

# LEGISLATIVE SERVICES/MUNICIPAL CLERKS OFFICE BUDGET PRESENTATION

Electronic Participation, Zoom Video Conference

December 8, 2020 | 3:00 p.m.  
– General Government Services

Brent Larmer – Manager Legislative Services/  
Municipal Clerk



Municipal Council  
Town of Cobourg





# Meet the Legislative Services Team

Brent Larmer  
Municipal  
Clerk/  
Manager of  
Legislative



Krystal  
Christopher  
Deputy Clerk,  
Records  
Mgmt.  
Coordinator



Angela  
Stewart,  
Licensing



Jamie Kramer  
Accessibility  
Coordinator



Tayla Kennedy  
Legislative  
Services,  
Secretary (Mat)



Christian  
Young, Property  
Standards  
Officer

# By-law Enforcement Team

Mark,  
McMurtry,  
Municipal By-  
law Officer



# MUNICIPAL COUNCIL MISSION AND VISION

## VISION

Cobourg...a vibrant **inclusive** community where everyone has access to meaningful opportunities and experiences.

## MISSION

The Town of Cobourg is committed **to open and accountable governance** and the provision of quality, **accessible programs and services** in a sustainable manner.



Municipal Council  
Town of Cobourg



# LEGISLATIVE SERVICES DEPARTMENT

- The Town of Cobourg Legislative Services Department strives to meet customers' diverse service needs by providing statutory and legislated services to the Public, Municipal Council and other Internal and External customers through a multitude of service channels.
- The Office of the Town Clerk is legislated by the *Municipal Act, 2001*, and other various pieces of legislation and is the interface between Council Administration and the Public. The Town's Clerks' Office is committed to serving the Council of the Town of Cobourg, all Municipal Departments/Divisions and the residents of the community through the democratic processes such as Council meetings, elections, access to municipal records, accessibility, by-law enforcement, and all legislative actions ensuring transparency to the public in every step.



# LEGISLATIVE SERVICES DEPARTMENT

## Mandate:

To provide open and accessible Municipal Government by ensuring that independent and impartial statutory and regulatory services are delivered in a progressive, innovative, effective and efficient manner.

## Service Level Highlights:

- Provide access to information and ensure transparency;
- Conduct open, fair and impartial Municipal Elections;
- Ensure compliance with legislation;
- Deliver Vital statistics services such as marriage licences, burial permits, and registrations of deaths;
- Manage Corporate records for all Divisions and Departments within the Corporation;
- Drive continuous improvement of services by modernizing our technology and processes;
- Provide exceptional customer service; and
- Administer Council, Advisory Committee, and Quasi-Judicial meetings, with oversight of Agendas and Minutes.



# Legislative Services Responsibilities



Accessibility

By-law  
Enforcement

Resident/  
Front  
Desk  
Services

Licensing  
and  
Regulatory  
Services

Records  
Management  
Access  
Services

Vital  
Statistics

Council and  
Advisory  
Committee  
Secretariat

# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### Legislative Compliance

The Town Municipal Clerk is the corporate signatory and has a variety of responsibilities under: the Planning Act, Liquor Licence Act, Marriage Act, Ontario Heritage Act and the Municipal Act and many more Provincial Statutes. Commissioning of documents is also offered to the public in the Office of the Town Clerk. Fulfilling these legislated responsibilities provides essential services to the public and the Corporation.

### COVID-19 Impact on Service:

The Province of Ontario issued amendments to statutes and various omnibus pieces of legislation that changed the way the Clerks Office functions and operates daily. The Clerk's Office was able to navigate the changes and pivot to the new regulations that best served our community (i.e. Virtual Council meetings, Virtual Commissioner of Oaths, Burial Permits Delegation of Sub Registrar.) The Clerks Office is also responsible for navigating and interpreting Emergency Orders.



# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### Vital Statistics

The Town Clerks Office provides services to the community as Division Registrar under the Vital Statistics Act and Marriage Act. Marriage Licences are processed as a same day service and completed within minutes. The number of Marriage Licences and Civil Marriage Ceremonies performed by Municipal Staff increased in 2020.

### COVID-19 Impact on Service:

As the Province declared a State of Provincial Emergency in March of 2020, many municipalities closed their doors to Marriage License processing. The Town of Cobourg Clerk's Department continued to provide these services and some weeks processing 25 Marriage License Applications per week. As a result of the continuation of services, there was an increase in revenues for both Marriage Licenses issued by the Town and Civil Ceremonies being performed in 2020.

Year	Service	Revenue
2019	Marriage Licence	\$14,784
<b>2020 YTD</b>	<b>Marriage Licence</b>	<b><u>\$21,175</u></b>

Year	Service	Revenue
2019	Civil Ceremony	\$17,255
<b>2020 YTD</b>	<b>Civil Ceremony</b>	<b><u>\$21,146</u></b>





# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### Dog Tag Licensing

In 2019, Municipal Council approved the recommendation by Legislative Services Staff to introduce a Electronic and Online System to licence Dogs within the Town of Cobourg. In January 2020, Cobourg’s DocuPet solution was launched. The fully implemented solution includes a new online environment for licensing, account access, and profile management, outsourced tag fulfillment and customer service, automated communications, and a plethora of optional services designed to create more value for pet owners.

### COVID-19 Impact on Service:

Prior to the launch of the DocuPet System, residents were required to license their dog by only attending Victoria Hall In-Person. Once DocuPet was implemented/launched, the public had the option of In-Person or Virtual Dog Licensing as an option. But since Victoria Hall has been closed to the Public, Dog Licensing has still occurred virtually daily.

Year	Service	Revenue
2019	Dog Tag Sales	\$6,610
<b>2020 YTD</b>	<b>Dog Tag Sales</b>	<b>\$14,563</b>



**Dogs Licensed to Date:**

**801**

# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### Lottery Licensing

The Town issues lottery licences and permits to eligible non-profit organizations. Lottery licensing refers to lottery schemes permitted by a licence under the Criminal Code of Canada. Typically, these may include bingos, raffles, break open tickets and social gaming events held by charitable or religious organizations. In Ontario, Order in Council 1413/08 authorizes the licensing framework for eligible charitable or religious organizations to hold lottery events and sets out the limits of municipal and provincial licensing.

### COVID-19 Impact on Service:

As a result of COVID-19 Emergency measures and the Provincial shutdown, this caused a reduction in the amount of licences issued in the Town and limited the amount of Lotteries that would have been conducted in 2020 due to the Public Health Measures that were put into place. The Town is slowly seeing more licenses being requested and may see the revenue come close to the average revenue.



Year	Service	Revenue
2019	Lottery/Bingo Licensing	\$109,836
<b>2020 YTD</b>	Lottery/Bingo Licensing	<b><u>\$63,586</u></b>



# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### By-law Enforcement Services

Municipal By-Law Enforcement Services is responsible for a variety of legislative, corporate and public services. A dedicated team, it is committed to supporting corporate goals and objectives by enhancing a healthy, safe community while engaging residents and working with community partners.

Throughout the COVID-19 pandemic, the Town of Cobourg by-law officers have worked to protect the health and safety of the community, and support the decisions of the Town's Emergency Operations Centre. They also enforced the Town's Parks by-law, and all of the park and beach closures. In addition to all other enforcement activities, officers worked seven days a week and had approximately 10,000 interactions with the public due to the pandemic.



# LEGISLATIVE SERVICES

## Service Trends and COVID-19 Impacts

### By-law Enforcement

On March 27, 2020 the Provincial Government signed a ministerial designation under the Provincial Offences Act to authorized all by-law enforcement officers of any municipality, personnel to enforce Emergency Management Civil Protection Act (EMCPA) orders in the Town of Cobourg. The Town's By-law Enforcement Department strives to achieve compliance first and provide education and all enforcement is at the discretion of the By-law Enforcement Officer and based on the facts that are presented before them.

### COVID-19 Impact on Service:

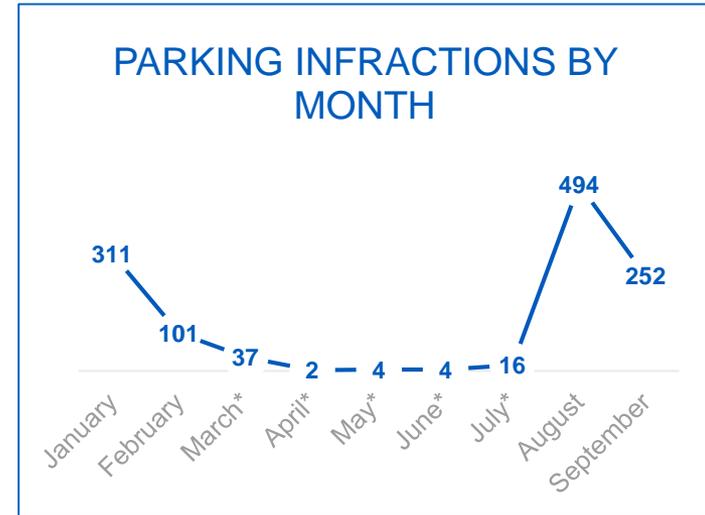
By-law Enforcement on top of COVID Measures, engaged in regular and routine enforcement matters and duties that have not been eliminated in the wake of COVID-19, although parking has been free, Municipal By-law Enforcement has pivoted to enforcing safety parking enforcement such as accessible parking, parked in a fire route and other safety concerns related to parking within the Town's jurisdiction.





# By-law Enforcement Investigations 2020 Statistics (Oct)

Investigation Type	YTD
Noise	7
Property	65
Parking	37
Animal Control	17
Other	31
<b>Total</b>	<b>164</b>



## Property Orders/Notices Issued

Type of Infraction	Amount	Corrective Action Required
Long Grass	23	11
Debris	8	1
Pool	2	0
Other	3	1

## Part 1&3 Offences

A total of 10 Part 1 Offences and 1 Part 3 offences have been issued by Cobourg By-Law to date in 2020.

## Proactive Patrols

Proactive patrols are done every day, and several warnings are given for different issues.

On average, about three warnings are given every day for parking in fire routes. There are also several warning given each day for parking/stopping in no parking/stopping areas. Other warnings that are given out include warnings for dogs on the beach, dogs off leash, and barbeques on the beach.



# 2020 BUDGET ITEM:

## REPORT/UPDATE ON ACCESSIBILITY COORDINATOR ACCOMPLISHMENTS

Welcome to the  
**Town of Cobourg!**



**Jamie Kramer**  
Accessibility Coordinator



Legislative Services Department

☎ 905-372-4301 x 4306  
✉ [jkramer@cobourg.ca](mailto:jkramer@cobourg.ca)  
📍 Victoria Hall, 55 King Street West

## Contract Position – Accessibility Coordinator Accomplishments

- Accessibility Coordinator hired on September 8 2020; (Three Months into Contract)
- Creation of an [accessibility@cobourg.ca](mailto:accessibility@cobourg.ca) email to receive ongoing communication and submissions of potential and existing barriers to accessibility to be addressed;
- Reformatting of the [Town of Cobourg's Accessibility Website](#) to have an ease to finding appropriate information;
- Creation, approval and implementation of the Town of Cobourg Multi-Year Accessibility Plan 2020-2024;
- Successful approval of amendments to Accessibility Policies – Accessible Workplace and Customer Service Policy and Integrated Accessible Standards Policy;
- Over 40 directed conversations internally and externally related to conversations on Accessibility in the workplace and the community;
- Formation of local partnerships with community organizations to build accessibility awareness and opportunities for the Town to be a leader in accessibility;
- Creation of Inclusion, Diversity, Equity, and Accessibility lens to assist with policy review process;
- Active Member of the Development Review Team to provide an Accessible Lens and comments on accessibility in Developments and to assist the Accessibility Advisory Committee in their review of Site Plans.

## Contract Position – Accessibility Coordinator Accomplishments

- Develop the process for an Equity, Diversity, and Inclusion Strategy at the Town of Cobourg;
- Worked with Alderville First Nations and the Nogojiwanong (Peterborough) Friendship Centre to create the Town of Cobourg's Land Acknowledgement;
- Collaborated with the Nogojiwanong (Peterborough) Friendship Centre and the City of Toronto to create the Town of Cobourg's Land Acknowledgement Guide;
- Formation of partnerships with Indigenous Awareness Canada and the International Association for Public Participation for Indigenous relations;
- Engaged with 12 community organizations related to Equity, Diversity, and Inclusion Advisory Committee of Council at the Town of Cobourg;
- Advise and advocate for equity, diversity, and inclusion on over 10 internal and external matters;
- Coordinate with Women and Gender Equality Canada (WAGE) on funding and grant opportunities for the future;
- Collaborate with the Canadian Commission for UNESCO on joining the Coalition of Inclusive Municipalities;



## Contract Position – Accessibility Coordinator 2021 Goals

- Review applications for the Equity, Diversity, and Inclusion Advisory Committee of Council;
- Formation of further partnerships with local agencies and organizations to assist with bringing more awareness to EDI;
- Conduct the remaining aspects of the EDI Strategy development process:
  - Internal Benchmarking,
  - Leadership Interviews,
  - Document Review,
  - Workplace Census and Engagement Survey,
  - Internal (Anonymous) Focus Groups,
  - External Public Engagement.
- Analyze the data and information to create robust recommendations for the future of EDI at the Town of Cobourg;
- Create a dual-stream mentoring programming for women and non-binary individuals who wish to run for politics or work in local government.

## Inclusive Communities Grant

The Inclusive Communities Grant focuses on both the physical and social dimensions that contribute to independent and active living, leading to benefits such as improved accessibility, walkability, and safety of communities.

The Town of Cobourg will be applying for the Grant in the amount of \$60,000 to:

1. Inform the public about how to engage with the Town of Cobourg.
2. Provide media literacy and information training to seniors and Persons with Disabilities.
3. Increase accessibility in the Town of Cobourg's downtown core area.
4. Increase public awareness around accessibility issues.
5. Work towards becoming a more Age Friendly Community.





# LEGISLATIVE SERVICES AND MUNICIPAL COUNCIL STRATEGIC PLAN



**Council Strategic Plan Priorities that align with  
Legislative Services Department 2020  
Accomplishments.**



## LEGISLATIVE SERVICES ACCOMPLISHMENTS AND MUNICIPAL COUNCIL STRATEGIC PLAN

### PEOPLE

The Town supports and cares for the social and physical well-being of its citizens

#### Strategic Actions

1. Create a housing strategy that is in alignment with Northumberland County's housing strategy
2. Implement a municipal youth program
3. Encourage healthy lifestyles across all age groups by promoting and raising awareness about public health and active transportation
4. Continue to pursue the Age-Friendly Communities designation
5. Invest in programs, services and infrastructure to make Cobourg more accessible

#### Desired Outcomes

- People are able to find attainable housing in Cobourg
- There is a broad variety of housing types available for ownership and rental
- Residents of all ages are engaged in a wide range of physical activities
- Cobourg residents are healthy and happy
- Cobourg's youth participate in community activities and events
- The Town is enriched by the skills, ideas and perspectives of its youth
- A barrier-free Cobourg that is accessible to citizens of all abilities, including those with disabilities

### LEGISLATIVE SERVICES 2020

#### Accomplishments

1. Hired Accessibility Coordinator to focus on Accessibility within the Town of Cobourg and pursued many Initiatives.
2. Multi-Year Accessibility Plan 2020-2024 approved and implemented.
3. Updated the Town of Cobourg Accessible Customer Service and Integrated Accessible Standards Policy.

# MUNICIPAL COUNCIL STRATEGIC PLAN WORK PLAN ALIGNMENT

**Pillar: PEOPLE**

The Town supports and cares for the social and physical well-being of its citizens.

## Action #5 Invest in programs, services and infrastructure to make Cobourg more accessible

Work	Target Date	Budget	Staff Responsible
<ul style="list-style-type: none"> <li>Update plan in consultation with Accessibility Committee on Accessible Audit as part of the Asset Management Plan</li> </ul>	Completed by end of 2019	N/A	PW Division
<ul style="list-style-type: none"> <li>Hire a short term Contract Accessibility Coordinator for Corporate wide Accessibility initiatives for AODA compliance by 2025 including completion of Building Audits.</li> </ul>	Jan 2020	\$55,000	Legislative Services
<ul style="list-style-type: none"> <li>Review and update the Town of Cobourg's Accessibility Policy</li> </ul>	March 2020	TBD	Legislative Services
<ul style="list-style-type: none"> <li>Draft an updated Multi-Year Accessibility Plan and present to Council for Adoption</li> </ul>	June 2020	TBD	Legislative Services
<ul style="list-style-type: none"> <li>Implement the Multi-Year Accessibility Plan and provide an annual report to Council on progress</li> </ul>	June 2020 and onwards		

Note: All work should be undertaken in consultation with the Accessibility Advisory Committee.



## LEGISLATIVE SERVICES ACCOMPLISHMENTS AND MUNICIPAL COUNCIL STRATEGIC PLAN

**PROGRAMS**

The Town provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors

**Strategic Actions**

1. Develop an information technology strategic plan
2. Develop an integrated records management system
3. Implement a comprehensive management plan for all of the Town’s assets
4. Explore the feasibility of enhanced sidewalk snow clearing including the clearing of arterial bike lanes and multi-use paths
5. Review and assess appropriateness of agreements with third party contracts
6. Continue to explore communications priorities including social media and public engagement tools

**Desired Outcomes**

- People will be well informed, know what is going on in the Town and how to get information
- The Town will be resilient and safe from cyber attacks
- Information will be easier and faster to access through a variety of means
- People will be informed with the facts
- Information will be stored in a way that is accessible for present and future generations
- Public trust and confidence in the Town’s processes and procedures will be enhanced

### LEGISLATIVE SERVICES 2020 Accomplishments

- 4** Corporate Records Management Policy and Program and Classification Schedule;
- 5** Launch of more effective Agenda Meeting Management Software Upgrade -eSCRIBE;
- 6** Successful Switch to Electronic Council and Committee Meetings Via Electronic Participation **Zoom Live Streaming and eSCRIBE;**
- 7** Successful Launch of Dog Licensing Program – DocuPet;
- 8** Municipal Government Transparency with introduction of the Closed Meeting Session Guidelines and Protocol.

# MUNICIPAL COUNCIL STRATEGIC PLAN WORK PLAN ALIGNMENT

**Pillar: PROGRAMS**

The Town provides efficient and effective corporate, community and business and recreational services for its residents, businesses and visitors.

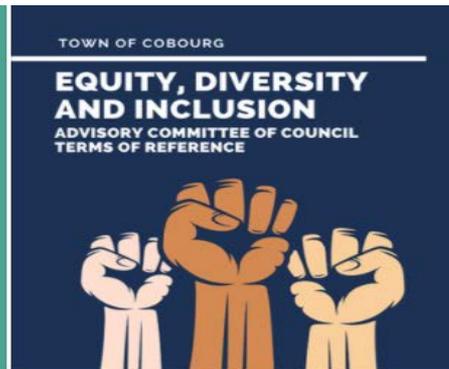
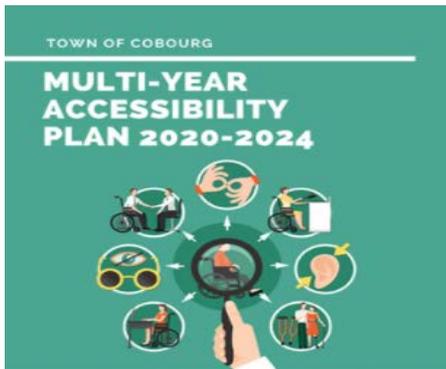
**Action #2 Develop an Integrated Records Management System**

Work	Timing	Budget	Staff Responsible
<ul style="list-style-type: none"> <li>• Complete record management inventory</li> </ul>	Dec 2019	N/A	Clerk/All Divisions
<ul style="list-style-type: none"> <li>• Create record management plan</li> </ul>	Apr 2020	\$25,000.00	Clerk/All Divisions
<ul style="list-style-type: none"> <li>• Execute record management Plan/Electronic Records</li> </ul>	Dec 2020	TBD	Clerk/All Divisions
<ul style="list-style-type: none"> <li>• Open Governance Records Model System</li> </ul>	Dec 2023	TBD	Clerk/All Divisions



## LEGISLATIVE SERVICES Other 2020 Accomplishments

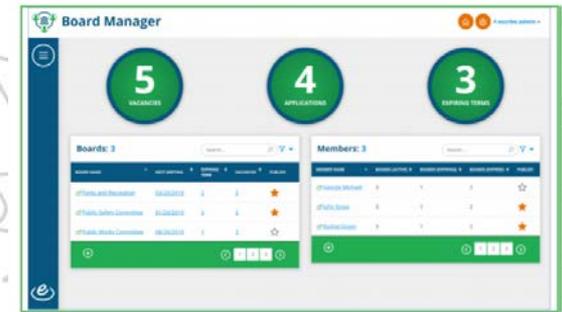
1. Special Valentines Weddings Program – 14 Weddings in One Day – February 14, 2020;
2. Equity Diversity and Inclusion Strategy Terms of Reference and initiated a Town wide EDI Strategy;
3. Hired Deputy Clerk/Records Management Coordinator to assist Legislative Services Department with Statutory Duties and Functions and lead Corporate Records Program;
4. Hired Full-Time Property Standards Officer to assist with increasing Service Demands for Enforcement in Community;
5. Maintaining Essential and Critical Services to the Town of Cobourg Residents during COVID-19 Pandemic.



## LEGISLATIVE SERVICES

### 2021 Goals and Projects

1. Full Implementation of Workflow Report Writing through eSCRIBE System to better manage Council Reports and Staff Memos;
2. Intergrate new Advisory Committee Management Model through eSCRIBE to help manage and organize Advisory and Board Meetings and Member vacancies efficiently;
3. Implement development and planning of the Town Electronic Documents Record System in Spring 2021. This system will modernize how electronic records are managed and made available to the public and better protect information assets while moving them through the information lifecycle.
4. Complete, finalize and implement the Equity Diversity and Inclusion Strategy for the Town.
5. Start Corporate Policy Review Working Group and bring forward urgent Policy Review to Council for updates and approval
6. Start 2022 Municipal and School Board Election Planning.



# LEGISLATIVE SERVICES

## 2021 Expectations and Future

Changing technologies, demand for electronic and online services and increasing demand for transparency of local government means residents are becoming more dependent on services and methods based through technology. The COVID-19 Pandemic can be a testament to this change in behavior as accommodations were required to be made, in order to deliver the same level of Services the Community expects, in the wake of current Public Health Measures.

The Legislative Services Department will continue to expand their use of technology in creative and innovative ways to interact with and serve our internal and external customers, this will be a key theme for 2021 and beyond for the Legislative Services Department.



**Digital Town Hall**





Municipal Council  
Town of Cobourg

# LEGISLATIVE SERVICES/ MUNICIPAL CLERKS

## OPERATING BUDGET



# LEGISLATIVE SERVICES Highlights/Change in 2021

## 2021 Budget Request Explanation of Change

### 1150171 – Software Maintenance

1. eSCRIBE Meeting Manger and Video Plus Streaming

*Council, Advisory Committee and Local Boards  
Meeting Management Software*

**\$24,570**

1. Note: eSCRIBE Contract \$19,570 (increase includes Video Manager which in 2020 was in the Communications Budget).

Approved July 2020 -312-20. - Added functions incl. hosting own video, delegations, website integration, Advisory Committee Manager, increased Accessibility.





Municipal Council  
Town of Cobourg

**LEGISLATIVE  
SERVICES/  
MUNICIPAL CLERKS**

**OPERATING BUDGET  
SPECIAL PROJECTS**



# LEGISLATIVE SERVICES

## Multi-Year Accessibility Plan Budget

### Multi-Year Accessibility Plan 2021 Budget Request

#### Special Considerations

Closed Captioning	\$10,450
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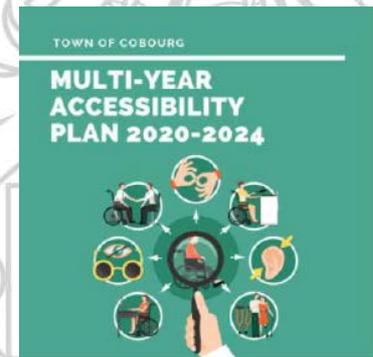
#### Information and Communications Standard

Awareness Campaigns	\$1,000
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TOTAL:	\$11,450
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#### Customer Service Standard

Video Remote Interpreting Costs (2022)	\$8,000
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# Multi-Year Accessibility WCAG 2.0 Level AA - AODA

## Webcasting Plus Module & Automated Closed Captioning

### Automated Closed Captioning

*Make videos more inclusive and accessible than ever*

Historically, the text that viewers see in videos was created entirely manually. The production costs can be extremely expensive, particularly for live content. Considering that most public sector meetings take more than an hour each time, the costs can quickly add up.

Today, automated closed captioning is offered as a fully-integrated option for eSCRIBE's Webcasting Plus module, effortlessly bolstering your accessibility. And as an added bonus, eSCRIBE's closed captioning process also automatically generates a transcript that can be used to validate and update manually-entered meeting minutes – particularly valuable in jurisdictions that use the narrative style of minutes.

### Key Features

- 94%+ accuracy
- Screen reader compatible
- Text embedded into media player or available via iFrame
- A fraction of the going market rates
- No hardware required
- Compliant with requirements such as ADA, AODA & WCAG 2.0
- Transcripts provided
- Available in English, French and Spanish
- Ask about ASL, LSF and Lip Reading Services

### Get In Touch for More Information

eSCRIBE understands each organization is different. Get in touch with us at [info@escribemeetings.com](mailto:info@escribemeetings.com) or 1 (888) 420-9053 to see how your organization can start taking advantage of a fully-managed webcasting service and automated closed captioning for your video streams.



Closed Captioning  
Videos



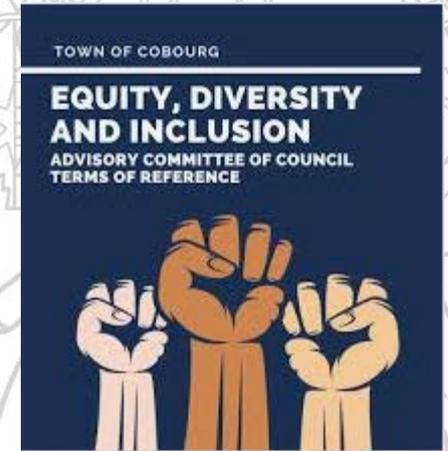
# LEGISLATIVE SERVICES

## Equity Diversity and Inclusion Budget Considerations

### EDI Strategy 2021 Budget Request

#### Training

Intercultural Development Inventory® (IDI®)	<b>\$5,500</b>
Indigenous Awareness and Inclusion	<b>\$4,300</b>
Anti-Racism Workshop	<b>\$1,350</b>
<b>TOTAL:</b>	<b>\$11,150</b>





## Town of Cobourg

### Municipal Service Profile Legislative Services

# Service Delivery Review Snapshot

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">General Government</td> </tr> </table>	Program		General Government		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Municipal Clerk provides secretariat support to Town Council and Committees, including the provision of advice to Council on legislative matters, preparation of agendas, reports and meeting minutes and the preparation of municipal by-laws. The Municipal Clerk is also responsible for record management from creation through retention to disposition; the administration of the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"); the conduct of municipal and school board elections (every four years); the provision of lottery licenses, oaths, affidavits and other services to the general public; managing the document execution process for all formal documents; and administering the Town's processes for the acquisition and disposal of real property.</p> <p>The Legislative Services Department is also responsible for maintaining and providing access to all By-laws enacted, amended and repealed by Municipal Council.</p> </td> </tr> </table>	Service Overview		<p>The Municipal Clerk provides secretariat support to Town Council and Committees, including the provision of advice to Council on legislative matters, preparation of agendas, reports and meeting minutes and the preparation of municipal by-laws. The Municipal Clerk is also responsible for record management from creation through retention to disposition; the administration of the Municipal Freedom of Information and Protection of Privacy Act ("MFIPPA"); the conduct of municipal and school board elections (every four years); the provision of lottery licenses, oaths, affidavits and other services to the general public; managing the document execution process for all formal documents; and administering the Town's processes for the acquisition and disposal of real property.</p> <p>The Legislative Services Department is also responsible for maintaining and providing access to all By-laws enacted, amended and repealed by Municipal Council.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" style="text-align: center;">●</td> </tr> <tr> <th>Essential</th> <td colspan="3"></td> </tr> <tr> <th>Traditional Discretionary</th> <td colspan="3"></td> </tr> <tr> <th>Non-Traditional Discretionary</th> <td colspan="3"></td> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory	●			Essential				Traditional Discretionary				Non-Traditional Discretionary			
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While the cost of delivering municipal services from an overall perspective (for those services included in the scope of the Review) is generally consistent with selected comparator municipalities of comparable size, our analysis has identified a number of individual services where the net levy requirement varies significantly from the average of the comparable municipalities. Specifically, the amount of taxation funding for corporate-type services – notably clerks, finance and information technology – as well as planning and by-law enforcement is lower than the average of the comparator municipalities, which we consider to be indicative of either (i) the efficiency of the Town in delivering these services; and/or (ii) the need for additional investment in resources.

# THANK-YOU

## EMAIL COMMENT OR INQUIRES

[CLERK@COBOURG.CA](mailto:CLERK@COBOURG.CA)



Municipal Council  
Town of Cobourg

