkway

### **Purpose:**

To maintain and operate the Victoria Beach washrooms and maintain the Victoria Beach walkway. The Victoria Beach washrooms are operated under contract.

### **Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Washrooms - under contract		
1920 hours Walkway Students	1920 hours	0

### **Priorities**

To maintain complaint-free, high quality facilities for residents of Cobourg and visiting public.

### **Operating Budget**

	2015	2016	%
Washrooms	\$30,700	\$36,940 (fully recovered)	20.3
Walkway	\$45,320	\$49,812	9.9

### **Budget Pressures & Trends**

- Continued increase in activities, places pressure on infrastructure and maintenance of facilities.
- Washroom cleaning fully funded from Parking Revenue.

### **Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Pergolas & Light Repair	Major maintenance	\$20,000 (2016)
Pergolas & Light Repair	Major maintenance	\$15,000 (2017)
Pergolas & Light Repair	Major maintenance	\$15,000 (2018)
Paver Stone Replacement	Major maintenance	\$45,000 (2016)
Paver Stone Replacement	Major maintenance	\$65,000 (2017)
Paver Stone Replacement	Major maintenance	\$180,000 (2018)

## Parks and Recreation/Tourist Park

**Purpose:**

To maintain and operate Town of Cobourg Tourist Park.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
728 hours Supervisor	728 hours	0
1435 hours Casuals	1435 hours	0
600 hours Students	600 hours	0
320 hours Grounds Person	320 hours	0

**Priorities**

- Completion of washrooms upgrade on time and on budget
- Ensure enjoyable experience for users of this facility
- Optimize financial return to Town

**Operating Budget** (Tourist Park generates revenues over expenses that are applied to offset taxes)

2015	2016	%
-\$85,511	-\$108,057	-26.4

**Budget Pressures & Trends**

- Increasing utility rates increase facility costs
- Aging infrastructure requires additional levels of maintenance and care

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Washroom Renovations	Maintenance required	\$30,000 (2016)

## Parks and Recreation/Furnace Street Arenas

**Purpose:**

To maintain and operate the Furnace Street Memorial Arena facility and provide multi-purpose facilities for recreation.

Oversee the contract with West Northumberland Curling club for use of the Heenan Arena including assistance by duly certified staff.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
250 hours Manager	250 hours	0
300 hours Foreman	300 hours	0
2192 hours Operator	2,190 hours	0
960 hours Transfer to Parks	960 hours	0

**Priorities**

- Provide excellent service at the least possible cost
- Reevaluate use/need of memorial arena after 2016-2017 year
- Renegotiations of a new contract for Jack Heenan Arena

**Operating Budget**

2015	2016	%
\$103,145	\$101,103	-2.0

**Budget Pressures & Trends**

- Unpredictable and increasing hydro rate with time of use charges dramatically increase costs yearly
- Aging infrastructure results in increased maintenance requirements

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Not anticipated		

## Parks and Recreation/Cobourg Community Centre

**Purpose:**

The Cobourg Community Centre is an all encompassing facility providing a venue for sports, recreation, programming, youth and senior facilities, large events, educational programming and community space for the citizens of Cobourg. Staff provides maintenance and operations for the Centre as well as the following:

- Program administration
- Facilities bookings
- Recreational programming
- Youth programming and engagement
- Seniors programming
- Major events facilitation

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1 (1830 hrs.) Manager	1 (1830 hrs)	0
1 (1788 hrs) Foreman	1 (1788 hrs)	0
*4.5 Operators	5	.5
1.0 Events Coordinator	1	1
1.0 Program Coordinator	1	1
*.5 Program Assistant	1	.5
2.0 Receptionists	2	0
*1.5 Cleaners	2	.5
1674 hrs Part Time Peg Persons	1764 hrs	0
780 hrs Warm Side Casual	780 hrs	0
1196 hrs Casual Cleaner	1196 hrs	0
2760 hrs Canteen Staff	2760 hrs	0
2160 hrs Camp Staff	460 hrs	0
1440 hrs Transfer to Parks	1440 hrs	0

**\*Key Drivers for Additional Staff include:**

- Contract position for Canada 150 and additional cleaning for greater use of facility.

**Priorities**

- Prepare for major events in 2017 including RBC Cup, Ontario +55 Winter Games and Ontario Tankard and Scottys
- Optimize efficiencies gained through Storrie Ltd. Report adjustments to building Operating Systems
- Promote youth events and use of facilities
- Continue work to the PCC (Project Coordinating Committee) for the CCC/YMCA use review
- Review of canteen operations required with additional use of facilities
- Assist in organizational adjustments as new Director begins his/her work
- Assist in the execution of the Recreation Master Plan and CCC Campus Plan

**Operating Budget**

2015	2016	%
\$815,811	\$994,983	22

**Budget Pressures & Trends**

- A large amount of time and resources required to hold major events envisioned for 2017
- Unpredictable and increasing hydro rated with time of use charges dramatically increase costs yearly

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Coat Floor in Bowl	To improve cleanability	\$13,900 (2016)
Fiberglass panels	To reduce vandalism	\$10,000 (2016)
Office Renovations	To accommodate reorganization	\$35,000 (2017)
Ceiling Fan – Hall	To reduce heat loss	\$9,450 (2017)
Batting Cage for Gym	Fully grant funded	\$11,931 (2016)



## Parks and Recreation/Seniors Activity Centre

**Purpose:**

To assist in the promotion and operation of the Seniors Activity Centre located at the Cobourg Community Centre, and to assist in wider promotion and organization of senior activities across the community.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1 Seniors Program Coordinator	1	0

**Priorities**

- To continue to grow programs and services offered to the members of the Cobourg Seniors Activity Centre. Will continue to expand on revenue generating programs and events – Pickleball tournament, Active Living Fair, Christmas Gala, Yoga 55+, new art programs that were introduced in 2015.
- To continue to foster relationships with local service providers to expand the reach of our programs to new members.

**Operating Budget**

2015	2016	%
\$50,520	\$48,011	-5.0

**Budget Pressures & Trends**

- \$42,700 has remained static for the past couple of years. It has been transferred from Ministry of Health to the Ontario Seniors Secretariat. Funding is currently under review.
- Population will continue to grow 55+ and the pressure will continue to be placed on the Town to expand seniors programs and services.

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
S.P. Seniors Centre – Active Living Fair	Assist in carrying out the event	\$1,500 (2016)
S.P. Seniors Centre – Active Living Fair	Assist in carrying out the event	\$1,500 (2017)
S.P. Seniors Centre – Active Living Fair	Assist in carrying out the event	\$1,500 (2018)

## Parks and Recreation/Fitness Centre

**Purpose:**

To provide Lifeguard services at Victoria Park Beach and Centennial Pool. Service contracted to Northumberland YMCA.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Priorities**

- Ensure the safe use of Victoria Park Beach for residence and public throughout the summer swimming season
- Provide a safe and enjoyable experience for users of Centennial Pool

**Operating Budget**

2015	2016	%
\$190,000	\$190,000	0

**Budget Pressures & Trends**

- Additional use of beach requires adequate supervision
- Aging infrastructure requires increased level of maintenance and care
- Centennial Pool will require retrofit to accommodate AODA requirements in the future

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
None		

**Community Services/ Concert Band/Market Building/Art Gallery of Northumberland**

**Purpose:**

- To aid in Funding the Cobourg Concert Band who act as ambassadors for the Town of Cobourg
- To provide maintenance for the market Building located on the Victoria Hall Square
- To promote and provide access to art and related programming as a community art gallery for the enjoyment of the people of Northumberland

**Departmental Staffing Complement**

**2015 Approved**

Concert Band	- Not Applicable
Market Building	- Not Applicable
Art Gallery	- Not Applicable

*Please consult individual users for information*

**Operating Budget**

	2015	2016	%
Concert Band	\$20,200	\$20,300	0.5
Market Building	\$6,400	\$6,200	-3.1
Art Gallery	\$30,000	\$30,000	0

*Please consult individual users for information*

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Concert Band	- None	
Market Building	- None	
Art Gallery	- None	

## Community Services/Concert Hall

**Purpose:**

- To provide the Town of Cobourg with a cultural facility for the community
- To provide banquet facilities and community meeting rooms
- Staff provide booking, oversight, programming, set up, tear down for all events

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1.0 Concert Hall Facilitation-Administration	1.0	0
1.0 Concert Hall Facilitation-Operations	1.0	0
1.0 Assistant to Facilitators	1.0	0
400 hrs Bar Staff	380 hrs	-20 hrs
500 hrs Set Up Staff	500 hrs	0
100 hrs Front of House	100 hrs	0

**Priorities**

- Review of fees and charges and adjust if appropriate
- Purchase new sound board through capital budget

**Operating Budget (Net)**

2015	2016	%
\$135,635	\$132,962	-2.0

**Budget Pressures & Trends**

- Concert Hall budget has high fixed costs – 2 full time employees and 7 part time
- Operates 7 days a week
- Unknown in bar sales
- Cancellation of show in February
- Discretionary income declining impacts shows and ticket sales

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Light Console	To control stage lights	\$8,300 (2016)
Dimmer Modules	To control stage lights	\$15,000 (2017)
Circuit Distribution Cables	End of life cycle	\$6,000 (2017)
LED Light Upgrade	Replacement	\$15,000 (2017)
		\$10,000 (2018)

## Community Services/Community Grants

**Purpose:**

To provide grants and/or subsidies to various community organizations as per newly adopted Municipal Grants Policy.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Priorities**

- Ensure information is distributed in a timely manner.

**Operating Budget**

2015	2016	%
\$37,735	\$153,135	305.8

**Budget Pressures & Trends**

- Receiving more grants and requests both monetary and in-kind.
- 2016 Community Grants still being reviewed.

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
None		

## Community Services/Special Events

**Purpose:**

To provide the Town of Cobourg with special events coordination and execution. Staff and resources are provided to organize and coordinate all aspects of Town events and to act as liaison with all community events.

Work includes ensuring compliance withal by-laws and Provincial/Federal requirements. Economic and community impact reports and provided for Council consideration.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
1 Events Coordinator	1	0

**Priorities**

- Continue and build the success of current town organized events – enhancement
- Canada 150 planning for 2017
- New food event – off season events research and planning
- Update the Municipal Event Application

**Operating Budget**

2015	2016	%
\$163,049	\$158,441	-2.8

**Budget Pressures & Trends**

- Single employee department
- Have to solicit for sponsorships and apply for grants not knowing if they will be received
- Sponsorship is down all over
- Budgets do not increase but costs do for events
- Added responsibilities with many new event committees and commitment to Canada 150
- People want more, budgets are less

Capital Budget /Special Projects (S.P.)

Item	Details	Cost
S.P Events – First Night	Annual Event	\$4,000 (2016)
		\$4,000 (2017)
		\$4,000 (2018)
S.P. Events - Movies in the Park	Annual Event	\$5,000 (2016)
		\$5,500 (2017)
		\$5,500 (2018)
S.P. Events - Sandcastle Festival	Annual Event	\$22,000 (2016)
		\$22,500 (2017)
		\$23,000 (2018)
S.P. Events - Christmas Magic	Annual Event	\$18,000 (2016)
		\$15,000 (2017)
		\$15,000 (2018)

Capital Budget /Special Projects (S.P.) - continued

Item	Details	Cost
S.P. Events - Street Pianos	Annual Event	\$2,000 (2016)
		\$2,000 (2017)
		\$2,000 (2018)
S.P Events – Canada Day Celebrations	Annual Event	\$24,000 (2016)
		\$30,000 (2017)
		\$24,000 (2018)
S.P. Events - Family Day in Cobourg	Annual Event	\$3,000 (2016)
		\$3,000 (2017)
		\$3,000 (2018)
S.P. Events - Food Event	Annual Event	\$6,000 (2016)
		\$6,000 (2017)
		\$6,000 (2018)



## Community Services/Library

**Purpose:**

The Cobourg and District Library provides library services to the greater Cobourg area. The Library is governed by a Board with Council representation. Budgets are passed by the Board and then forwarded to Town Council as a funding request.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
Not Applicable		

**Operating Budget**

2015	2016	%
\$818,028	\$826,581	1.0

*Please consult Library for detailed information*

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Town of Cobourg provides payments into Capital reserves as part of the Operating Funding request (see Operating Budget)		

*Please consult Library for detailed information*

## Planning and Residential/Planning Department

**Purpose:**

The Planning Department administers the Corporation’s Land Use Planning Program, including Official Plan, Secondary Plans, Zoning By-laws, Site Plan, Subdivision and related programs.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.98 Director	.98	0
.85 Manager	.85	0
.25 Administrative Assistant	.25	0
.50 Planner 1 – Heritage	.50	0
.75 Planner 1 – Development	.75	0

**Departmental Priorities**

- Official Plan Amendment #69 (OP Review): Resolve outstanding appeals at the OMB and obtain approval of the Official Plan.
- Zoning By-law Review: Over ¾ complete, however awaiting approval of Official Plan.
- Downtown Master Plan: Assist in the implementation of the short term Action Items of the Plan, including revisiting the Victoria Square Plan and Second Street ‘flex-street’, as per the direction of Council.
- Downtown Vitalization Community Improvement Plan (CIP): Finalize approval process in 1<sup>st</sup> quarter and, if no appeals and subject to budget approval, begin to implement Plan and associated programs.
- Tannery District Sustainable Master Plan: Complete draft RFP in 1<sup>st</sup> quarter and submit funding application(s) for project initiation in late 2016.
- Fulfill the Statutory requirements of the Ontario Planning Act, and continue to process multiple development application files, including Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, and Site Plan Approvals in accordance with applicable legislation.
- Continue to provide exceptional customer service and efficiencies through the digitization of Departmental processes and data base through Permits, Land and Licensing (PLL) software.

**Operating Budget (Net)**

2015	2016	%
\$314,188	\$297,084	-5.4)

**Budget Pressures & Trends**

- Ongoing professional educational requirements, such as OPPI Continuous Professional Learning (CPL), and emerging technical training opportunities in such areas as sustainability and smart growth will continue to impose demands on training budgets and result in periodic absences from the workplace, which can impact service delivery and ability to comply with Statutory timelines.
- Additional growth pressures in the face of an increasing regulatory framework will continue to stretch existing resources and exert pressure to maintain current service levels, satisfy new stakeholder demands, and meet legislative requirements.
- There is a need to continually review and update the Town’s planning policies and regulations to ensure that they are adequately responding to current trends and best practices in community planning.
- The implementation of the Downtown Vitalization CIP will benefit from an injection of funds to stimulate the rehabilitation of buildings and investment in the downtown.
- Additional demands and expectations for more active by-law enforcement and legal challenges/interpretations will continue.
- The Department is seeking additional revenues to better reflect costs and will continue to strive for operating efficiencies.

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
None		

## Planning and Residential/Committee of Adjustments

**Purpose:**

To render decisions on applications for consent and minor variances pursuant to the Planning Act.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.02 Director	.02	0
.15 Manager	.15	0
.25 Planner 1 – Development	.25	0
.25 Administrative Assistant	.25	0

**Departmental Priorities**

Fulfill the Statutory requirements of the Ontario Planning Act, and continue to process applications for Consent for Severance and Minor Variance in accordance with legislation.

**Operating Budget (Net)**

2015	2016	%
\$51,222	\$51,262	0.1

**Budget Pressures & Trends**

- Revenues from Committee of Adjustment applications will continue to lag behind departmental expenses as application fees are kept relatively low to benefit the majority of applicants who are residents in the community.

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
None		

**Planning and Residential/Cobourg Heritage Committee**

**Purpose:**

To promote the preservation of architectural heritage for the Town of Cobourg, and to act as Committee for Arts in Public Spaces until establishment of Arts and Culture Committee.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
.5 Planner 1 - Heritage	.5	0

**Departmental Priorities**

- Heritage Master Plan and Conservation District Plans: Finalize approval of Plans and begin implementation process, including generating an increased awareness and understanding of the benefits of heritage conservation and available heritage programs.
- Downtown Master Plan: Assist in the implementation of the Action Items of the Plan as they apply to the heritage function as per the direction of Council.
- Fulfill the Statutory requirements of the Ontario Heritage Act, and continue to process Heritage Permit applications in accordance with legislation.
- Continue to provide exceptional customer service and efficiencies through the digitization of Departmental processes and data base through Permits, Land and Licensing (PLL) software.

**Operating Budget (Net)**

2015	2016	%
\$68,705	\$53,225	-22.5

**Budget Pressures & Trends**

- Ongoing professional educational requirements, such as OPPI Continuous Professional Learning (CPL) and Canadian Association of Heritage Professionals (CAHP), and emerging technical training opportunities in such areas as sustainability and cultural landscapes will continue to impose demands on training budgets and result in periodic absences from the workplace, which can impact service delivery and ability to comply with Statutory timelines.

**Planning and Residential/Cobourg Heritage Committee**

**Budget Pressures & Trends**

- Financial support will be needed to encourage the maintenance, repair and rehabilitation of the Town’s aging built heritage resources, particularly in the downtown.
- Increased opportunities to expand or create new Heritage Conservation Districts.
- Implementation of heritage education and awareness programs, including interpretive signage, newsletters and other outreach methods, to create a culture of conservation.
- Revenues for the heritage function are virtually non-existent as Heritage Permit application fees are waived as part of the stimulus package for heritage conservation and downtown revitalization.

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
S.P. Heritage - Downtown Heritage	To promote Downtown Vitalization	\$50,000 (2016) \$50,000 (2017) \$50,000 (2018)
S.P. Heritage - Heritage District		
Interpretive Signage	To promote heritage recognitions	\$3,000 (2016) \$3,000 (2017) \$3,000 (2018)
S.P. Cooley Park Display	New park addition	\$5,000 (2017)
S.P. Historical Ed. Video	Educational	\$7,000 (2017)
Rotary Waterfront Park Wings	Refurbish	\$10,000 (2017)

## Commercial and Economic Development/Henley Arcade/Second Street Fire Hall

**Purpose:**

Henley Arcade: To fund utilities and other maintenance items per agreement with Victoria Operetta Society.

Second Street Fire Hall: To carry out maintenance tasks as per agreement with Northumberland Players.

**Departmental Staffing Complement**

2015 Approved	2016 Proposed	Net Change
None		

Please consult individual users for information

**Operating Budget**

	2015	2016	%
Henley Arcade	\$3,050	\$3,300	8.2
Second Street Fire Hall	\$5,300	\$6,000	13.2

Please consult individual users for information

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
None		

## Commercial and Economic Development/Economic Development

### Purpose:

The Economic Development Department promotes Cobourg as a destination for investment through marketing efforts targeting identified business and commercial sectors. This work is carried out in concert with both Provincial and Federal efforts.

The Department maintains business data bases, libraries and expertise for small business support. Efforts are also centred on existing business retention and expansion, and downtown vitalization.

### Departmental Staffing Complement

2015 Approved	2016 Proposed	Net Change
1.00 Economic Development Officer	1.00	0
.25 Community Development Assistant	.25	0
1.00 Researcher	1.00	0
420 hours Summer Student	420 hours	0

### Priorities

See *Economic Development and Tourism Strategic Plan 2015-2018*.

### Operating Budget

2015	2016	%
\$350,339	\$338,204	-3.5

### Budget Pressures & Trends

- Changes to government grant programs.
- A shift in marketing strategies to reflect new consumer demand changes quickly and may result in the need for short term strategies and changes to budgets.



**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
Signage Enhancement	Wayfinding/Parking signage	\$100,000 (2016)
Gateway Enhancement	Gateway improvements	\$150,000 (2017)
Dressler House	Interior renovations	\$30,000 (2016)
Dressler House	Roof leaking, replacement required.	\$25,000 (2016)

## Commercial and Economic Development/Tourism

### Purpose:

The Tourism Department, for the purposes of promotion of quality of life for its citizens and economic development, promotes Cobourg as a tourist destination through marketing and linkages with public and private sector organizations. The department maintains relevant tourist related demographics and visitor information as well as coordinates media efforts including social media and a Visitor’s Guide. Staff works with existing new tourist related businesses to create cooperate marketing opportunities.

### Departmental Staffing Complement

2015 Approved	2016 Proposed	Net Change
1.00 Tourism Coordinator	1.00	0
.75 Secretary	.75	0

### Priorities

#### Develop a four season tourism strategy:

- Product development – create a consistent and engaging brand and message
- Extending the reach of the message – increase awareness to the target audiences
- Delivering the experience – increase visits and spending and improve performance measures
- Events enhancements – improve and expand on existing events to increase attendance

### Operating Budget

2015	2016	%
\$225,761	\$241,318	6.9

### Budget Pressures & Trends

#### Marketing Trends:

- The media landscape is ever changing along with consumer behavior, technology and target audience’s wants and needs. Marketing programs and messaging must reflect these changes.

**Partnerships:**

- Coordinating budgets and meeting timelines are most challenging when engaging local partners and volunteers who may in some cases lack knowledge in the area of marketing, and have busy schedules and not respond to communications or often follow through with the best intended commitments. On some occasions budget dollars have covered for a short fall in partner commitments. Goals and objectives often do not align or change part way through a given project.

**Budget Approvals:**

- Compressing time frames to fit budget approvals
- Waiting on budget approval prevents staff from moving forward
- Time is wasted – less productivity
- Heavy workload when approvals occur

**Capital Budget /Special Projects (S.P.)**

Item	Details	Cost
S.P. Tourism – Bike Rentals	Tourist bike rental program	\$4,000 (2016)
Victoria Hall Exterior Illumination	To showcase Victoria Hall	\$25,000 (2017)