









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

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







A Message From Mayor Cleveland

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

This draft budget represents the Town's continued economic resurgence following a pandemic, rising inflation, and increased demand on our reserves. Additionally, as the provincial and federal governments continue to download responsibilities onto the lower tier levels of government, it is of the utmost importance that we make economically viable decisions to ensure the continued wellbeing of our community. This budget comes following numerous days of meetings with Division Directors and Managers. Countless revisions and recalculations. I would like to thank Deputy Mayor Beatty for her partnership in this process and our Finance team for their diligence to fiscal responsibility.

Over the coming weeks, Council will be faced with difficult decisions and debates. None of the resolutions that need to be made will be easy, or straightforward. Good decisions are not necessarily the popular ones. However, the community can trust that the members of this Council will make all necessary decisions after detailed consideration and reflection on how each judgement will impact our community.





Art Gallery of Northumberland







Cobourg Public Library











- Welcome
- 2 Budget Process
- **3** Key Drivers & Economic Context
- 4 Year-Over-Year Analysis
- 5 Draft Budget Highlights

- 6 Draft Capital Budget
- Our Workforce
- 8 Property Tax Impacts
- 9 Community Grants
- Division Staff Presentations







DEC

Community Grant Presentations DEC

Public Budget to Council

DEC

Division Staff Submissions Presentation Meeting #1

> Art Gallery of Northumberland Cobourg Public Library 2024 Budget Introduction General Government Protection Services Planning and Development Economic Development Venture 13 Innovation and Entrepreneurship Centre

DEC

13

Division Staff Presentation Meeting #2

Public Works **Environmental Services** Community Services

DEC

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Draft Budget Released

DEC

15

Community Engagement Begins

JAN

9

Strategic Priorities and Policy Meeting Council Review of Draft Budget

JAN

Final Budget Approval (tentative)







2021 Budget

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

2022 Budget

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

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

2023 Budget

The 2023 Operating and Capital Budget represented the continued recovery from the Pandemic as operations move back to pre-pandemic levels.

2024 Budget

The 2024 Operating and Capital Budget represents continued inflationary pressures, previous year levy increases below inflation, increased strategic initiatives, and additional staffing.



Key Drivers & Economic Context 2024 Supplied to the supplied



	Net Increase	Average Inflation	Over (Under) Funded
2019	1.60%	1.94%	(0.34%)
2020	1.90%	0.73%	1.18%
2021	(0.20%)	3.43%	(3.63%)
2022	2.90%	6.80%	(3.90%)
2023	6.60%	4.12%	2.48%
Total			(4.21%)



Overall Budget Summary



	2024 Final Approved	%	2023 Final Approved	%
Direct Control Net Expenditures	25,085,656	11.44%	22,510,329	9.00%
Direct Control Revenue	(1,576,000)	16.74%	(1,350,000)	8.40%
Direct Net Cost	23,509,656	11.10%	21,160,329	9.10%
Police - Net Operating	7,434,728	6.30%	6,993,773	5.10%
Total for Municipal Levy	30,944,384	9.91%	28,154,102	8.10%
Impact of New Assessment Growth	464,100	1.85%	395,300	1.50%
Impact on Prior Existing Assessment	30,480,284	8.06%	27,758,802	6.60%



Main Budget Drivers



Driver	Impact on Budget
Wage Inflationary Increase	3.00%
Additional Staff	3.08%
Special Projects	1.05%
Additional Legal Fees	1.10%
Customer Service Initiative	0.91%
Other	0.77%
Total	9.91%



Allocation of Increase



Department	Increase (Decrease)	Weighting	Allocation of Budget Increase
General Government	15.88%	20.77%	3.30%
Protection - Other	19.48%	22.18%	4.32%
Public Works	2.99%	22.07%	0.66%
Social and Family	(100%)	0.02%	(0.02%)
Parks and Recreation	6.10%	21.22%	1.29%
Culture and Community	2.73%	8.24%	0.22%
Planning and Development	28.20%	2.71%	0.76%
Commercial and Economic Development	8.60%	2.78%	0.24%
Total	(16.02%)	100%	10.78%





Assessment Growth

Assessment growth is projected to be 1.85% for the 2024 taxation year. This represents new assessment that was not part of the 2023 assessment base. It is anticipated that in 2025 and future years, this growth will continue with expected development in the Cobourg East Community.

Inflation

Inflation continues to be a concern in 2024. The Consumer Price Index (CPI) for 2022 was an average of 6.80% and is an average of 4.12% in 2023.





Capital Budget Highlights



Breakdown of the Draft 2024 Capital Budget by Division:

•	General	Government	\$116,900
	General	Government	3110,90

• Protection Services \$80,000

• Public Works \$71,876

• Parks & Recreation \$209,500

• Culture & Community/Concert Hall \$15,000

Community Development \$0



Our Workforce



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

201

employees, which include:

- 140 Permanent Full-Time
- 43 Permanent Part-Time
 - Crossing Guards
 - Volunteer Firefighters
 - Community Services
 - Other





• 7 Council Members













Operating Budget Highlights 20



Staffing

- 18 positions currently open (full-time and part-time)
- 13 new positions identified in the 2024 budget
 - 9 new full-time positions
 - 4 new casual/student/part-time positions
- Changes to staffing
 - Community growth
 - Completion of strategic initiatives
 - Net addition of these positions to 2024 budget is approximate \$866,368 or 3.08%





Property Tax Impacts



How are your property taxes calculated?

Assessed Value

Average Assessment in 2023 = \$278,500



Property Tax Rate

2023 = 0.0089479



Property Taxes

Average in 2023 = \$2,492



Average Household Increase for 2023

Assessed Value

Average Assessment in 2024 = \$278,800



DRAFT Property Tax Rate

2024 = 0.00974168



Property Taxes

Average in 2024 = \$2,716



Estimated Average
Household Increase for
2024



Community Grants



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

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

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





Divisional Staff Presentations



Mayor and Council



Mayor and Council



Large Operating Increases

- Receptions from \$7,000 in 2023 to \$9,500 in 2024 due to increased cost of food and beverage
- Meals & Refreshments from \$3,500 in 2023 to \$6,000 in 2024
- Conferences & Conventions from \$20,000 in 2023 to \$27,000 in 2024 to portray more accurate cost of education and training



- Mayor and Council Administrative Support position proposed for July 1st, 2024
- Costs associated with this position \$57,949









Capital Projects

Council Chamber Upgrades

Budget required - \$35,000

Includes the installation of required video distribution equipment to allow for displays within the Council Chambers (\$20,000) and revised design and installation of a connected Council Chamber desk intended to provide more space for technology and workspace and to be designed with accessibility features (\$15,000).













Office of the CAO

Communications Human Resources



M Office of the CAO





Cost Avoidance and Savings



NEW Manager of the Office of the CAO.

- Joined together key support functions from two Council approved positions
- Manager of Strategic Initiatives and Customer Service moved from Legislative Services to Office of the CAO. Budget Neutral Transfer
- Using funding from 2023 approved budget. Zero net new position in budget.









Operating Budget Drivers

- Increases of small individual items due to inflation and increase in staff positions in the Office of the CAO:
 - Conferences and Conventions
 - Training and Courses







Large Operating Increases

- Salary and Wages increase due to offset of Executive Assistant position.
 75% now funded by Office of the CAO. (Transition. Not net new)
- Training and Courses (from \$2,500 in 2023 to \$4,000 in 2024)
 - Additional funding requested in 2024 to portray more accurate cost of education and training.
- Conferences and Conventions. (from \$5,500 in 2023 to \$7,500 in 2024)





Customer Service







Operating Budget Drivers

- Additional front line customer service representative required
- Training and Courses for new staff
- Office supplies for new staff



- Customer Service Representative
 - Start date June 1, 2024



Customer Service





Cost Avoidance and Savings



Centralized Customer Service Desk

- To be located within the front foyer of Victoria Hall to improve front line customer service
- Cost of \$15,000 to be funded through the 2023 approved capital budget for Victoria Hall renovations and upgrades.







- Office Equipment \$1,500 for new staff
- Training and Courses \$7,500 in 2024 to support new staff hires





Communications







Operating Budget Drivers

Website Re-development.

- Current platform (iCreate) coming to end of its life. Town of Cobourg must update to a new content management system.
- \$20,000 was put into reserves in 2023.
- Requesting additional \$27,500 in 2024

+ New Staff Hires

Part-time Communications Co-ordinator

 Support communications with daily website updates, social media management and internal communications efforts



Special Projects (Operating)

Internal Communications

 \$2,500 to fund employee Town Hall meetings and small tokens of appreciation.





Human Resources







Cost Avoidance and Savings



2024 Compensation Review

- Policy HR-NU-C1 Non-Union Compensation Salary Review
 - Completion every 5 years
 - Advanced to 2023 due to recruitment and retention issues
 - Utilizing the 2023 budget to have cost savings in 2024



HRIS (Human Resources Information System)

- On hold for 2024
 - Formal review of requirements with Finance Department
- RFQ to go out in 2024 for implementation in 2025









Operating Budget Drivers

- Increases based on actuals spent:
 - Legal
 - Advertising
- Increases of small individual items due to inflation:
 - Conferences and travel expenses
 - Receptions
 - Employee recognition
- Increases of other items (costs set by provider):
 - HR Downloads
 - Employee and Family Assistance Program









Large Operating Increases

Employee Recognition

- Budget required \$12,000 (based on actuals spent)
- Details: Increase of \$2,000

Legal Fees/Professional Fees

- Budget required \$30,000 (based on actuals spent)
- Details: Increase of \$10,000

Advertising

- Budget required \$10,000 (based on actuals spent)
- Details: Increase of \$2,000

HR Downloads

- Budget required \$6,100 (set by provider)
- Details: Increase of \$600

Employee and Family Assistance Program

- Budget required \$14,000 (set by provider)
- Details: Increase of \$2,000







Corporate Services Division

Departments include:

Finance
Building Maintenance
Information Technology (I.T.)







Cost Avoidance and Savings



Deferred hiring a full-time Program Support Financial Analyst originally scheduled for January 2024 to June 2024.



Revised open job position for Supervisor to Foreman.









Operating Budget Drivers

- 2023 budget included hiring a Manager of Procurement in July 2023.
- The 2024 budget includes the full annual costs of the position.



- Two new positions (Manager of Procurement and Program Support Financial Analyst) were budgeted in 2023.
- Positions were identified in Organizational Review.
- Both positions are budgeted to be filled in 2024.









Large Operating Increases



None

Special Projects (Operating)

- 88% of the increase is related to wages and benefits.
- Increase due to full salary of Procurement Manager.
- Software maintenance increased by \$7,600.
 - Purchase of Caseware program to assist with year-end.



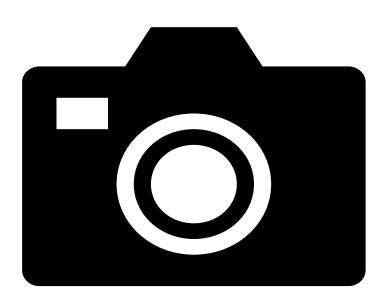






(\$) Capital Projects

• None





Building Maintenance



Building Maintenance





Cost Avoidance and Savings



Updating the 2024 budget from a Supervisor to a Working Foreman – saving approximately \$25,000.









Operating Budget Drivers



- Increase of \$25,000 to reserves to fund future expenditures.
- Increase of \$6,000 in building maintenance.

None











Special Projects (Operating)

 Increase in funding of the Building Reserve to reflect the age of the building and the cost of repair and maintenance in the future years. None









Capital Projects

Chiller Replacement Project and Engineering

Budget required - \$230,000

Installed in 2004, the current cooling system is reaching its end of life and is soon in need of replacement due to wear and age. EUL of a chiller is typically 25 years. As shown in Victoria Hall operating budget, transfer to reserve, money has been set aside over the past few budgets for this project.





Building Maintenance





Capital Projects

Electronic Entry Control System

Budget required - \$72,500

Victoria Hall is currently secured using a standard master / sub key system. It is limited in its flexibility and can present access and security issues (i.e. missing keys, removal of users, wear and tear on the key pins, limitations to restricting of spaces, etc.), The EEC system would allow each user to access areas they require while limiting access to others, tracking & removing missing keys, etc.











Capital Projects

Library West Door Concrete Pad

Budget required - \$35,000

The sliding doors on the west side of the building are not sitting on a solid footing. This is causing issues with the door and track. This work will remove the existing brick base under the door and a distance out to give a solid footing and at the same time slope water away from the doors. This work will require the doors to be removed, concrete work performed, and the doors reinstalled.











Capital Projects

612 D'Arcy St. Roof Replacement

Budget required - \$92,000

The current roof is a shingled Mansford. In 2023 there were numerous roof repairs, and the roof is past its useful life. It is recommended we re-shingle the roof, remove the shingles on the side wall applying siding instead and reinstall all water diversion systems.









Information Technology (I.T.) 4 BUDGET





Cost Avoidance and Savings



Reduction in transfer to computer reserve.









Operating Budget Drivers



 Implementation of standby rate for IT staff to reduce overtime costs.

None









Large Operating Increases

- Standby charge for overtime.
- Increase in reserves.



Special Projects (Operating)

• IT gap analysis: assess the areas of risk and the IT environment and IT systems to help determine the existing security compliance posture and provide an assessment of the current controls against best practices.









Capital Projects

Computerization

Budget required - \$35,000

Annual system and hardware maintenance, infrastructure upgrades, and renewal of systems.











Capital Projects

Switch Upgrades

Budget required - \$15,000

Network switch upgrades – 10 switches over 3 floors.







Legislative Services Division

Areas include:

Clerks Department
Municipal Law Enforcement









Cost Avoidance and Savings and Revenues

The Clerks Office preforms statutory duties and is a requirement under the *Municipal Act, 2001* and other Legislation and is an essential and mandatory service.

Revenues Highlights:

2022 – \$147,995

2023 (YTD) - \$185,690

- Marriage Licences \$35,383
- Marriage Ceremonies \$27,410
- Bingo and Lottery- \$101,418.00
- Other revenue **\$21,479**











Operating Budget Drivers



Payroll and Benefits Increase with new position recommended to assist clerks with Council and Committee work and Clerks services



Continuation with AODA support through departments and preparing for 2025 MYAP Review



Continuation of the Town's Equity, Diversity and Inclusion Strategy.

New Staff Hires

- One (1) new position proposed for the 2023 Budget. **Council/Committee Coordinator:**
 - Position to support Clerk and Deputy Clerk, Staff and Council in new Governance Structure.
 - Assist in additional agenda/minutes and support improved council follow-up and engagement with residents









Large Operating Increases

NONE



Special Projects (Operating)

- New Governance Model Roll-Out
- Launch of the Public Page for public access to all Council Minutes, Reports, By-laws, Resolutions and Council Meeting highlights.



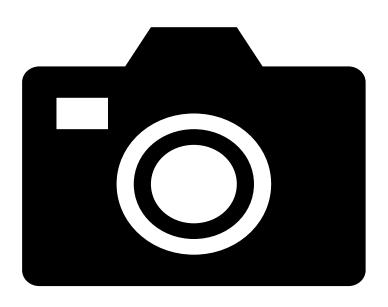






Capital Projects

NONE











Cost Avoidance and Savings



The Municipal Law Enforcement Department recovers costs through licensing and the issuing of AMPS penalty notices and Provincial Offence notices.



Reduction in some line items based on the Launch of AMPS in 2023 with implementation and onboarding now complete, and materials and resources reduced.











Operating Budget Drivers

 Staffing and Payroll with new Staff Request for Municipal Law Enforcement Department Administrator.





Two (2) new positions proposed for the 2023 Budget:

- MLE Administrator 60% attributed from Parking Reserve – Support all Licensing and AMPS processes
- Additional MLEO 100% attributed from Parking Reserve – Maintain Parking Assets and Summer Maintenance to keep everything in working order.









Large Operating Increases

 Increase with Payroll and Benefits with the switch of a PT Officer to a FT Officer and the addition of new proposed positions.



Special Projects (Operating)

- Administrative Monetary Penalty System Full Year process and continuation into 2024
- Short Term Rental Accommodations Licensing By-law Launch and Licensing (Pending Council Approval) and Vehicle for Hire By-law Launch)
- Modernizing and updating various outdated By-laws and transiting to AMPS









Capital Projects

Market Building - Security Infrastructure -\$6,500

Install one interior and three exterior cameras to provide integrated security solution for asset protection and safety.



Purchase of a pick-up truck and associated equipment upfitting, mobile technology truck cap, decals and lighting. Prius is at the end of life and MLEO requires another vehicle for encampment response, parking and waste pick-up.

Tablets – Technology - \$6,000

Purchase of 1 tablet for front counter customer service and 3 tablets for web application.











Protection Services

Departments include:

Fire Services
Emergency Management



Fire Department





Cost Avoidance and Savings

- V
- Delayed the purchase of a new pick-up truck until 2025
- Staggered the hiring of 4 firefighters, 2 in 2024, 1 in 2025 & 1 in 2026 (FMP)
- Deferred the purchase of new self-contained breathing apparatus until 2025
- Deferred the replacement of new floor drains for the apparatus floor until 2025









Operating Budget Drivers

- New fire truck will be delivered in August
- Call volumes have increased by 32%, this equates to an additional 455 calls annually.
- OMERS contribution will be removed for the Deputy Chief in February creating an annual savings of \$18,320.00



Two new firefighters in 2024







Large Operating Increases

- Payroll Salaries and Wages
 - Budget required \$65,555 for 2 firefighters Ongoing expense
- Payroll Benefits
 - Budget required \$22,616
 Ongoing expense
- Annualization for 2 positions in 2023
 - Chief Training Officer \$95,389 + \$32,909
 - Prevention Inspector \$81,529 + \$28,120
 Total \$237,947

- Clothing
 - Bunker gear has increased by 50% in the last couple years
- Internal training & NFPA courses
 - Must meet minimum requirements and have all firefighters certified.
- Conferences and Conventions
 - Cost increased due to additional staff attending





Fire Department





Capital Projects

- Purchase new auto extrication tools to replace the previous set that is over 20yrs old and is no longer reliable
- The new technology will be battery operated, this will allow better access to motor vehicle collisions and improve our ability to serve the public











Capital Projects

- Purchase 5 sets of bunker gear to ensure everyone has NFPA compliant gear.
- Replace bottom panels of apparatus bay doors and repaint them
- Purchase a master stream nozzle that operates unassisted. This allows fire fighters to be reassigned to other tasks. It also limits the exposure to toxic chemicals when fighting a fire
- Purchase 10 lengths of fire hose to replenish our stock.





Emergency Management



Emergency Management





Operating Budget Drivers

 Introduction of a Public Alerting System for the Town of Cobourg (Software purchased in 2023. Annual Operating costs for 2024)

Town of Cobourg





Emergency Management





Cost Avoidance and Savings



Community Emergency Preparedness Grant (CEPG)

- Have submitted for Emergency Shelter Supplies: 50 Cots, 100 Blankets, Phone chargers and cables for the CCC and for the Emergency Operation Centre.
- Applicants will be notified in February 2024, and project is to be completed by July 31, 2024.
- 100% funded through grant





Emergency Management





Large Operating Increases

- Alertable
 - Annual user fees: \$5,000

Town of Cobourg









Planning and Development Division

Departments include:

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









Cost Avoidance and Savings



Slight savings on travel & conferences



Setting aside funds (\$5k) for next strategic plan update will alleviate budget impact in future years



Federal grant in the amount of \$3k to offset advertising and promotions









Operating Budget Drivers

- Maintaining status quo (modest increase over 2023)
- New strategic plan complete in 2023
- No new special projects planned for 2024

2+ New Staff Hires

 Re-instate the Summer Student position (4 months) to assist with Summer Camp offering and other Economic
 Development Initiatives









Large Operating Increases



- Requesting \$8,000 offset by 3k federal grant – net budget request is \$5k (up from 3,200 in 2023)
 - To be used for business assistance, investment marketing, BRE initiatives



Special Projects (Operating)

- Not applicable for 2024
- Future plans to reintroduce beach kiosk initiative for youth entrepreneur in 2025







(\$) Capital Projects

Not Applicable





Venture 13 Innovation & Entrepreneurship Centre



Venture13





Cost Avoidance and Savings



Modest reductions to training, conferences, travel, advertising





New sponsorship program - \$22k annually



Partnership funding increases based on proportionate operating cost splits – as per Council Approved agreement



2024 Draft Schedule "C" Proportionate Share of Base Building Operational Costs 2024 DRAFT

CODE

PROPOSED

150,641.00



Utilities	8930460	\$ 47,000.00
Lakefront	8930461	\$ 24,000.00
Building Main	8930470	\$ 41,070.00
Custodial	8930500	\$ 25,261.00
Insurance	8930320	\$ 2,310.00
Garbage	8930480	\$ 3,000.00
Property Maintenance	8930550	\$ 8,000.00

Total	\$	150,641.00
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Square Footage	Sq.ft.	Share
Cobourg Police Services	14,880.69	45%
Northumberland CFDC	5,164.00	16%
Town of Cobourg	12,867.39	39%
TOTAL	32,912.08	100%

Share of Operating Costs

Total

Cobourg Police Services	\$ 67,788.45
Northumberland CFDC	\$ 24,102.56
Town of Cobourg	\$ 58,749.99



^{*} Actual Annual Operational Costs will be reconciled upon year end and any adjustment payments will be made/due by March 31st of the following year.







Operating Budget Drivers

With completion of Economic
 Development Strategic Plan – inclusive
 of V13 space, re-positioning of
 department – opportunity to fund
 programming initiatives are apparent

+ New Staff Hires

Not applicable











- Programming (Increase \$3k)
 - Outreach Events (Business Blend, Meet & Greets)
 - Speaker Series
 - STEM Camps



Special Projects (Operating)

John Pincott Memorial Award











• Not applicable.





Planning Department



Planning and Development





Cost Avoidance and Savings



New Planning Fee Structure and By-law – anticipated 32% increase in revenues





Planning and Development





Operating Budget Drivers

- Staffing 2 new positions
- Onboarding costs x 2 new staff



2+ New Staff Hires

- Principal Planner (Pre-Budget Approval Granted August 2023 – March 1 start)
- Sustainability Coordinator as recommended by the approved Integrated Community Sustainability Plan – Proposed July 1 start









Not applicable



Special Projects (Operating)

- Zoning By-law Update
- Update to CEC Secondary Plan
- Official Plan Review
 - All planning studies are paid for by OP/Zoning Reserves and/or DC recoverable – no impact to tax levy
- ICSP complete GDS, GERF Study ongoing
- 2025 Trail feasibility study (Cobourg West)









Capital Projects

- Not Applicable
- However, pending approval of new staff hires, improvements to 2nd floor workspaces will be required – including cubicle redesign in the existing Building & Planning Areas and Box office areas (2023 Approved Capital Project)







Heritage





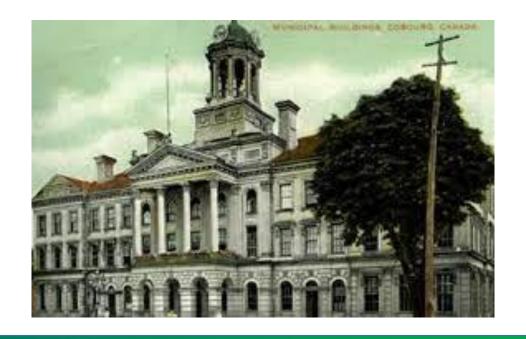


Operating Budget Drivers

- Bill 23 Legislative Changes 2025 deadline to address properties on heritage registry
- Additional outreach, education and training opportunities to bolster the Town's identity as a heritage champion

2+ New Staff Hires

Not applicable





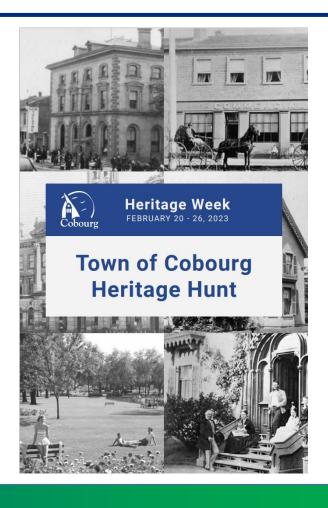


Heritage



Large Operating Increases

- Advertising and Promotions
 - Excellence in Heritage Conservation Award
 - Heritage Week
 - Promotional/Educational Materials
 - Lectures/Workshops
 - Refresh of Heritage Tours
- Consulting assistance (10k) where necessary to assist with Bill 23 impacts





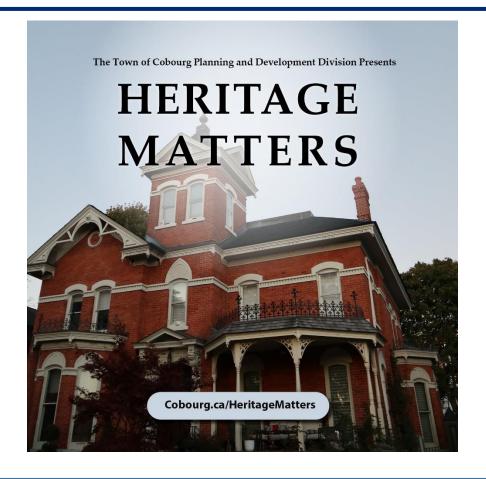






Special Projects

- New Heritage Conservation District (Funded by Holdco)
- Downtown CIP Program (Funded by Holdco)













Cost Avoidance and Savings



2024 Fee increases









Operating Budget Drivers

 No major drivers – standard payroll, benefit increases, and modest increases to memberships, training and travel based on upcoming membership fees and events offered by the Ontario Association of Committees of Adjustment in 2024



 A portion of New Principal Planner's time would be allocated to the Committee of Adjustment Budget











Special Projects (Operating)

Not Applicable

Not Applicable









Not Applicable





Building







Cost Avoidance and Savings



The Building Department must be self-sustaining and there is no impact to the Town's main operational budget or tax levy.



Revenues offset expenses – surpluses held in reserve, and any shortfalls would be funded by reserve









Operating Budget Drivers

- 2023 was a record year of permits, revenues and construction value – exceeded predictions
- Permit activity expected to slow in 2024, but remain high & strong relative to previous years



Not Applicable









Large Operating Increases

 Increases to office supplies & printing costs to move to digital filing system – space saving and record retention efficiencies



Special Projects (Operating)

Not applicable.









Capital Projects

- Electric Vehicles x 2 & Electric Charge Stations
- Blinds for Building Department offices
- Both projects 100% funded by the Building Department's reserve fund with no impact to the tax levy





THANKYOU

Join us for the next budget meeting:

Division Staff Presentation #2 Wednesday, December 13, 2023





Solution Land Acknowledgement





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

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- 1 Public Works
- 2 Environmental Services
- 3 Community Services
- 4 Conclusion







Public Works Division

Departments include:

Roads and Sewers
Engineering
Geographic Information System (G.I.S)
Transit
Environmental Services







Operating Budget Drivers



- New storm sewer flushing and CCTV camera program funded by stormwater fees
- Ontario Structural Inspection Manual (OSIM) Bridge Inspections are required every 2 years per O. Reg. 104 under the Public Transportation and Highway Improvement Act
- N/A









Large Operating Increases

- New Road Patrol Software
 Budget required \$26,000
- Details: \$10,000 start up costs and \$16,000 annual service fee.
- Roads are visually inspected weekly, bi-weekly and monthly depending on the Class and deficiencies are documented to inform work orders for repairs. Pavement condition index (PCI) are also evaluated by Staff bi-annually for asset management. Software is a dashcam system that identifies deficiencies and is integrated with the work order system (Cityworks). Saves staff time stopping the vehicle to make notes manually and transferring to Cityworks.







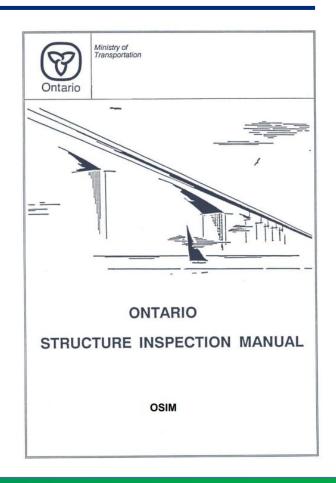


Special Projects

Bi-Annual OSIM Bridge Inspections

Budget required - \$16,500

 Ontario Structure Inspection Manual (OSIM) Bridge Inspections are required every 2 years per O. Reg. 104 under the Public Transportation and Highway Improvement Act











Capital Projects

Traffic Signal Intersection Upgrade & Accessible Pedestrian Signals (APS)

Budget required - \$115,000

Funding available includes:

- CCBF \$115,000
- Share costs with Northumberland County (\$15,000).

Details: The Town's traffic signals are aging and many do not comply with current standards. Typically, one intersection updated annually. Town shares cost with County to add APS to shared intersections annually.





















Capital Projects

Annual Street Light Replacement Program **Budget required - \$210,000**

- Details: The Town has been switching to LED lamps since 2019 as older induction style lamps burn out.
- The Town are currently committed to a fiveyear maintenance contract (2019-2024).













Capital Projects

Half Tonne Truck Replacement

Budget required - \$80,000

• Details: The Roads & Sewers department has been operating with 7 half tonne regular cab trucks of which 1 had to be retired in 2023 (2003 model) and another 3 have exceeded their useful life of 9 years. A more regular replacement program is being established to catch up and reduce maintenance expenses to keep these older vehicles in operation. In addition, all new 1/2 tonnes will be able to transport 4 employees to move more staff with fewer vehicles.









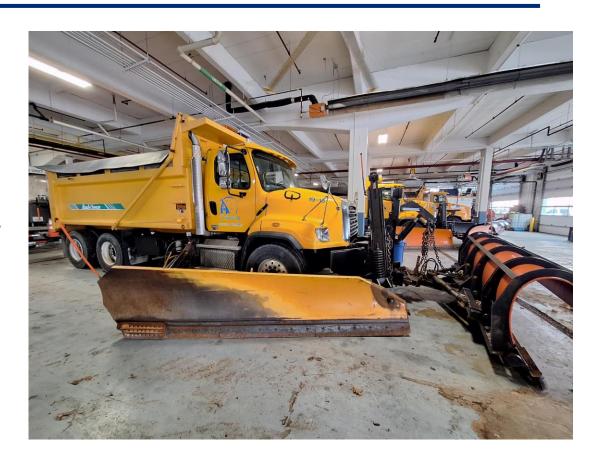


Capital Projects

Snow Plow Replacement

Budget required - \$450,000

• Details: Replacement of unit #19-13, tandem axle combination snow plow/dump truck as per vehicle replacement Bylaw. Unit #19-13 is a 2013 model year but was put in service in 2012. Combination plow/dump trucks are typically replaced every 12 years.











Capital Projects

One Tonne Truck Replacement

Budget required - \$120,000

 Details: Replacing Unit #16-15 in 2024 and Unit #12-16 in 2025. 1 tonne trucks are typically replaced every 9 years. 1 tonne are used for plowing multi-use trails and clearing intersections and crosswalks as well as for carrying water tanks and large equipment.











Capital Projects

Tractor Backhoe Replacement

Budget required - \$200,000

- Details: Backhoes have a typical useful life of 12 years which would put its replacement in 2026 however the Environmental Services (ES) department is in need of replacing their 2002 backhoe in 2024.
- ES purchased the backhoe from Roads in 2015 as its use in ES is much lighter duty. Rather than ES purchasing new or used from an unknown source, replacing the Roads backhoe a year early and transferring to ES is better value for both departments. Estimated used valve of Unit 32-14 will be funded by the Sanitary Reserve.











Cost Avoidance and Savings



2023 User Fee Study identified areas where additional engineering fees can be recovered





Engineering







Operating Budget Drivers

- Urgency to recruit senior experienced engineering staff
- Engineering vehicle to be officially established and added to fleet as well as new maintenance budget and contribution to vehicle replacement reserve.

2+ New Staff Hires

One (1) new senior level engineering
 Staff









Large Operating Increases

- Added new vehicle maintenance account
- Added contribution to vehicle replacement reserve fund for engineering vehicles



Special Projects (Operating)

 None specific to engineering however Environmental Services' special projects related to plant and pump station expansions are coordinated and managed by engineering staff.







Bi-Annual Sidewalk Program

Budget required - \$556,402.470

Funding available includes:

- Development Charges \$103,770
- OCIF \$496,230



Details: New sidewalks are to be constructed as per the Town's Official Plan and Transportation Master Plan. The new Sidewalk Priority Plan is used to determine priority. The priority plan identified D'Arcy St from Elgin to Nickerson Drive. Due to ongoing development, the following locations are proposed: West side of Division Street from Veronica to Veronica, South side of University Ave W from Margaret to William, South side of Densmore Road from Division to Birchwood and North side of Elgin from D'Arcy to Conger.

Note: Elgin Street is County Road but sidewalks are Town responsibility.









William Street Bridge Rehabilitation

Budget required - \$2,100,000

Funding proposed:

Debentures



Details: OSIM bridge inspections identified components of the William Street bridge to be in poor condition or in need of rehabilitation work to meet current standards and practice. Items identified as high priority include the barrier system not meeting current Canadian Highway Bridge Code, no approach guiderails, poor condition sidewalks, inadequate sidewalk widths and lighting deficiencies.







King Street West Reconstruction

Budget required - \$75,000

Funding available includes:

• OCIF - \$45,000 / Sanitary - \$30,000

Future Budget Requirements:

• 2025: \$4,700,000

Details: King Street West, from Burnham St to William St has frequent watermain breaks. Sanitary & storm were constructed in 1960. The design budget of \$150,000 was approved in 2021 and is ongoing. The bridge over Cobourg Creek requires repairs per 2022 OSIM Inspection and a new industrial entrance to WPCP #1 will also be included in the project.











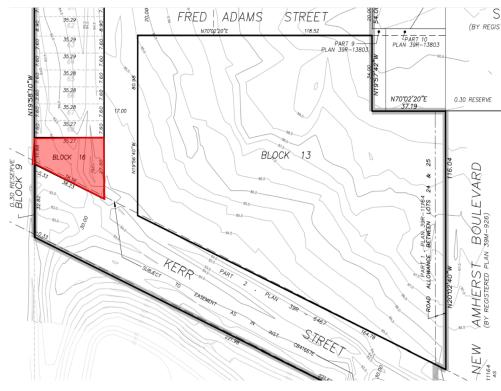
New Amherst Sanitary Pump Station and Forcemain

Budget required - \$2,233,600

Funding available includes:

Development Charges - \$2,233,600

Details: A sanitary pump station (SPS) is required at the southwest corner of the New Amherst subdivision development. The pump station and forcemain has been included in the Town's Development Charges study. The Developer will construct the SPS and be compensated through either DC credits or reimbursement. Financial details will be addressed through a DC agreement with Developer.











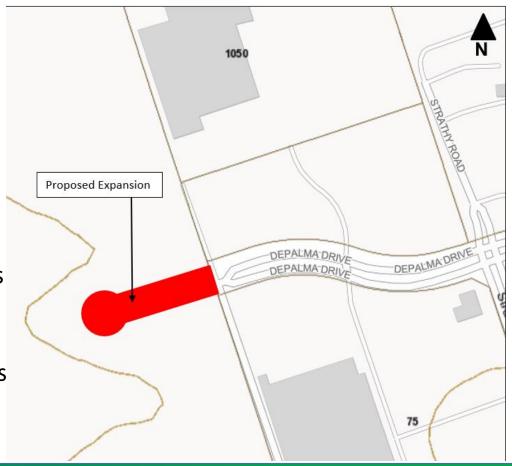
Deplama Drive Road Extension

Budget required - \$190,374

Funding available includes:

- Development Charges \$171,337
- Debentures \$19,037

Details: DePalma Drive road extension is identified in the Town's DC background study, DePalma Drive will ultimately extend westerly from the current dead end to a future north-south extension of Rogers Road. The current project is to extend the road 120m to accommodate development activity. Watermain is project #2 from Water Master Plan and is 100% DC eligible (growth related)











King/College Flashing Beacons

Budget required - \$25,000

Funding available includes:



Details: In 2023 a traffic warrant study was conducted at the existing crosswalk at King and College to determine if the number of pedestrians and vehicles warranted a crossing at this location. The study determined that the crosswalk is warranted and also warrants having flashing lights to warn oncoming traffic of potential for pedestrians crossing. It is also proposed to move the crossing west of College to reduce the number of vehicle turning conflicts with pedestrians.







Midtown Creek Monitoring and Repairs

- Budget required \$90,000 Funding available includes:
 - Stormwater Reserves \$90,000

Details: Following the completion of the Midtown Creek realignment, the Dep. of Fisheries and Oceans required annual monitoring for 3 years. 2023 was the final year for monitoring and upon inspection, some deficiencies were noted that require repairs and subsequently additional monitoring. Repairs are only permitted to be conducted between July 15 and Sept 1 due to fishery restrictions. 2024 costs include repairs and monitoring costs which may continue into 2025 and 2026.







Geographic Information System (G.I.S.)







Operating Budget Drivers

 GIS software and enterprise agreements are costs associated with corporate wide services for the utilization of all ESRI products such as Cityworks, Permits Licensing and Land (PLL), Asset Manager, etc.



• GIS summer student proposed instead of typical allowance for County GIS staff to assist with data collection specifically for our sign inventory utilizing the proposed new GPS unit. Student will also assist with data entry for asset management.











Special Projects (Operating)

• Not Applicable

Not Applicable









Hardware Replacement - Desktop and Laptop

Budget required - \$13,600

Funding available includes:

- Reserves GIS Hardware \$6,100
- Tax levy \$7,500

Details: GIS department desktop and laptop replacement on a 4-year cycle. GIS software requires computers with higher clock speed and larger memory and video card specifications than regular use.

- Laptop \$2,500 (2023/2027)
- Hardware Replacement Desktop and Laptop Desktop \$6,500 (2024/2028)
- Drone \$3,500 (2025/2028)
- GPS Hardware and Software \$7,100 (2024)





Transit



Transit





Cost Avoidance and Savings



Comingled transit service (conventional and Wheels riders)



New operational contract that utilizes Town owned storage facility and discounted gasoline



New vehicle maintenance contract to better control costs and preventative maintenance



Smaller buses = less capital and operating costs and less contribution requirement to vehicle reserves for replacement









Operating Budget Drivers



- Transit operations contract is due for renewal to reflect the on-demand service model.
- Second contract will be developed for transit vehicle maintenance, separate from the operations contract.

Not Applicable









Large Operating Increases

- \$10,000 for 4 additional fare boxes to be installed in all vehicles
- New transit shelter maintenance contract for cleaning and snow clearing increase of \$13,000



Special Projects (Operating)

 A Limited Fixed Route Service Pilot project is presented as an option for a one-year trial. The fixed route would be approximately 16 stops/1 hour and would visit high pedestrian generating locations.









Transit Vehicle Purchased **Budget required - \$550,000** Funding available includes:

- ICIP \$403,332
- Vehicle Reserves \$146,668



Details: Replacement of vehicle 908 (2017), has reached end of useful life (7 years) and delivery is now typically 12-18 months. Two buses are on order and expected delivery is 2025. Working towards 5 town owned minibuses, need to order a second unit in 2024 to get ahead of long delivery times. Spare reliable Town-owned vehicles are required in the fleet to lower costs associated with utilizing contractor vehicles and reduce service interruptions. Investing in Canada Infrastructure Fund Program (ICIP) funding is available to cover costs for 73.33% of fleet replacement until 2037.







Transit Stop Improvements

Budget required - \$20,000

Funding available includes:

- ICIP \$14,666
- Tax Levy \$5,334

Details: Improving accessibility at existing transit stops, including curb cuts and concrete pad installations as per the AODA.







Transit Operations Centre

Budget required - \$150,000

Funding available includes:

- ICIP \$109,995
- Tax Levy \$40,005

Details: New operations contract will be tendered in 2024. To increase interest in bidders and reduce operating costs, Town can offer bus storage at 390 King St W (old public works yard) as well as office space in the form of a modular building, subject to GRCA permitting requirements. If approved, Town will save on contractor costs Transit Operations Centre associated with storage and office space. Costs include installation and purchase/rental costs for first year. Subsequent years will be operating budget costs. ICIP funding can be revised to cover 73.33% of capital costs.





Environmental







Operating Budget Drivers

None of specific note



- Two Environmental Technician positions.
 - One of which has been vacant for many years leaving current employee carrying additional duties.
 - The second position is proposed to be filled both due to workload increases and redundancy/succession planning.







- 2024 increases in security alarm systems at WPCP plants, sanitary and storm pump stations for updates to new auto-dialer circuit boards
- Monks Cove pump station sewer replacement



Special Projects (Operating)

- Primary clarifier repairs
- Various valve replacements
- Cathodic protection repairs
- Concrete repairs
- Environmental Assessment Plant #1 and pump stations (Deferred from 2023)





Environmental





Capital Projects

Sweep Arm - North Secondary Clarifier (Plant #1)

Budget required - \$300,000

Details: The steel sweep arm and center column on the North Secondary Clarifier at Plant #1 is badly corroded. Complete replacement is necessary. The sweep arm and column are original equipment from 1968 (55 yrs).







Environmental





Capital Projects

Digester Mixing Pumps (2) - Plant #1

Budget required - \$150,000

Details: The Digester Mixing Pumps were installed in 2012 and operate 24 hrs/day, 365 days/year. The abrasiveness and corrosive nature of the sludge decrease the life expectancy of these pumps. Two pumps are needed at a cost of \$75,000 each.







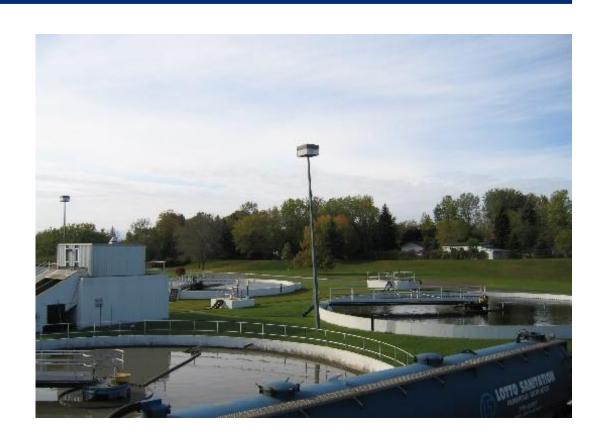




Guiderails - Plant #1

Budget required - \$50,000

Details: As part of the facility condition assessments conducted for asset management purposes, several areas of the facilities were identified to be in need of additional safety railings to meet the OHSA Regulations.







Environmental





Capital Projects

Alum Flow Meters - Plant #2

Budget required - \$15,000

Details: Liquid aluminum sulfate (i.e. alum) is pumped into the effluent to remove excess phosphorus. The present system pumps alum consistently and is set up to maintain phosphorus levels during "Peak" flow. This means that during the night when Plant flow drops considerably, much more alum is being delivered than is necessary to maintain the ECA limit for phosphorus. Adding flow meters will allow the SCADA system to adjust the alum flow to match Plow flow. This reduction could save the facility thousands of dollars annually in wasted alum.











Ozone Upgrades - Plant #1

Budget required - \$400,000

Details: All aspects of the existing Ozone Disinfection system must be made redundant to allow disinfection to continue should any individual component of the system fail. Liquid oxygen will backup the oxygen generation system. A second chiller is needed to cool the ozone generators if the primary chiller fails. Vertical baffling will also be installed in the contact chamber. The chamber is currently designed for chlorine. Ozone requires vertical baffles to allow the ozone longer contact time with the effluent.

The project may span 2 years before completion.



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Alum Pumps (3) - Plant #2

Budget required - \$75,000

Details: Alum is used to remove excess phosphorus from the Plant Effluent.

The pumps at Plant #2 are the originals from 1984 and need replacing.











Waste Activated Sludge (WAS) Pump #2

Budget required - \$30,000

Details: The Waste Activated Sludge wetwell Pump #2 is over 30 years old and in need of replacement. Pump #1 was replaced in 2023. Pump #2 needs to be replaced in 2024.











McGill Pump #2

Budget required - \$150,000

Details: The McGill Pump Station is the Town's largest sanitary pump station. It employs three (3) Xylem pumps that move an average of over 2,000 m3/day. In 2020, Pump #3 was replaced and in 2023 Pump #1 was replaced.

Pump #2 was refurbished in 2020 and expected to last until 2025. However, Pump #2 is failing prematurely and will need to be replaced in 2024.









Community Services Division

Services include:

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



Recreation & CCC







Cost Avoidance and Savings



No new programs or services added



Part-time positions adjusted to right-size skills and compensation



User fees updated – no increases have been made since 2019











Special Projects (Operating)

- User Fees Recreation user fees have been flat since 2019.
- In the same period inflation has increased 17.02%
- User Fees have been updated to balance cost sensitivity from a customer perspective and optimized to maximize revenue.

None









Operating Budget Drivers

- Utilities & General Inflation
- User Fee update Recreation fees have been flat since 2019
- Correction to ineffective interdepartmental staff transfer from CCC->Parks seasonally

2+ New Staff Hires

- None
- Note: "Box Office Clerk" position CCC PT hours converted from existing FT position to improve efficiency

it Recreation & CCC





- User Fee increases vary from 0-20%
 - Prime Ice: 6%
 - Advertising: 9-20%
 - Junior A ice: 22%
 - Arena day rate 25%
 - Gym: 20%
 - Seniors Membership: 93%



Minimal Fee Increases

- Seniors drop in 0%
- Seniors pass-cards -0%
- Public Skate 0%
- Open Gym drop in 0%

* Implementation dates for all fees are staggered to match the activity's season to allow organizers to adapt to new fees.









MAINTAIN SERVICE-LEVEL PROJECTS:

•	Chairs & Table replacements:	\$ 10,000
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- Refrigeration compressor replacement: \$ 60,500
- Floor Scrubber replacement: \$ 25,000
- Ice Resurfacer replacement (gas): \$110,000
- Stadium seating replace broken groups of seats: \$ 20,000
- Glycol pump bearing replacement: \$ 14,000











MAINTAIN SERVICE-LEVEL PROJECTS (continued):

• Pond Roof Repair: \$90,000

• Gym/ HVAC condensation leak repairs: \$20,000

• Cash register replacement: \$ 8,500

• CCC Security system renewal: \$10,000









IMPROVEMENT PROJECTS

Budget Required: \$35,000

Accessibility: Add door openers, improve access pathways to allow access for all, improve walkways and safety of the CCC











PUBLIC ELECTRIC VEHICLE CHARGERS:

Budget Required - \$120,000 (90% Grant funded)

Details: A dedicated team of Cobourg volunteers are exploring current grant opportunities for public electric vehicle chargers. More detail to be available in January 2024.













Cost Avoidance and Savings



No new services



User fees increased



Many desirable community projects deferred until at least 2025









Operating Budget Drivers

Utility costs and inflation



 1 Parks Student – responding to Town growth











Special Projects (Operating)

Utilities, to reflect actual costs

 Bucket Truck – Repair to bucket truck to keep in service.







Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS:

•	Rotary Harbourfront Park Compressor:	\$ 15,000
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Fitzhugh Asphalt Path – Replace: \$ 50,000

Tracey Park Asphalt Path – Replace: \$ 75,000

• Truck #31-13 – Replace: \$ 90,000

• Tractor #31-13 – Replace: \$150,000

Wide Area Mower #43-15 – Replace: \$115,000











Capital Projects

PUBLIC WASHROOM DESIGNS (AODA)

Budget Required - \$75,000

Details: Commission designs for new and/or improved washroom buildings at Sinclair Park, Legion Fields and Peter Delanty Park to meet AODA building code requirements.











Capital Projects

IMPROVEMENT PROJECTS:

Peace Park – Pave gravel pathway: \$50,000

Westwood Park – Parking lot extension: \$65,000

Extend existing gravel parking westward

D.C. Funded















Cost Avoidance and Savings



Revised open job position for Assistant Manager to Coordinator



Increased user fees









Operating Budget Drivers



Utilities and general inflation

None











Special Projects (Operating)

 None None









Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS:

- Replace 2 Utility Task Vehicles: \$ 35,000
- Marina Power Pedestals –replace: \$ 40,000
- Marina customer washroom renewal: \$150,000
- Storage compound security system renewal:

\$ 24,000













Cost Avoidance and Savings

- V
- Removed Sandcastle Festival
- V
- Minimized inflationary increases to Events
- V

Deferred special projects; for example – no printed leisure guide









Operating Budget Drivers



- Inflation
- User fees have not been updated since 2019
- None









Large Operating Increases



Special Projects (Operating)

- Tourism students supports Customer Service Strategy at Victoria Hall
- Garbage collection from events

 Renew bicycle rental program at waterfront









Capital Projects

CONCERT HALL LIGHTING

Budget Required - \$15,000

Details: These lighting fixtures are the last type of our main theatre lights to be replaced by LED, which is more energy efficient and better functioning all around (sharper/clearer images, full-colour control). 12 left to be replaced.







THANKYOU

Questions or feedback? Contact the Finance Department:



finance@cobourg.ca



905-372-4301