



The Corporation of The Town of Cobourg
COMMITTEE OF THE WHOLE MEETING
AGENDA

Monday, November 16, 2020

6:00 P.M.

Electronic Participation

Pages

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST
3. PRESENTATIONS
4. DELEGATIONS
5. DELEGATION ACTIONS
6. GENERAL GOVERNMENT SERVICES

- 6.1. Memo from the Treasurer/Director of Corporate Services, regarding the Long-Term Debt Summary for the Town of Cobourg.

Action Recommended:

THAT Council receive the report from the Municipal Treasurer/Director of Corporate Services regarding the summary of the long-term debt of the Corporation for information purposes.

- 6.2. Memo from the Treasurer/Director of Corporate Services, regarding the Comprehensive Insurance Program - November 1, 2020 to November 1, 2021

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Action Recommended:

THAT the corporation accept the recommendation of our insurance broker and renew the comprehensive insurance program with Frank Cowan Company for the November 1, 2020 to November 1, 2021 policy year in the amount of \$669,205 which includes Broker's fee plus all applicable taxes.

- 6.3. Memo from the Senior Financial Analyst, regarding Reserve projections for year-ending 2020.

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Action Recommended:

THAT Council receive the report for information and analysis purposes for the 2021 Budget Deliberations and strategize which projects should continue in accordance with the Town's Strategic Objectives; and

FURTHER THAT Council advise Staff if any amendments should be

made for transfers to/from reserves based on amendments to capital and operating projects in 2020.

- 6.4. Memo from the Municipal Clerk/Manager of Legislative Services, regarding the proposed Municipal Corporate Policy Review Protocol. 36

Action Recommended:

THAT Municipal Council approve the Corporate Policy Review Protocol process as outlined in the Staff Report; and

FURTHER THAT Council authorize the preparation of a By-law to be presented to Council for adoption at a Regular Council Meeting to amend the By-law No.008-2019, being the Town of Cobourg Terms of Reference By-law, in order to put into place the Town of Cobourg Municipal Corporate Policy Review Protocol and Team.

- 6.5. Memo from the Municipal Clerk/Manager of Legislative Services regarding the Town of Cobourg Accountability and Transparency Processes Update and Report submitted to Municipal Council. 44

Action Recommended:

THAT Council receive the report from the Municipal Clerk/Manager of Legislative Services for information purposes.

- 6.6. Memo from the Municipal Clerk/Manager of Legislative Services, regarding the Closed Session Meeting Protocol Guidelines and the Closed Meeting Investigation Policy and Procedures. 52

Action Recommended:

THAT Council receive the report from the Municipal Clerk/Manager of Legislative Services for information; and

FURTHER THAT Council approve the Town of Cobourg Municipal Council Closed Session Meeting Protocol and Guidelines in order to ensure that Town of Cobourg business is conducted in the most open and transparent manner as possible; and

FURTHER THAT Council approve the Closed Meeting Investigation Policy and Procedures which sets out the process and procedure when a request for an investigation is made pursuant to Section 239.1 of the Municipal Act, 2001 to be performed by the Town of Cobourg appointed Closed Meeting Investigator.

7. PLANNING AND DEVELOPMENT SERVICES

- 7.1. Memo from the Director of Planning and Development, regarding the Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP). 70

Action Recommended:

THAT Council receive the Staff Report for information purposes; and

FURTHER THAT the Affordable & Rental Housing Community Improvement Plan (CIP), prepared by MacNaughton Hermesen Britton Clarkson (MHBC) Planning Limited in association with SHS Consulting, dated October 2020 and attached to the Staff Report as Appendix “I”, which provides incentive options for encouraging the creation of new affordable and rental housing and the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the municipality be adopted by Council; and

FURTHER THAT the By-laws attached to the Staff Report as Appendix “III” and Appendix “IV” which designate a Community Improvement Project Area for the entire municipality and adopt the Affordable & Rental Housing Community Improvement Plan (CIP), October 2020, be endorsed and presented to Council for final approval at a Regular Council Meeting.

- 7.2. Memo from the Secretary of the Planning and Development Advisory Committee regarding the Affordable and Rental Housing CIP Final Report and Response to Public Comments. 131

Action Recommended:

THAT Council receive the recommendation from the Planning and Development Advisory Committee, that Council approve and adopt the Affordable & Rental Housing Community Improvement Plan (CIP), October 2020,

- 7.3. Memo from the Secretary of the Cobourg Heritage Advisory Committee, regarding the Notice of Consent and Minor Variance -105 Havelock Street. (Staff Report to Follow). 132

Action Recommended:

THAT Council endorse the recommendation of the Heritage Advisory Committee regarding the Consent and Minor Variance Application for 105 Havelock Street, with the following recommendation to the Property Owner that:

- i. New development shall conform to the policies of the George Street Heritage Conservation District Plan and Guidelines for Infill Development in Heritage Conservation Districts and be subject to the approval of a Heritage Permit;
- ii. A Certified Heritage Professional (CAHP) or an Architect with significant heritage experience be enlisted for the design of the

new dwelling on the severed lot; and

- iii. A Cultural Heritage Impact Assessment (CHIA) be prepared by a CAHP prior to approval of any new development on the severed lot.

8. PUBLIC WORKS SERVICES

- 8.1. Memo from the Director of Public Works, regarding the Municipal Road Safety Response Team Staff Working Group for responding to technical road safety matters in the Town of Cobourg. 133

Action Recommended:

THAT Council authorize the Municipal Clerk to initiate a Staff Committee for Reviewing Technical Traffic Matters (Traffic Review Committee) for the Town of Cobourg; and

FURTHER THAT Council authorize the preparation of a By-law to be presented to Council for adoption at a Regular Council Meeting to amend the By-law No.008-2019, being the Town of Cobourg Terms of Reference By-law, in order to put into place the Town of Cobourg Road Safety Response Team.

9. PARKS AND RECREATION SERVICES

- 9.1. Memo from the Deputy Director of Community Services, regarding the Town of Cobourg Outdoor Rink at Rotary Harbour Waterfront Park. 138

Action Recommended:

THAT Council receive this report for information purposes; and

FURTHER THAT Council provide direction to Staff by approving one of the following recommendations to be implemented for the 2020-2021 Outdoor Rink Season:

Option A: THAT Council authorize municipal staff to cancel the planned installation of the Outdoor Rink / Transit shelter opening at Rotary Harbourfront Park annually scheduled for mid-November due to the ongoing COVID-19 pandemic;

OR

Option B: THAT Council authorize municipal staff to open the outdoor rink as soon as weather permits, that signs be posted for social distancing rules and that the transit shelter remain closed for the 2020-2021 season;

OR

Option C: THAT Council authorize municipal staff to open the outdoor rink as soon as the weather permits and that the transit shelter also be

opened for the duration of the outdoor rink being operated for the 2020-2021 season.

10. PROTECTION SERVICES

- 10.1. Memo from the Fire Chief, regarding, a 2021 Budget Pre-Approval Request - Town of Cobourg Fire Department Renovation Requests.

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Action Recommended:

THAT Council receive the report from the Cobourg Fire Chief for information purposes; and

FURTHER THAT Council approve the request for the 2021 Budget Pre-Approval for the completion of renovations at the Cobourg Fire Station in the amount of \$240,000.

11. ARTS CULTURE AND TOURISM SERVICES

12. UNFINISHED BUSINESS

The items listed in the order of the topics set out in the agenda of prior meetings which have not been disposed of by Council and the date of their first appearance on the agenda shall be noted and repeated on each subsequent agenda until disposed of by Council, unless removed from the agenda by leave of Council - Council Procedural By-law No. 009-2019.


- 12.1. Municipal Council Unfinished/Outstanding Business Tracking Table.

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13. COMMITTEE OF THE WHOLE OPEN FORUM

- 13.1. Open Forum - Submissions from Public.

14. ADJOURNMENT

| | |
|---|--|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG |
| | STAFF REPORT |
| TO: | Mayor and Council Members |
| FROM: TITLE: | Ian D. Davey, BBA CPA CA Treasurer / Director of Corporate Services |
| DATE OF MEETING: | November 16, 2020 |
| TITLE / SUBJECT: | Comprehensive Insurance Program – November 1, 2020 to November 1, 2021 |
| REPORT DATE: | November 5, 2020 |

1.0 STRATEGIC PLAN
N/A

2.0 PUBLIC ENGAGEMENT
N/A

3.0 RECOMMENDATION
That the corporation accept the recommendation of our insurance broker and renew the comprehensive insurance program with Frank Cowan Company for the November 1, 2020 to November 1, 2021 policy year in the amount of \$669,205 which includes Broker's fee plus all applicable taxes.

4.0 ORIGIN
The Municipality's comprehensive insurance program runs from October 1, 2020 through October 1, 2021 and renews on an annual basis. This year, as a result of delays caused by the pandemic, our insurance company extended our existing policy by one month to November 1, 2020 at the existing rates on a pro-rated basis.

5.0 BACKGROUND
McDougall Insurance Brokers Limited provide brokerage services to the Town on a fee for service basis. This renewal is the third year of a five year agreement with our broker which was approved by Council August 13, 2018.

In addition to assisting municipal staff with questions regarding coverages and claims, our insurance broker reviews our policy renewal to ensure that coverages are adequate to protect the municipality and that premiums are fair.

The insurance market for municipalities is very small in terms of the number of companies willing to provide the type of coverage that municipalities require. Historically, our broker has gone out to market every 3 to 5 years to obtain quotes from competing insurance companies. Mr. Ryan Lowe, from McDougall Insurance Brokers Limited will be in attendance at the Committee of the Whole meeting to explain how this process worked this year and to provide a general overview of the municipal insurance industry in Ontario at this time.

Last year we added our first Cyber liability policy to our insurance coverage. The Cyber policy is separate from our comprehensive policy being considered in this report. The Cyber policy runs from August 6, 2020 through August 6, 2021 with an annual premium of \$7,344 including all applicable taxes which was an increase of \$918 over last year.

6.0 ANALYSIS

Our brokers have reviewed our current insurance contract and renewal terms with Frank Cowan Company in detail and based on this review, their recommendation is that the coverages being offered are adequate and the renewal premiums are reasonable given our claims history and current market trends.

The quoted premium for the policy year November 1, 2020 through November 1, 2021 is \$669,205 which includes our broker fee plus all applicable taxes.

This compares to a total cost of \$568,840 for the policy year ended October 1, 2020, an increase of \$100,366 or 17.64%.

Current policy deductibles are \$25,000 for general liability claims and \$10,000 on property damage claims. The annual premiums as outlined above is based on increasing the deductible on property claims to \$25,000 which resulted in a cost saving of \$12,460.

Our insurance broker Ryan Lowe is in attendance this evening to answer any questions from Members of Council

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

An increase of \$100,366 will represent an increase of 0.41% on the 2020 tax levy of \$24,686,992.

It is recommended that the deductible on property claims be increased to \$25,000 for an annual savings of \$12,460. Historically, the municipality has not had property claims in the range between \$10,000 and \$25,000 so there is minimal risk in increasing this deductible.

8.0 CONCLUSION

It is recommended that the corporation accept the renewal of the comprehensive insurance program with Frank Cowan Company for the November 1, 2020 to November 1, 2021 policy year in the amount of \$669,205, which includes all applicable taxes and brokerage fees.

9.0 POLICIES AFFECTING THE PROPOSAL

N/A


10.0 COMMUNICATION RESULTS

N/A

11.0 ATTACHMENTS

2020 Municipal Insurance Program (17 pages)

12.0 AUTHORIZATION ACKNOWLEDGMENT



Ian D. Davey, BBA CPA CA
Treasurer / Director of Corporate Services

Tracey Vaughan
Chief Administrative Officer



2020 Municipal Insurance Program

CORPORATION OF THE TOWN OF COBOURG

Renewal Report for the Policy Term October 1, 2020 to October 1, 2021

In Partnership with:

Ryan Lowe
McDougall Insurance Brokers Limited
951 Elgin Street West
Cobourg, ON K9A 5J3

Prepared by:

Viano Ciaglia, CIP, CRM
Regional Manager

Ref 14850/tg

26 October 2020

75 Main Street North
Princeton, ON N0J 1V0
1-800-265-4000
frankcowan.com

MIP 04-2017-v1

Built with integrity, leading through innovation.

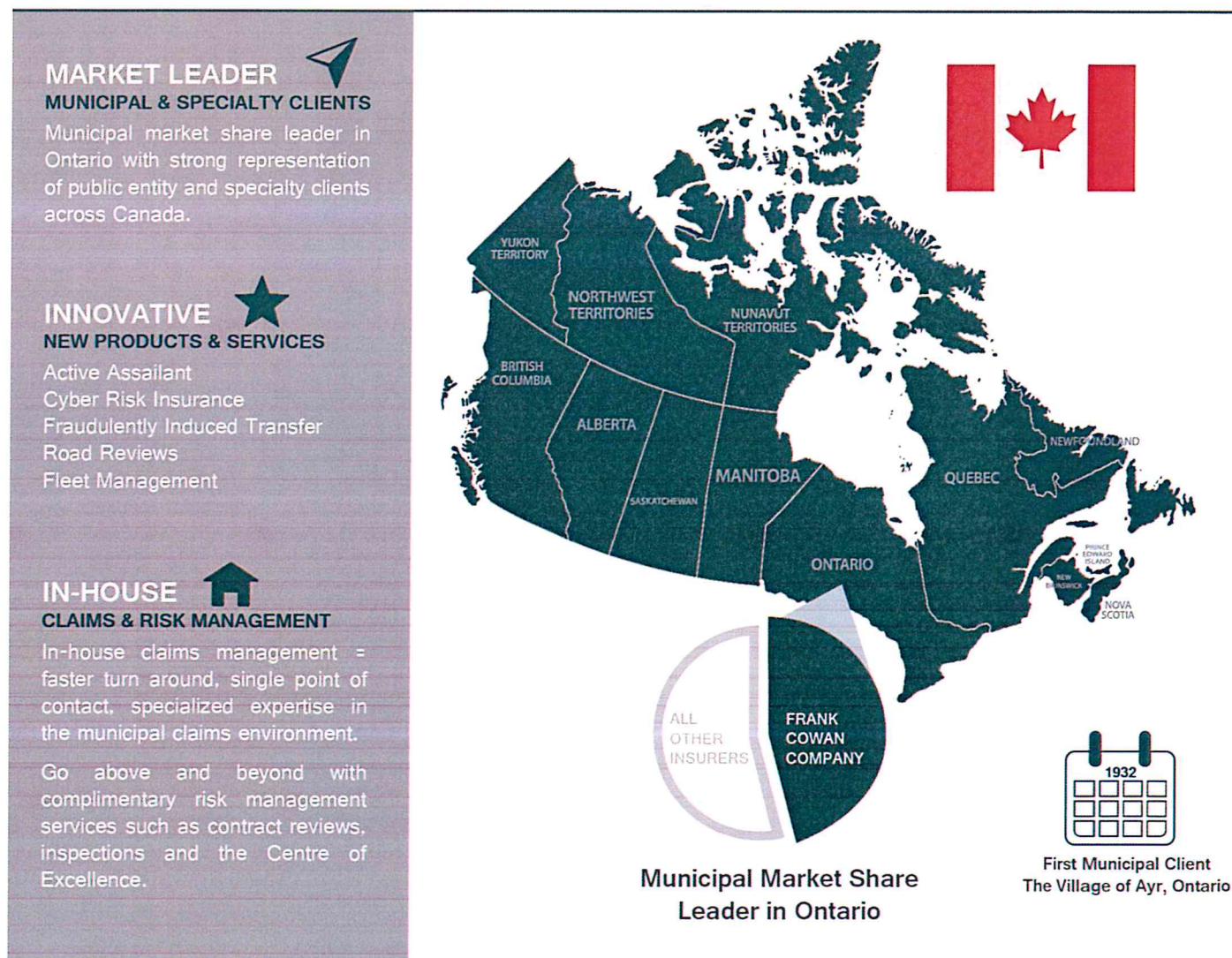


About Frank Cowan Company

Frank Cowan Company is a leader in providing specialized insurance programs, including risk management and claims services to municipalities, healthcare, education, community, children's and social service organizations across Canada. Proven industry knowledge, gained through over nine decades of partnering with insurance companies and independent brokers, gives Frank Cowan Company the ability to effectively manage the necessary risk, advisory and claims services for both standard and complex issues.

Frank Cowan Company is a Managing General Agent (MGA) with the authority to write and service business on behalf of strategic partners who share our commitment and dedication to protecting specialized organizations. Because our partners are long-term participants on our program, they understand the nature of fluctuating market conditions and complex claims and are prepared to stay the course.

CANADIAN OWNED COMPANY WITH 90+ YEARS OF CONTINUOUS OPERATION



THE ADVANTAGE OF A MANAGING GENERAL AGENT

The MGA model is different than a traditional broker/insurer arrangement in that an MGA provides specialized expertise in a specific, niche area of business. As an MGA we also offer clients additional and helpful services in the area of risk management, claims and underwriting. And unlike the reciprocal model, a policy issued by an MGA is a full risk transfer vehicle not subject to retroactive assessments but rather a fixed term and premium.

We invite you to work with a partner who is focused on providing a complete insurance program specific to your organization that includes complimentary value-added services that help drive down the cost of claims and innovative first to market products and enhancements. You will receive personalized service and expertise from a full-service, local and in-house team of risk management, claims, marketing and underwriting professionals.

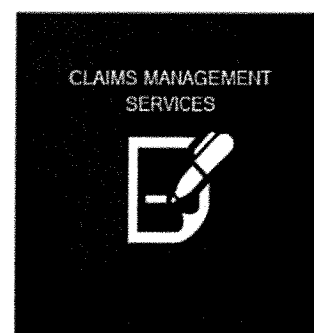
As a trusted business partner, we believe in participating in and advocating for the causes that affect our clients. For this reason, we affiliate with and support key provincial and national associations. In order for Frank Cowan Company to be effective in serving you, we, as an MGA, believe in fully understanding your needs, concerns and direction. Our support is delivered through thought leadership, financial resources, advocacy, services, education and more.

RISK MANAGEMENT SERVICES

We are the leader in specialized risk management and place emphasis on helping your organization develop a solid plan to minimize exposure before potential incidents occur. Risk management is built into our offerings for all clients, fully integrated into every insurance program. Our risk management team is comprised of analysts, inspectors and engineers who use their expertise to help mitigate risk. We do everything we can to minimize your exposure before potential incidents occur. This includes providing education, road reviews, fleet reviews, contract analysis and property inspections.

CLAIMS MANAGEMENT SERVICES

Our in-house team of experts has the depth of knowledge, experience and commitment to manage the complicated details of claims that your organization may experience. You deal with the public often in sensitive instances where serious accusations can be made. Your claims are often long-tail in nature and can take years to settle. Some claims aren't filed until years after the occurrence or accident. You want a team of professionals on your side that will vigorously defend your reputation. We understand your risks and your exposures and have maintained a long-term commitment to understanding the complex issues your organization may face so that we can better service your unique claims requirements.



*Please note that the information contained in this document is proprietary and confidential and is to be used for the sole purpose of determining the successful proponent. Permission must be obtained from Frank Cowan Company prior to the release of any information contained herein for any other purpose than evaluating this submission.

Best in Class Value-Added Services

Frank Cowan Company offers more than just an insurance policy. As a leading MGA specializing in public entities, we provide Canadian municipalities with a complete insurance program. What's the difference? A vested interest in helping you reduce your total cost of risk while providing you with complimentary best in class value-added services that help improve your overall performance.

ADVOCACY & MUNICIPAL ASSOCIATION SUPPORT

Frank Cowan Company employees are continually recruited to serve on legislative committees and are aware of changes that will be introduced. We can move quickly to help you begin to modify your policies and procedures to maintain regulatory compliance.

Frank Cowan Company advocates and supports your municipal associations across the country.



RISK MANAGEMENT SERVICES

Asset Valuation and Risk Inspections

Inspections provide you with calculated reconstruction costs for insurance purposes and ensure insurance to value. Inspections also analyze potential areas of harm and provide risk recommendations to reduce the frequency and severity of incidents.

Roads & Sidewalks

Road Risk Assessment

Non-repair of road liability claims are costly to defend, result in high court awards and greatly impact a municipality's cost of risk. To help municipalities minimize exposure to non-repair of road claims, road assessments can be employed to review documentation, compliance with the Ontario Traffic Manual, adequacy of policies and procedures and select road segments.

Sidewalk Services

Our sidewalk consulting services can help to reduce the frequency of falls on your sidewalks.

Driver Trainer

Fleets and individual drivers can receive comprehensive driver training through the use of seminars, tools and guidelines that assist with everything from pre-employment checklists and driver management policies to defensive and cooperative driving education.

Fleet Management Evaluation

Have your municipality's fleet risk management practices evaluated. Topics for review include: management structure with the fleet, areas of operation/travel, driver training/hiring practices and loss control management.

MMS Compliance

Our Minimum Maintenance Standards (MMS) compliance analysis focuses on reviewing your policies/procedures/ documentation and comparing these to the required standards set under the MMS as well as the best practices developed by the Ontario Good Roads Association

Municipal Education

Education & Seminars

Over 10,000 municipal employees from almost every department have received training from Frank Cowan Company over the past few years. Training can be provided through customized sessions on the topics of your choosing or be tied to a policy/procedure review or claims review. We can also provide training through a webinar format and record these webinars so your managers can use them at any time to train new staff or as a refresher for existing staff. We have also partnered with Ontario Good Roads Association and the Association of Ontario Road Supervisors to provide technical training on several books of the Ontario Traffic Manual. Every year we offer Regional Training Sessions to larger audiences on topics such as Building Inspection Losses, Fleet Safety, Trails and Cycling on Municipal Roads. We are always interested in hearing from you as to the type of training your municipality requires.

Frank Cowan Company Institute of Municipal Risk Management

Register for courses specific to your role as a Councillor or municipal employee. The Institute is a collaborative initiative with the Association of Ontario Municipalities and features a variety of courses. Content rich material will help participants identify existing and emerging risks; become familiar with laws, statutes and legislation; and understand the importance of risk management protocols relating to a variety of municipal areas such as roads, sidewalks and claims management. Visit municipaleducation.ca for more information or to register.

Reviews & Analysis

Contract Reviews

This complimentary service is among our most popular because a third-party contract review can make a substantial difference. You'll receive valuable feedback and insight from a Paralegal on the suitability and effectiveness of liability provisions and insurance clauses in contracts and agreements.

CLAIMS SERVICES

Claims Management Best Practices Framework

Manage claims under your deductible with greater efficiency using our tested claims analytics and measures that are guaranteed to have a positive effect on cost savings. Couple this with strong claims and risk management and your organization will be better prepared to help mitigate and manage future incidents.

In-House Claims Management Services

Your claims will be handled better. We have in-house claims authority – others may not. Why does this matter? You'll experience faster turnaround, one point of contact, reduced frustration, better claims resolution and improved expense management.

Claims History Analysis

Identify the cause of claims and focus on trends and patterns to help eliminate risk sources so as to better identify risk trends and address them with mitigation techniques.

Policy and Procedural Reviews

Includes an audit of systems and processes to reduce potential losses within your organization. Reviews focus on identifying gaps or inconsistencies between written policies and procedures, operational procedures and current legislation. The review also includes a claims analysis to identify trends, patterns and adherence or its lack of to the written operational policies and procedures.

Online Resource Library - Risk Management Centre of Excellence

You'll receive access to hundreds of relevant and helpful resources and templates designed to provide you with the tools needed to manage municipal risk.

Guidewire ClaimCenter® Claims Management

View the status of claims in addition to data mining capabilities for risk management purposes so as to better identify risk trends and address them with mitigation techniques.

Claims Education

Customized municipal seminars on claims related topics delivered to solve specific risk issues.

Expertise

Canadian municipal claims experience and expertise is important. Our understanding of the complex municipal landscape allows us to better service your unique claims requirements.

Your Insurance Coverage

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Casualty

| Coverage Description | (\$) *Deductibles | (\$) Limit of Insurance |
|---|------------------------|--|
| General Liability (Occurrence Form) <i>Broad Definition of Insured</i> | 25,000 | 15,000,000 Per Claim No Aggregate |
| Voluntary Medical Payments | Nil | 50,000 Per Person 50,000 Per Accident |
| Voluntary Property Damage | Nil | 50,000 Per Occurrence 50,000 Annual Aggregate |
| Voluntary Compensation - Employees | Nil | 50,000 Each Person 250,000 Annual Aggregate |
| Sewer Backup | 25,000 Per Claimant | |
| Wrongful Dismissal (Legal Expense – Claims Made) | 5,000 | 250,000 Per Claim 250,000 Aggregate |
| Forest Fire Expense | Nil | 1,000,000 1,000,000 Aggregate |
| Errors & Omissions Liability (Claims Made Form) | 25,000 | 15,000,000 Per Claim No Aggregate |
| Non-Owned Automobile Liability | | 15,000,000 |
| Legal Liability for Damage to Hired Automobiles | 500 | 250,000 |
| Environmental Liability (Claims Made Form) | 25,000 | 2,000,000 Per Claim 4,000,000 Aggregate |
| *Your deductible may be a Deductible and Reimbursement Clause (including expenses) refer to Policy Wordings | | |

Follow Form – Excess Liability

| Coverage Description | | (\$) Limit of Insurance |
|------------------------------|-----------------------|-------------------------|
| Excess Limit | | 10,000,000 |
| Underlying Policy | (\$) Underlying Limit | |
| General Liability | 15,000,000 | |
| Errors & Omissions Liability | 15,000,000 | |
| Non-Owned Automobile | 15,000,000 | |
| Owned Automobile | 15,000,000 | |
| Owned Automobile - Transit | 15,000,000 | |

Total Limit of Liability (\$) 25,000,000

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Crime

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|--|---------------------|----------------------------|
| Employee Dishonesty – Form A (Commercial Blanket Bond) | | 1,000,000 |
| Loss Inside the Premises (Broad Form Money & Securities) | | 300,000 |
| Loss Outside the Premises (Broad Form Money & Securities) | | 300,000 |
| Audit Expense | | 200,000 |
| Money Orders and Counterfeit Paper Currency | | 200,000 |
| Forgery or Alteration (Depositors Forgery) | | 1,000,000 |
| Computer and Transfer Fraud (Including Voice Computer Toll Fraud) | | 200,000 |

Accident

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|---|---------------------|----------------------------|
| Board Members: Persons Insured -Mayor, Deputy Mayor, Five (5) Councillors, and Five (5) Various | | |
| Board Members Accidental Death & Dismemberment | | 250,000 |
| Paralysis | | 500,000 |
| Weekly Income – Total Disability | | 500 |
| Weekly Income – Partial Disability | | 300 |

Conflict of Interest

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|----------------------|---------------------|-----------------------------------|
| Legal Fees Expenses | Nil | 100,000 Per Claim No Aggregate |

Legal Expense (Claims Made)

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|----------------------|---------------------|------------------------------|
| Legal Defence Cost | Nil | 100,000 500,000 Aggregate |

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Property

| Coverage is on an All Risk Basis unless otherwise specified. Basis of Settlement is Replacement Cost unless otherwise specified The Deductible is on a Per Occurrence Basis | | | |
|---|-------------------|-------|--------------------------|
| Coverage Description | (\$) Deductibles | Basis | (\$) Limit of Insurance |
| Property of Every Description - Blanket | 10,000 | RC | 220,742,300 |
| Scheduled Items Coverage, Deductible and Basis of Settlement as per Schedule | 10,000 | | 200,600 |

| Property Supplemental Coverage (Included in the Total Sum Insured unless otherwise specified in the wording) | | |
|--|--------|----------|
| Building By-laws | 10,000 | Included |
| Building Damage by theft | 10,000 | Included |
| Debris Removal | 10,000 | Included |
| Electronic Computer Systems | | |
| Electronic Computer Hardware and Media | 10,000 | Included |
| Electronic Computer Systems Breakdown | 10,000 | 477,850 |
| Electronic Computer Systems – Extra Expense | 10,000 | 67,400 |
| Extra Expense Period of Restoration | 10,000 | 90 Days |
| Expediting Expense | 10,000 | Included |
| Fire or Police Department Service Charges | 10,000 | Included |
| First Party Pollution Clean-up | 10,000 | Included |
| Fungi and Spores | 10,000 | 10,000 |
| Furs, Jewellery and Ceremonial Regalia | | |
| Ceremonial Regalia | 10,000 | Included |
| Furs and Jewellery | 10,000 | 25,000 |
| Inflation Adjustment | 10,000 | Included |
| Live Animals Birds or Fish | 10,000 | 25,000 |
| Newly Acquired Property | 10,000 | Included |
| Professional Fees | 10,000 | Included |

| | | |
|---|--------|----------|
| Property and Unnamed Locations | 10,000 | Included |
| Property Temporarily Removed Including while on Exhibition and during Transit | 10,000 | Included |
| Recharge of Fire Protection Equipment Expense | 10,000 | Included |
| Sewer Backup and Overflow | 10,000 | Included |

| | | |
|---|--------|-------------|
| Public Entity Extension Endorsement (In Addition to the Total Sum Insured unless specifically scheduled in the wording) | | |
| Accounts Receivable | 10,000 | 500,000 |
| Bridges and Culverts | 10,000 | 500,000 |
| Buildings Owned due to Non Payment of Municipal Taxes | 10,000 | 100,000 |
| Buildings in the Course of Construction Reporting Extension | 10,000 | 1,000,000 |
| By Laws – Governing Acts | 10,000 | 25,000 |
| Consequential Loss Caused by Interruption of Services | | |
| On Premises | 10,000 | Included |
| Off Premises | 10,000 | 1,000,000 |
| Cost to Attract Volunteers Following a Loss | 10,000 | 10,000 |
| Docks, Wharves and Piers | 10,000 | 100,000 |
| Errors and Omissions | 10,000 | Included |
| Exterior Paved Surfaces | 10,000 | 50,000 |
| Extra Expense | 10,000 | 500,000 |
| Fine Arts | | |
| At Insured's Own Premises | | Not Insured |
| On Exhibition | | Not Insured |
| Fundraising Expenses | 10,000 | 10,000 |
| Green Extension | 10,000 | 50,000 |
| Growing Plants | | |
| Any One Item | 10,000 | 1,000 |
| Per Occurrence | 10,000 | 100,000 |
| Ingress and Egress | 10,000 | Included |
| Leasehold Interest | 10,000 | 25,000 |
| Master Key | 10,000 | 25,000 |

| | | |
|--|----------------------|-------------|
| Peak Season Increase | 10,000 | 25,000 |
| Personal Effects | 10,000 | 25,000 |
| Property of Others | 10,000 | 25,000 |
| Rewards: Arson, Burglary Robbery and Vandalism | 10,000 | 25,000 |
| Signs | 10,000 | Included |
| Vacant Property | 10,000 | 1,000,000 |
| Valuable Papers | 10,000 | 500,000 |
| Business Interruption | | |
| Rent or Rental Value | 10,000 | 500,000 |
| | | |
| Additional Endorsements | | |
| Earthquake – POED | 3% Minimum \$100,000 | Included |
| Flood – POED | \$ 25,000 | Included |
| Fine Arts | 10,000 | 1,130,000 |
| Watercraft | 10,000 | 549,400 |
| (\$) Total Amount of Insurance | | 225,784,700 |
| RC = Replacement Cost ACV = Actual Cash Value VAL = Valued | | |

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Equipment Breakdown (TechAdvantage)

| Coverage Description | (\$) Deductibles / Waiting Period | (\$) Limit of Insurance |
|--|---------------------------------------|---|
| Direct Damage | See Below | 50,000,000 Per Accident |
| Loss of Arena Revenues | 24 Hours | 1,000 Daily Indemnity 90,000 Total limit of loss |
| Extra Expense | | 500,000 |
| Spoilage | | 50,000 |
| Expediting Expense | | Included |
| Hazardous Substances | | 500,000 |
| Ammonia Contamination | | 500,000 |
| Water Damage | | 500,000 |
| Professional Fees | | 500,000 |
| Civil Authority or Denial of Access | | 30 days |
| Errors and Omissions | | 250,000 |
| Data Restoration | | 50,000 |
| By-Law Cover | | Included |
| Off Premises Transportable Object | | 10,000 |
| Brands and Labels | | 100,000 |
| Green Coverage | | 50,000 |
| Environmental Efficiency *Will not show on Declarations Page | | Up to 150% of Loss |
| Anchor Locations | | Included |
| Service Interruption *Will not show on Declarations Page | | Included Within 1000 metres |
| Contingent Business Interruption | | 25,000 |
| Public Relations Coverage | | 5,000 |

Description of Object

(\$) Deductible Amount

| | |
|--|---------|
| 1. 475 HP Ammonia Chiller (2010) Cimco, 750 D'Arcy Street, Cobourg | 10,000. |
| 2. 290 HP Ice Diesel Engine, 750 D'Arcy Street, Cobourg | 10,000. |
| 3. 200KW/600V Generator, 750 D'Arcy Street, Cobourg | 10,000. |
| 4. Any Anaerobic Digestor, 420 King Street, West, Cobourg | 25,000. |
| 5. Any Other Object | 2,500. |
| 6. Any Other Location | 2,500. |

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Owned Automobile

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|--|-------------------|--------------------------------------|
| Liability | | |
| Bodily Injury | | 15,000,000 |
| Property Damage | | Included |
| Accident Benefits | | As stated in Section 4 of the Policy |
| Uninsured Automobile | | As stated in Section 5 of the Policy |
| Direct Compensation – Property Damage | | |
| *This policy contains a partial payment of recovery clause for property damage if a deductible is specified for direct compensation-property damage. | | |
| Loss or Damage** | | |
| Specified Perils (excluding Collision or Upset) | | |
| Comprehensive (excluding Collision or Upset) | | |
| Collision or Upset | | |
| All Perils | VRS | Included |
| Endorsements | | |
| GCNA #3 - Equipment Endorsement | | Included |
| GCNA #4 - Fire Department Vehicles | | Included |
| GCNA #5 - Notice of Cancellation | | Included |
| GCNA #8 - Replacement Cost | | Included |
| GCNA #15 - Multiple Named Insured/Lessor | | Included |
| #5 - Permission to Rent or Lease Automobiles and Extending Coverage to Specified Lessee(s) | | Included |
| #20 - Coverage for Transportation Endorsement | | \$900/Occurrence |
| #21B - Blanket Fleet Coverage | | 50/50 |
| #27B - Business Operations - Liability for Damage to Non-Owned Automobiles | | Included |
| #32 - Use of Recreational Vehicle by Unlicensed Operators | | Included |
| #44R - Family Protection Coverage | | \$1,000,000 |
| <p>** This policy contains a partial payment of loss clause. A deductible applies for each claim except as stated in your policy.</p> | | |

Schedule of Coverage

(Coverage is provided for those item(s) indicated below)

Automobile (Transit)

| Coverage Description | (\$) Deductibles | (\$) Limit of Insurance |
|--|-------------------|--------------------------------------|
| Liability | | |
| Bodily Injury | 5,000 | 5,000,000 |
| Property Damage | | |
| Accident Benefits | 5,000 | As stated in Section 4 of the Policy |
| Uninsured Automobile | | As stated in Section 5 of the Policy |
| Direct Compensation – Property Damage | | |
| *This policy contains a partial payment of recovery clause for property damage if a deductible is specified for direct compensation-property damage. | 5,000 | |
| Loss or Damage** | | |
| Specified Perils (excluding Collision or Upset) | | |
| Comprehensive (excluding Collision or Upset) | | |
| Collision or Upset | | |
| All Perils | 5,000 | Included |
| Endorsements | | |
| GCNA #5 - Notice of Cancellation | | 90 days |
| GCNA #8 - Replacement Cost | | Included |
| #6C - Public Passenger Vehicle | | 10,000,000 |
| ** This policy contains a partial payment of loss clause. A deductible applies for each claim except as stated in your policy. | | |

Automobile (Transit) – First Excess Liability

| Coverage Description | (\$) Limit of Insurance |
|--------------------------------|--------------------------|
| Excess Limits | 5,000,000 |
| Underlying Policy | (\$) Underlying Limit |
| Owned Automobile - Road Hazard | 5,000,000 |

Automobile (Transit) – Second Excess Liability

| Coverage Description | (\$) Limit of Insurance |
|-------------------------------------|--------------------------|
| Excess Limits | 5,000,000 |
| Underlying Policy | (\$) Underlying Limit |
| Owned Automobile – Road Hazard | 10,000,000 |
| Owned Automobile – Passenger Hazard | 10,000,000 |

Account Premium

| | | | | |
|-------------------|---|-------------------|---|-------------------|
| <i>Prior Term</i> | <i>Total Annual Premium (Excluding Taxes Payable)</i> | <i>\$ 523,907</i> | <i>Total Annual Premium (Excluding Taxes Payable)</i> | <i>\$ 629,410</i> |
|-------------------|---|-------------------|---|-------------------|

Please refer to the insurance contract for all limits, terms, conditions and exclusions that apply. The premium Quoted is subject to a 15% minimum retained (unless otherwise stated).

Non-Accumulation of Limits Agreement is Applicable to Transit

Indemnity Agreement

| Coverage Description | (\$) Deductibles |
|---|-------------------|
| Third Party Liability (Bodily Injury & Property Damage) | 5,000 |
| Accident Benefits | 5,000 |

Cost Analysis

| | Expiring Program Term | Renewal Program Term |
|--------------------------------|--------------------------|-------------------------|
| Casualty | | |
| General Liability | \$ 237,342 | \$ 267,010 |
| Errors and Omissions Liability | 13,802 | 13,802 |
| Non-Owned Automobile Liability | 200 | 200 |
| Environmental Liability | 16,798 | 16,798 |
| Crime | 1,250 | 1,500 |
| Board Members Accident | 760 | 760 |
| Conflict of Interest | 600 | 600 |
| Legal Expense | 2,973 | 2,973 |
| Property | | |
| Property | 123,839 | 165,557 |
| Equipment Breakdown | 14,023 | 14,303 |
| Automobile | | |
| Owned Automobile | 90,392 | 118,120 |
| Owned Automobile - Transit | 15,458 | 20,098 |
| Excess | | |
| Follow Form | 4,902 | 5,813 |
| Excess Auto - 1st Layer | 882 | 1,055 |
| Excess Auto - 2nd Layer | 686 | 821 |
| Total Annual Premium | \$ 523,907 | \$ 629,410 |
| (Excluding Taxes Payable) | | |

Changes to Your Insurance Program

Please be advised of the following changes to your insurance program that now apply:

General Policy Change

- Effective January 1, 2020 we have updated Form GNGX408 Lloyds Additional Conditions which attaches to all policies where Lloyds is a participating carrier. The 'Notice Concerning Personal Information' section has been updated. A Sanctions Limitation and Exclusion clause has also been added to this form.

Property Policy

- Building values have been increased in order to reflect inflationary trends.
- **Virus and Bacteria Exclusion**
Frank Cowan Company is adding a virus and bacterial exclusion to property policies effective August 1st, 2020 for new business and October 1st, 2020 for renewals.
Previously we've communicated that our property coverage requires there to be a direct physical loss or direct physical damage subject to the policy terms and conditions and that business interruption coverage will not be triggered for a loss caused by a virus or bacteria.
The endorsement now clarifies that we exclude any virus, bacterium or other micro-organism that induces or is capable of inducing physical distress, illness or disease. The exclusion also stipulates that this exclusion supersedes any exclusion or coverage granted relating to 'pollutants' or 'contagions'.
The exclusion applies to all locations and all property policies and coverage including business interruption coverage, builders risk coverage, miscellaneous or other property coverage "form(s)" and any extensions, clauses or additions of coverage attached to and forming part of this policy, including exceptions to exclusions attached to these policies.

Non-Owned Automobile Policy and Rented Vehicles

- Non-Owned Auto Coverage includes the SEF 94 endorsement – Legal Liability (Physical Damage) to a Hired/Rented Auto. Coverage is automatic for short term rentals (less than 30 days).
- If rentals are automatically renewed on a regular basis (for consecutive 30 day periods) coverage is required under the auto policy, #OPCF 27B endorsement and will be charged for accordingly. Please review this exposure and advise us of the details.

Environmental Wording Changes

- We have amended the look of our Environmental Form. It is now in our standard font. We have also added quotations around defined terms throughout the wording.

We have updated the following exclusions to follow industry standard and have incorporated these into the wording.

- War
- Fungi
- Nuclear
- Terrorism
- Data
- Asbestos


Previously the Fungi, Nuclear, Terrorism, Data and Asbestos exclusions were added via separate endorsements.

Automobile Policy

- Replacement Cost Endorsement applies to vehicles 20 years and newer. Refer to Highlights Page for more information on fire trucks and coverage conditions.

Non-Accumulation of Limits Agreement

- To provide coverage for all aspects of your business operations, separate auto policies have been issued to accommodate different departments, different limits, deductibles or coverage.
- As each policy is issued in the same name, this creates a potential exposure referred to as "stacking of Insurance liability limits". Stacking of limits exists when more than one insurance policy is potentially affected or "drawn in" to a claim when the intention was only for a single policy to be exposed.
- The "Non-Accumulation of Limits Agreement" addresses this exposure. A signed copy of this agreement will be required.

| | | |
|---|---|---------|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT | |
| TO: | Mayor and Council | |
| FROM: | Jen Heslinga | |
| TITLE: | Senior Financial Analyst | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Reserve projections for year-ending 2020 | |
| REPORT DATE: | November 3, 2020 | File #: |

1.0 STRATEGIC PLAN
N/A

2.0 PUBLIC ENGAGEMENT
N/A

3.0 RECOMMENDATION
That council use the attached report for information purposes and analysis as they prepare for the 2021 budget deliberations; and strategize which projects should continue in accordance with the Town's strategic objectives.

And advise staff if any amendments should be made for transfers to/from reserves based on amendments to capital and operating projects in 2020.

4.0 ORIGIN
Resolution 431-15, Policy # FIN-ADM2, Reserve Fund Policy, October 5, 2015

Municipal Act, Part VII Section 293 Financial Administration, Regulations, reserve fund

Resolution 022-20, Council approved 2020 operating, capital and environmental budgets, February 3, 2020

5.0 BACKGROUND

Reserve and Reserve Funds are a management tool used to accumulate funds over time to assist in long term planning, asset management, fluctuations in the economy, and/or budget shortfalls, to maintain consistent levels of service and avoid drastic fluctuations in tax rates.

Reserves should only be used to offset one time operating and capital expenses. Traditionally, the Town of Cobourg has not used reserves to reduce increases associated with an overall tax levy increase, as this would increase the tax burden in future years, while diminishing reserve balances.

As part of the annual budget process, Town staff make recommendations on contributions to reserves in order to plan for future operating and capital requirements. Withdrawals from reserves are also budgeted for ongoing projects that were previously approved. The Treasurer and finance staff monitor these funds regularly and make contributions and withdrawals based on the council approved budget transfers.

6.0 ANALYSIS

The attached report provides a summary of the approved budget transfers to/from reserves for the 2020 fiscal period, with an estimated projection of ending balances. The first column provides the audited, 2019 final reserve balances. The next two columns summarize the transfers out of reserves for operating and capital purposes; while the fourth column illustrates the budgeted transfer into the reserves. The final column is a summation of beginning balances plus transfers in, less transfers out, providing a projection of 2020 ending balances.

It should be noted that these are not final 2020 reserve balances, but rather a conservative estimate as though the maximum 2020 budget was spent, and transfers completed for those projects were funded through reserves.

This projection does not account for any deferred projects that have been delayed on account of the pandemic or other cost saving measures the Town has implemented.

Federal and Provincial grants that have been received in 2020, such as the Safe Restart Agreement, will be placed into their own dedicated pandemic reserve, for the Treasurer to monitor and allocate.


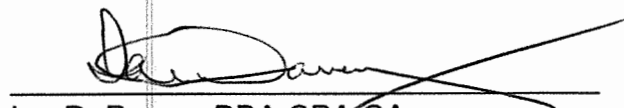

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

N/A

8.0 CONCLUSION

The ongoing COVID-19 pandemic has created an environment of unknowns, and full financial implications have not been realized. The Town continues to implement cost saving measures, and will consider using reserves and reserve funds to offset significant impacts to the tax base while also considering the heightened importance of continuing to contribute to reserves.

12.0 AUTHORIZATION/SIGNATURES


Jennifer Heslinga, BCom CPA CA
Senior Financial Analyst
Ian D. Davey, BBA CPA CA
Treasurer / Director of Corporate Services
Tracey Vaughan
CAO



THE CORPORATION OF THE TOWN OF COBOURG
RESERVE AND RESERVE FUND BALANCES
FINAL 2019 AND CLOSING PROJECTIONS FOR 2020
as at DECEMBER 31, 2019
Report date: Nov 3, 2020

| PSEUDO | DESCRIPTION | Audited Final 2019 | Expense | | Contribution | Closing Projections 2020 | |
|-------------------------------------|--|-----------------------|--------------------------|----------------------------|----------------------------|-----------------------------|---------|
| | | | 2020 Budgeted Capital | 2020 Budgeted Operating | 2020 Budgeted Operating | | |
| DEFERRED REVENUE | | | | | | | |
| RESERVE FUNDS - OBLIGATORY | | | | | | | |
| 6402 | DEVELOPMENT CHARGES-RESIDENTIAL | (7,768,069.36) | 2,063,467.45 | 350,200.00 | (199,000.00) | (5,553,401.91) | |
| 6403 | DEVELOPMENT CHARGES-NON RES | (447,301.70) | 108,603.55 | 15,800.00 | (7,000.00) | (329,898.15) | |
| 6404 | PARKLAND - IN - LIEU | 20,091.74 | 100,000.00 | | (2,000.00) | 118,091.74 | |
| 64028 | OCIF FUNDING | (752,240.13) | 638,141.00 | | (3,000.00) | (117,099.13) | |
| 64034 | CANNABIS FUNDING | (22,430.18) | | | | (22,430.18) | |
| 64072 | PROVINCIAL GAS TAX REBATE | (97,334.10) | | 205,000.00 | (206,500.00) | (98,834.10) | |
| 64075 | FEDERAL GAS TAX REBATE | (2,823,098.74) | 1,553,139.00 | 90,000.00 | (637,500.00) | (1,817,459.74) | |
| 64076 | TREE LEVY | (266,962.95) | | 25,000.00 | | (241,962.95) | |
| 64077 | BUILDING DEPT RESERVE | (846,926.30) | 67,000.00 | 47,182.00 | (6,000.00) | (738,744.30) | |
| 64080 | BURNHAM - COBOURG CREEK | (29,258.00) | | | | (29,258.00) | |
| 64089 | INVESTING IN ONTARIO | 0.00 | | | | 0.00 | |
| | | (13,033,529.72) | 4,530,351.00 | 733,182.00 | (1,061,000.00) | (8,830,996.72) | -32.24% |
| RESERVES - DISCRETIONARY | | | | | | | |
| 6401 | PARKING | (607,703.30) | 15,000.00 | | (157,575.00) | (750,278.30) | |
| 6405 | DEPARTMENTAL BENEFIT RESERVE | (25,782.62) | | | | (25,782.62) | |
| 6406 | ROADSIDE SWEEPING | (13,500.00) | | | | (13,500.00) | |
| 6407 | SIDEWALKS CONTRACTS | (27,070.00) | | | | (27,070.00) | |
| 6408 | MARINA DEVELOPMENT | (497,286.27) | 60,000.00 | | (468.00) | (437,754.27) | |
| 6409 | SEWER RATES | (3,548,655.72) | 5,060,338.00 | 485,000.00 | (2,740,705.00) | (744,022.72) | |
| 64010 | INSURANCE DEDUCTIBLES | (27,172.84) | | | | (27,172.84) | |
| 64011 | CAPITAL EQUIPMENT / VEHICLES | 308,932.43 | 137,672.00 | | (468,610.00) | (22,005.57) | |
| 64012 | ENERGY MANAGEMENT PROJECT | (28,607.14) | | | | (28,607.14) | |
| 64013 | ECONOMIC DEVELOPMENT | 549.50 | | | | 549.50 | |
| 64016 | ELECTION EXPENSES | (6,215.68) | | | | (6,215.68) | |
| 64017 | EMERGENCY EQUIPMENT | (46,986.15) | | | | (46,986.15) | |
| 64021 | LIBRARY - ILS SOFTWARE / HARDWARE | (44,866.16) | | | (10,000.00) | (54,866.16) | |
| 64022 | LIBRARY - BUILDING | (41,541.22) | | | (11,000.00) | (52,541.22) | |
| 64023 | VICTORIA HALL MAINTENANCE | (5,345.66) | | | | (5,345.66) | |
| 64024 | RESERVE FOR RECYCLING | (24,615.27) | | | | (24,615.27) | |
| 64029 | FITNESS RESERVE | 0.00 | | | | 0.00 | |
| 64030 | BUILDING EFFICIENCIES GRANT | (619,005.00) | 70,000.00 | 378,905.00 | | (170,100.00) | |
| 64031 | POLICE BUS. SERVICES- WIND DOWN | | | | | 0.00 | |
| 64032 | POLICE FUTURE INVESTMENT RESERVE | | | | | 0.00 | |
| 64033 | POLICE OPERATING EMERGENCY RESERVE | | | | | 0.00 | |
| XX | POLICE BUILDING RESERVE | | | | (250,000.00) | (250,000.00) | |
| XX | POLICE FACILITY ANALYSIS RESERVE | | | | (50,000.00) | (50,000.00) | |
| 64035 | AFFORDABLE HOUSING | (233,330.36) | | | | (233,330.36) | |
| 64036 | JACK HEENAN | | | | (25,000.00) | (25,000.00) | |
| 64044 | LEGION FIELDS DONATIONS | 3,304.96 | | | | 3,304.96 | |
| 64045 | MARKET BUILDING | (938.23) | | | | (938.23) | |
| 64046 | CIP GRANTS | (2,360.13) | | | | (2,360.13) | |
| 64047 | 2017 ONTARIO 55+ WINTER GAMES | (15,046.97) | | | | (15,046.97) | |
| 64053 | FIRE - LARGE VEHICLES | (276,060.27) | | | (50,000.00) | (326,060.27) | |
| 64056 | ARBORETUM DONATIONS | (2,432.91) | | | | (2,432.91) | |
| 64064 | LAKEFRONT UTILITIES INTEREST- HOLDCO | (1,007,702.56) | | 292,900.00 | (410,400.00) | (1,125,202.56) | |
| 64065 | CONTINGENCY | (56,439.69) | | | (10,000.00) | (66,439.69) | |
| 64066 | PHYSICIAN RECRUITMENT | (4,207.17) | | | | (4,207.17) | |
| 64069 | POLICE CRIMINAL RECORD-BUSINESS SERVICES | (1,074,581.70) | 158,000.00 | 912,420.00 | (2,947,632.00) | (2,951,793.70) | |
| 64070 | DEPALMA DRIVE ASPHALT | (60,000.00) | | | | (60,000.00) | |
| 64071 | CAPS COMMITTEE | (24,243.30) | | | | (24,243.30) | |
| 64073 | WSIB | | | | | 0.00 | |
| 64078 | TRAILER PARK | (153,406.34) | | | | (153,406.34) | |
| 64079 | TRANSIT RESERVE-UNCONDITIONAL | | | | | 0.00 | |
| 64081 | LUCAS POINT RESERVE | (191,670.00) | | | | (191,670.00) | |
| 64083 | NORTHAM RESERVE | (307,931.12) | 232,455.00 | 426,100.00 | (500,000.00) | (149,376.12) | |
| 64084 | PLANNING - STUDIES / REVIEWS | (73,209.06) | | | | (73,209.06) | |
| 64086 | POLICE CRUISER RESERVE | 29,569.98 | | | (70,000.00) | (40,430.02) | |
| 64087 | POLICE COMPUTER RESERVE | (90,555.79) | | | (50,000.00) | (140,555.79) | |
| 64090 | INFO TECH COMPUTER RESERVE- IT | (43,206.28) | 35,000.00 | 6,000.00 | (5,000.00) | (7,206.28) | |
| 64091 | FIRE- VEHICLE & SMALL EQUIPMENT | (226,933.61) | | 22,000.00 | (8,600.00) | (213,533.61) | |
| 64092 | POLICE/COMMUNICATIONS | (64,981.95) | | | | (64,981.95) | |
| 64095 | HERITAGE DISTRICT GUIDELINE UPDATE | (56,200.00) | | | | (56,200.00) | |
| 64096 | DREDGING RESERVE | | | | (20,000.00) | (20,000.00) | |
| 64097 | POLICE LEGAL FEES | | | | (50,000.00) | (50,000.00) | |
| 64098 | POLICE SERVICE LABOUR RELATIONS | (15,000.00) | | | | (15,000.00) | |
| 64099 | ROADS DE-ICING MATERIALS | (28,472.12) | | | | (28,472.12) | |
| | | (9,230,905.72) | 5,768,465.00 | 2,523,325.00 | (7,834,990.00) | (8,774,105.72) | -4.95% |
| TOWN OF COBOURG RESERVES | | (22,264,435.44) | 10,298,816.00 | 3,256,507.00 | (8,895,990.00) | (17,605,102.44) | -20.93% |
| LIBRARY MANAGED - OPERATING RESERVE | | (137,748.00) | | | | (137,748.00) | |
| GRAND TOTAL RESERVE & RESERVE FUNDS | | (22,402,183.44) | 10,298,816.00 | 3,256,507.00 | (8,895,990.00) | (17,742,850.44) | -20.80% |

* A negative (red) balance represents a surplus of funds (transfer into reserve),
and a positive (black) balance indicates a deficit of funds (transfer from reserve)

The Corporation of the Town of Cobourg

MOTION

Date: October 5, 2015

No. 431-15

Moved by:

John Henderson

Seconded by:

Debra McCarty

WHEREAS the Committee of the Whole has considered a report from the By-law Enforcement/Policy Coordinator regarding a 'Reserve Fund' Policy for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council adopt a 'Reserve Fund' Policy for the Town of Cobourg to set out the principles, requirements and guidelines for establishment of management and accounting treatment for both obligatory and discretionary Reserves and Reserve Funds as presented and attached as Appendix "A" in the staff report.



CORPORATION OF THE TOWN OF COBOURG

Division: Corporate Services

Effective Date:

Appendix "A"

Department: Finance Department

Approval Level: Council

Policy Title: Reserve Fund Policy
- Administration

Section #
Policy #

3-1
FIN-ADM2

Purpose

This policy is intended to set out the principles, requirements and guidelines for establishment, intention, maintenance, management and accounting treatment for Reserves and Reserve Funds, both obligatory and discretionary.

Reserve and Reserve Funds are financial management tools that are an essential part of a sound fiscal policy to address long-term objectives. The objective is to assist with funding the capital plan through current reserves while delivering efficient, effective programs to the ratepayers of the Town of Cobourg. The key to reserve policies and planning is to balance current and future requirements. Sound program and financial planning would accommodate future growth while maintaining relatively prudent tax rates.

Reserves can be segregated into two categories: Reserve and Reserve Funds. A reserve is unrestricted and is appropriated from net revenue at the discretion of Council after the provision for all known expenditures. The primary source of revenue for reserves is from current operations, usually surpluses at year-end or as a deliberate segregation during budget deliberations. Reserves may be used to mitigate fluctuations in economic factors, changes in government funding, or unanticipated events. They may also be used to accumulate funds in order to finance large capital projects as an alternative.

Reserve Funds differ from reserves in that they are segregated and restricted to meet a specific purpose as defined by the *Municipal Act, 2001*. For example, under the Canadian Institute of Chartered Accountants (CICA), Public Sector Accounting Board (PSAB) guidelines, development charges must be reported as deferred revenue (a liability) also known as an obligatory.

Policy

1.0 PRINCIPLES

Reserves should be limited to amounts which meet liabilities, contingencies known or estimated. This includes the decline in value of assets, projects and economic factors. The maintenance of adequate Reserves and Reserve Funds is important to the Town of Cobourg's long term viability.



CORPORATION OF THE TOWN OF COBOURG

Division: Corporate Services

Effective Date:

Department: Finance Department

Approval Level: Council

Policy Title: Reserve Fund Policy
- Administration

Section # 3-1
Policy # FIN-ADM2

2.0 ACCOUNTING PRINCIPLES

- 2.1 As outlined in the Municipal Financial Reporting Handbook, all increases and decreases in reserves are to be reported as appropriations to or from reserves;
- 2.2 Reserves form part of municipal surplus on the statement and financial position.

3.0 AUDITING REQUIRMENTS

- 3.1 Establishment of new reserves and reserve transactions must be supported by a resolution/By-law of Council.

4 APPROVAL AUTHORITY

- 4.1 All new reserves and reserve transactions must be authorized by the Town of Cobourg Council through the annual budget process.
- 4.2 In-year reserve transactions not contemplated during the budget process shall be authorized through a resolution of Town Council, and will may require a budget amendment to be approved by Council
- 4.3 Following the resolution of Council, the Treasurer has the sole authority to preform transactions to reserves for the amount budgeted. Transfers from reserves shall be for the amount of the actual expenditure/costs up to the approved budgeted amount.

5.0 RESPONSIBLITES

5.1 Municipal Council:

It is the role of Council.

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the municipality;
- c) to determine which services the municipality provides;
- d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council;



CORPORATION OF THE TOWN OF COBOURG

Division: Corporate Services

Effective Date:

Department: Finance Department

Approval Level: Council

Policy Title: Reserve Fund Policy
- Administration

Section #
Policy #

3-1
FIN-ADM2

-
- e) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
 - f) to maintain the financial integrity of the municipality; and
 - g) to carry out the duties of Council under this or any other Act.

As such, Council has the ultimate authority for policy development and ensuring that administrative practices are in place to implement those policies. As well, policies should be in line with the financial integrity of the municipality. Therefore, the adoption of and any changes to this policy must be approved by Council.

Council has the responsibility to establish reserves and ensure that transactions to and from reserves are authorized, through the budget process or by specific resolutions.

5.2 Chief Administrative Officer

The CAO is responsible for supporting the Treasurer in ensuring the principles and mandatory requirements contained in this policy are applied consistently across all Town departments.

5.3 Treasurer

The Treasurer is responsible for:

- Develop and updating this policy as necessary and present changes to Council;
- Ensuring that the principles and mandatory requirements contained in this policy are applied consistently across all Town departments;
- Analyzing reserve status on an annual basis and ensuring that accounting principles are followed; and
- Performing the transfers to and from reserves as authorized by Council.

5.4 Division Directors

The Division Directors are responsible for:

- Informing the Treasurer when reserve transfers are required as per the resolution of Council.
- Providing documentation relating to the reserve transfer; and
- Consulting with the Treasurer for advice regarding the interpretation of this policy.



CORPORATION OF THE TOWN OF COBOURG

Division: Corporate Services

Effective Date:

Department: Finance Department

Approval Level: Council

Policy Title: Reserve Fund Policy
- Administration

Section #
Policy #

3-1
FIN-ADM2

6. PURPOSE OF RESERVES

Maintaining adequate reserve balances serves several municipal purposes. These include but are not limited to:

- **Asset Replacement:** established in order to smooth the spikes in operating budgets and smooth out property tax changes;
- **Project Reserves:** established to provide cost effective self-borrowing mechanisms to reduce risks associated with interest rate fluctuations.
- **Economic Stability Reserves:** established to buffer against significant fluctuations in the economy.
- **Contingency Reserves:** established to accommodate contingent, unfunded or known liabilities for current and/or future years;
- **Working Funds Reserves:** establishment to provide cash flow for operations to eliminate the requirement to borrow funds to meet immediate obligations; and
- **Self-Insurance Reserves:** established to provide self-insurance provisions.

For each reserve the establishing resolution/by-law shall have a description of the purpose and how the reserve may be utilized. Current and future areas of risk and exposure to economic volatility need to be identified for each reserve. The purpose of the reserve may be legislated.

8. LEVEL OF RESERVES

Each reserve resolution/by-law shall identify and include a description of the methodology to be utilized to determine the level of the reserve, how the reserve is replenished and/or its sunset date for elimination of the reserve. Service standards and/or capital planning and the related performance measures will be used to determine the appropriate level for the reserve.

Definitions

“Reserves” shall mean appropriations from net revenue at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. A reserve cannot have a revenue or expense of itself, like a reserve fund.



CORPORATION OF THE TOWN OF COBOURG

Division: Corporate Services

Effective Date:

Department: Finance Department

Approval Level: Council

Policy Title: Reserve Fund Policy
- Administration

Section # 3-1
Policy # FIN-ADM2

“Reserve Funds” shall mean assets that are segregated from the general revenues of the municipality and are restricted to meet the purpose of the reserve fund. Obligatory and discretionary reserve funds may be established.

“Discretionary Reserve Funds” shall mean established in cases where Council wishes to earmark funds to finance a future expenditure for which it has the authority to spend money and physically set aside for such purpose. The funds may be used for a number of different purposes, such as known or unknown contingencies (e.g. building repairs).

“Obligatory Reserve Funds” shall mean reserve funds that must be created by statute whereby special funds are received or obligated for specific purposes and must be segregated from the general revenues of the municipality (e.g. development charges). These funds must be used solely for the purpose prescribed for them by statute.

Scope

The policy applies to all Reserve and Reserve Funds including the general reserves, local board and corporate reserves, trust reserves and donation reserves.

Administration


The Chief Administrative Officer shall designate the Municipal Treasurer to implement and administer the terms of this policy and shall establish related operating procedures as required.

Cross Reference

Policy #

Procedure #

| | | | |
|-----------------|-----------------------|---|---------------------------|
| Resolution # | Revision Description: | Signature/Municipal Clerk: _____ | Council Approval Date: |
|-----------------|-----------------------|---|---------------------------|

| | | |
|---|--|---------|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT COMMITTEE OF THE WHOLE | |
| TO: | Mayor and Council Members | |
| FROM: | Brent Larmer | |
| TITLE: | Municipal Clerk/Manager of Legislative Services | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Municipal Corporate Policy Review Protocol | |
| REPORT DATE: | October 27, 2020 | File #: |

1.0 STRATEGIC PLAN

Not Applicable.

2.0 PUBLIC ENGAGEMENT

Not Applicable

3.0 RECOMMENDATION

THAT Municipal Council approve the Corporate Policy Review Protocol process as outlined in the Staff Report; and

FURTHER THAT Council authorize the preparation of a By-law to be presented to Council for adoption at a Regular Council Meeting to amend the By-law No.008-2019, being the Town of Cobourg Terms of Reference By-law, in order to put into place the Town of Cobourg Municipal Corporate Policy Review Protocol and Team.

4.0 ORIGIN AND LEGISLATION

Section 224 of the Municipal Act, 2001 states that it is the role of Council,

b) to develop and evaluate the policies and programs of the municipality;

d) To ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to

implement the decisions of council to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality.

Section 270(1) of the Municipal Act, 2001 further states that a municipality shall adopt and maintain policies with respect to the following matters:

1. Its sale and other disposition of land.
2. Its hiring of employees.
- 2.1 The relationship between members of council and the officers and employees of the municipality.
3. Its procurement of goods and services.
4. The circumstances in which the municipality shall provide notice to the public and, if notice is to be provided, the form, manner and times notice shall be given.
5. The manner in which the municipality will try to ensure that it is accountable to the public for its actions, and the manner in which the municipality will try to ensure that its actions are transparent to the public.
6. The delegation of its powers and duties.
7. The manner in which the municipality will protect and enhance the tree canopy and natural vegetation in the municipality.
8. Pregnancy leaves and parental leaves of members of council.

This report and recommended protocol attached to the report has been developed to support these legislative requirements.

5.0 BACKGROUND

The Town of Cobourg has over the years approved numerous Council-approved policies, some of which have not been updated in many years. Best practice indicates that policies should be reviewed every 3-5 years to ensure they are up-to-date, still relevant, and are adhering to any statutory changes that may have occurred since the policy was approved by Council.

Most corporate policies have been formulated or are “owned” by departments/divisions to meet specific business needs both being Council approved policies and administrative policies. Along with these policies, there are also Human Resources (HR) policies which are the subject to review, having not been comprehensively evaluated last since 2013.

The purpose of this report is to outline a streamlined process and work plan for corporate policy review, and to establish an on-going process moving forward to continually review and approve Corporate Policy on an on-going basis.

6.0 ANALYSIS

Policies are the foundation upon which decisions are made. They ensure consistent direction and application of the rules so it is important they are up-to-

date and relevant in order to aid in good decision-making for both staff and members of council. To this end, it is valuable to ensure policies are clear, concise, unencumbered by procedure and regularly reviewed. The recommendations in this report seeks to achieve all of these components and to ensure the role of council is upheld with respect to policy-making.

The current process that is in place within the Town of Cobourg is that policies are updated or presented by Municipal Staff to Council in a reactive process and only when required to be amended or created. This is due to the heavy workload and daily responsibilities of Municipal Staff, and having no established and consistent process in place to manage the continuous review and update of corporate policies.

The following is a brief overview of the types of policies that are in place within the Town of Cobourg:

1. Council Policies: are policies that set overall direction for administrative staff, set standards of performance, define a municipal position on public issues, have an external focus on the community or are required by provincial legislation. Due to the higher level and external orientation of these policies, these policies are approved by Council.
2. Administrative Policies: are policies that are focused primarily on the internal operations and processes of the municipality. These policies direct staff by setting operational duties and expectations and guiding the administration's decision-making processes and are approved by the Chief Administrative Officer.
3. Procedures: are administrative guidelines which set out steps to be followed to implement and achieve the desired outcome of the policy.

Council Policies include those that Council adopts to govern the actions of its members and employees, ensure the financial integrity of the Corporation, and those required by legislation to be adopted by Council. Council's approval is necessary when the policy directly affects the public and Council's decision needs to be a part of the public record in keeping with open and accountable government.

Municipal Staff are presenting the recommendation that Council adopt the Municipal Corporate Policy Review Protocol attached to this report as Appendix "A". The intention of this protocol is to establish a Municipal Policy Review Team, with Municipal Council representation to review current policies with a set of standards, guidelines and protocols, to review current policies and to create and establish new policies where needed and necessary.

Municipal Corporate Policy Review Team: will be a working group comprised of members of the corporate senior management team and a proposed membership of two (2) members from Municipal Council responsible for reviewing proposed policies and policy revisions and referring such policies to their respective approval authorities.

The Municipal Corporate Policy Review Team is being recommended as a similar approach to the Municipal Council and Staff review of Municipal By-laws and as part of the existing By-law Review Team Protocol. The success of this program led to the passing of numerous by-laws that were repealed, amended, and created by Staff and Council. Staff believe that the same method could be successfully used in order to review Corporate Policies that are in need of a review and update.

It should be noted that all Corporate Policies will proceed through this Review Protocol and Team whether or not they are Council or Administrative. This will be sure that policies are remaining consistent and are relevant and consistently kept on track relating to review and revision and to determine what needs to be presented to Council for adoption.

As explained in the attached Municipal Corporate Policy Review Protocol, the Municipal Clerk's Office, through the General Government Services Coordinator will be responsible for this working group and adhering to the approved protocol if passed by Municipal Council. Attached to this report is the detailed Terms of Reference for the Municipal Corporate Policy Review Protocol and Review Team.

As the Town of Cobourg starts to embark on the journey of developing and implementing an Equity, Diversity and Inclusion Strategy, all policies will be reviewed through the Equity, Diversity, Inclusion, and Accessibility Document Review Checklist (IDEA Checklist) once it is in place. This work will take some time with older policies, but all policies that are being reviewed or developed will be placed through the lens of Equity, Diversity, Inclusion and Accessibility.

Next Steps

If Municipal Council approves the attached Terms of Reference, the Municipal Clerk and the Chief Administrative Officer will implement the terms of the protocol starting with the Municipal Council approved policies inventory. Then the review team will begin the work of reviewing all policies, starting with those policies requiring "substantial edits" (both department/division-owned and HR policies) and all revisions and draft policies will be brought forward to Council for approval as they are completed.

7.0 FINANCIAL IMPLICATIONS/STAFFING/BUDGET IMPACT

There are no direct financial implications related to the budget, but this protocol will demand dedicated Staff time and will create a new process within the

Legislative Services Department and will require collaboration with other departments and divisions on a consistent and regular basis.

8.0 CONCLUSION

Policies are the foundation upon which decisions are made. They ensure consistent direction and application of the rules so it is important they are up-to-date and relevant in order to aid in good decision-making for both staff and members of council. To this end, it is valuable to ensure policies are clear, concise, unencumbered by procedure and regularly reviewed. The recommendations in this report seek to achieve all of these things and to ensure the role of council is upheld with respect to policy-making.

9.0 AUTHORIZATION ACKNOWLEDGMENT (SENIOR MANAGEMENT/CAO)



Brent Larmer
Municipal Clerk/Manager of Legislative Services



Tracey Vaughan
Chief Administrative Officer

APPENDIX “A”

SCHEDULE ‘B’ – 3

COUNCIL AND STAFF MEETING GROUPS



Corporate Policy Review Team Terms of Reference

| | |
|-----------------------------|---|
| Reporting to: | Council |
| Composition: | Coordinator General Government Services Additional Member of Municipal Council Chief Administrative Officer Municipal Clerk/Manager of Legislative Services Deputy Clerk/Records Management Coordinator Manager of Human Resources Municipal Staff/Coordinators as required for review of department specific Policies will be invited to meetings as required. |
| Term of Appointment: | No Term |

1.0 Purpose

To develop and implement a framework for the development, review and updating of Municipal Policies and Procedures.

Process Plan Responsibility: (Municipal Clerk, General Government Services):

- a) Municipal Clerk's office to initiate and implement a plan;
- b) Develop a table of contents of required Town policies and procedures;
- c) Recommend NEW policies and procedures for development;
- d) Review, revise and update current policies and procedures;
- e) Develop internal protocol for regular review, updating and approval of Town policies and procedures which will include a review of policies every three (3) years or earlier;

- f) Develop an internal protocol for distribution, training and communication to staff;
- g) to consolidate, develop and review Corporate Policies to determine if obsolete, require updating or consistent with or superseded by the Municipal Act or any other Provincial Act or Legislation;
- h) Develop ongoing program (protocol) for identifying and updating older policies;
- i) Ensure all Divisions and Departments have access to the Policies search database as well as make Policies available to the Public and accessible.

2.0 Action Plan:

- Establish working group tasked to review Corporate Policies with input from the appropriate Municipal Staff and appropriate Council Coordinator.
- In advance of Corporate Policy Review Meetings, Council members will be provided with a report listing current Policies under review.
- Council/Coordinators will be asked to attend meetings when Corporate Policies under their respective areas of responsibility will be discussed for their input, recommendations and plan of action;
- Once a Policy is reviewed and recommendations for revisions or repeal of Policies are proposed, a report will be prepared for presentation to Municipal Council for adoption and approval.

3.0 Corporate Policy Review Process


1. Municipal Clerk will prepare agendas and specific Policies for review based on the following criteria:
 - a) Topics as directed by Council, CAO, Division Directors, General Government Services, Public Works, Planning and Development, Community Services or any other municipal department/division.
 - b) Urgent matters affecting the Municipality;
 - c) Policies under general review by Municipal Clerk to be categorized as:

- i. Corporate Policies now covered by Provincial legislation and not under municipal jurisdiction recommended for repeal;
- ii. Corporate Policies that are no longer relative/required recommended for repeal;
- iii. Corporate Policies that require a complete review and update;
- iv. Corporate Policies that could be consolidated with other relative Policies
- v. Corporate Policies that require minor adjustments to align with current legislation or circumstances;
- vi. Corporate Policies that are strictly administrative and do not require a review now or in the future will be identified and coded accordingly in the master Policy database and index.

4.0 Policy Review and Revision

In order to ensure policies and procedures are up-to-date and relevant, they should be reviewed every five (5) years or in accordance with any applicable legislation. Each policy should have a review date identified on the document to guarantee consistent revision of policies and to identify the currency of the document.

Meetings will be held on a bi-weekly basis generally on the 2nd Thursday of the month at 9:00 A.M.

| | | |
|---|---|---------|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT Committee of the Whole | |
| TO: | Mayor and Council Members | |
| FROM: | Brent Larmer | |
| TITLE: | Municipal Clerk/Manager of Legislative Services | |
| DATE OF MEETING: | Monday November 16, 2020 | |
| TITLE / SUBJECT: | Transparency and Accountability Policies, Processes and Statutory Officers reporting for the Town of Cobourg. | |
| REPORT DATE: | November 5, 2020 | File #: |

1.0 STRATEGIC PLAN

Not Applicable

2.0 PUBLIC ENGAGEMENT

Not Applicable

3.0 RECOMMENDATION

THAT Council receive the report from the Municipal Clerk for information purposes.

4.0 ORIGIN

On July 2, 2019 Council passed By-law No.044-2019 to appoint Aird & Berlis LLP to provide Integrity Commissioner Services and Closed Meeting Investigation Services for the Town of Cobourg.

On December 2, 2019, Municipal Council passed Resolution No.469-19, and selected to utilize the services of the Ontario Ombudsman to be the Town's independent and impartial Officer of the Ontario legislature with authority to address complaints about the administrative conduct of the Town of Cobourg.

On December 2, 2019, Municipal Council passed Resolution No.468-19, and approved the new Municipal Complaint Policy (LEG-ADM19) for the handling of Municipal Complaints within the Town of Cobourg.

5.0 BACKGROUND

Pursuant Section 22 of the Town of Cobourg Municipal Council Code of Conduct Policy as approved through By-law No.068-2019 the Integrity Commissioner is responsible for providing an Annual Report to Council and the Public, the section is as follows:

Integrity Commissioner Annual Report

22.1 The Integrity Commissioner shall provide an Annual Report to Council in March in each year detailing its activities, including advice, education and investigations over the previous year and such periodic reports as the Integrity Commissioner consider may be necessary for the purposes of discharging its obligations to the Council and the Town of Cobourg.

Pursuant to Section 11 of the *Ombudsman Act*, the Provincial Ombudsman, must provide an Annual Report on their investigation activity during the current fiscal year. The section is as follows:

Ombudsman Annual Report

11 The Ombudsman shall report annually upon the affairs of the Ombudsman's office to the Speaker of the Assembly who shall cause the report to be laid before the Assembly if it is in session or, if not, at the next session. R.S.O. 1990, c. O.6, s. 11.

Pursuant to Section 9 of the Town of Cobourg Complaint Policy, the Municipal Clerk shall provide a report quarterly to Municipal Council on Complaints received under the policy. The section is as follows:

Municipal Clerk Quarterly Report

9 On a quarterly basis, the Municipal Clerk will report to Council a summary of the Complaints received through the Municipal Complaint Policy for information with protecting personal information when necessary.

Pursuant to Section 239.1 (11) of the *Municipal Act, 2001*, all Closed Meeting Investigations that are initiated by a Formal Complaint by an individual and investigated will be made public and presented to Council. The section is as follows:

Publication of Closed Meeting Investigations

239.1 (11) The municipality or local board shall ensure that reports received under subsection (10) by the municipality or local board, as the case may be, are made available to the public. 2006, c. 32, Sched. A, s. 104.

6.0 ANALYSIS

1) Town of Cobourg Integrity Commissioner Report on Activity to date:

Aird & Berlis LLP – Leas Investigator – John Mascarin:

The Town of Cobourg Integrity Commissioner Services and costs can be broken down as follows:

| | |
|---|----------|
| Advice ¹ | \$ 4,600 |
| Investigation ² | \$ 8,900 |
| Policy Review and Drafting ³ | \$ 7,100 |
| Education and Training ⁴ | \$ 5,400 |

Total cost: **\$26,009.43** (including HST of \$2,992.24)

- ¹ Advice – both written and verbal advice to members of council and local boards, to staff and to the public (no media inquiries);
- ² Investigation – one formal investigation conducted and completed, and several possible investigations reviewed;
- ³ Policy Review and Drafting – Code of Conduct, Complaint Protocol and Council-Staff Relations Policy;
- ⁴ Education and Training – presentations to Council on Code of Conduct and Integrity Commissioner, and on Council-Staff Relations Policy.

A full Annual Report from the Town appointed Integrity Commissioner will come before Council in March 2021 with more detail and information on the current reporting term.

2) Ontario Municipal Ombudsman Report on Activity:

April 1, 2019 to March 31, 2020, as reported in the Ombudsman's 2019-2020 Annual Report.

The Provincial Ombudsman's Office received two (2) complaints about the Town of Cobourg between April 1, 2019 and March 31, 2020. One (1) was about public transit, and the other about appointed accountability officers. The complaints have been reflected in the Provincial Ombudsman 2019-2020 annual report and all Complaints have been closed.

Attached is a copy of the link to the 2019-2020 Provincial Ombudsman Report:

<https://www.ombudsman.on.ca/resources/news/press-releases/2020/ombudsman-reports-on-2019-2020-%E2%80%93-a-year-like-no-other%E2%80%9D>

3) Town of Cobourg Comment and Complaint Policy:

December 2, 2019 to October 31, 2020:

The establishment of a public complaint handling policy provides a systematic approach for handling formal public complaints; provide the public with a fair and equitable process when submitting a formal complaint to the Town, and provide documented information on the nature of the complaint and how it was managed.

The Town has received to date Two (2) complaints under the Municipal Complaint Policy.

Complaint #1:

| Complaint No. | Complaint Received Date | Municipal Area of Complaint | Summary of Complaint | Date Completed: |
|----------------------|--------------------------------|------------------------------------|---|--|
| CPL001-2020) | July 16, 2020 | Parks and Recreation | <ol style="list-style-type: none">1. Lack of Communications from Staff2. Insufficient responses to inquiries.3. Disregard for concerns and suggestions. | Completed on: August 28, 2020 |

Outcome:

Phone Conversation conducted. Conversation covered a range of topics covering the entire community services division, not happy with budget allocations. Complainant felt there should be long range planning to ramp up Staff and Equipment for future parks. Budget should be presented to Council based on real needs of departments, not flat prescribed increases. Concerns about dead trees, not being replaced in a timely manner. Town Arborist confirmed that the area in question are part of the fall tree planting 2020 – five (5) new trees.

Complaint #2:

| Complaint No. | Complaint Received Date | Municipal Area of Complaint | Summary of Complaint | Date Completed: |
|---------------|-------------------------|-----------------------------|---|-----------------|
| CPL002-2020) | September 6, 2020 | Community Services | <ol style="list-style-type: none">1. Lack of response to written Complaints submitted to the Division.2. Alleged Behaviour of Staff to a Member of the Public. | On-Going |

Outcome:

This complaint is still proceeding through the investigation stage. Due to the nature of the complaints alleged by the complainant, the Town of Cobourg has engaged a third party investigator in order to complete the investigation and provide findings in an impartial manner.

Closed Meeting Investigations:

There has been no Closed Meeting Investigations initiated or investigated within 2020.

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

There are no financial implications related to this report. There is a budget for the Integrity Commissioner and Staff is recommending that \$15,000 be included in the 2021 Budget to fund Integrity Commissioner Services in 2021.

8.0 CONCLUSION

THAT Municipal Council receive the Staff Report for information purposes.

9.0 AUTHORIZATION/SIGNATURES



Brent Larmer
Municipal Clerk
Manager of Legislative Services

A handwritten signature in black ink, appearing to read 'Tracey Vaughan', with a stylized, cursive script.

Tracey Vaughan,
Chief Administrative Officer

BY EMAIL

October 20, 2020

Brent Larmer

Clerk and Manager of Legislative Services
Town of Cobourg
55 King Street West
Cobourg, ON K9A 2M2

Dear Mr. Larmer:

Re: Your Inquiry to our Office about the Town of Cobourg

Further to your request, I am pleased to provide you with an overview of the two complaints the Ontario Ombudsman received about the Town of Cobourg between April 1, 2019 and March 31, 2020, as reported in the Ombudsman's 2019-2020 Annual Report.

The Ombudsman's role and function

The Ontario Ombudsman is an independent and impartial officer of the Ontario Legislature. He has the authority to review and investigate complaints about the administration of public sector bodies, including the provincial government, school boards, universities, and municipalities, as well as services provided by children's aid societies and residential licensees, and the provision of French language services.

The Ombudsman is intended to be an Office of last resort. This means that complainants are first expected to raise their concerns using existing complaint processes and appeal mechanisms before our Office will intervene. Many complaints we receive are resolved quickly and efficiently by providing information and referrals, or by reaching out to the public sector body to obtain more information or clarification. In many cases, we are able to assist a complainant without contacting the organization involved.

Depending on the circumstances, Ombudsman staff may share best practices with the organization to address the concerns raised or to improve local administrative processes going forward. If the Ombudsman determines that a formal investigation is necessary, a written notice of investigation is always provided to the organization.

Bell Trinity Square
483 Bay Street, 10th Floor, South Tower, Toronto, ON M5G 2C9
483, rue Bay, 10e étage, Tour Sud, Toronto, ON M5G 2C9
Tel/Tél. : 416-586-3300
Facsimile/Télécopieur : 416-586-3485 TTY/ATS : 1-866-411-4211

www.ombudsman.on.ca

Complaints about the Town of Cobourg

Our Office received two complaints about the Town of Cobourg between April 1, 2019 and March 31, 2020. While I am not able to provide specific details about these complaints for reasons of complainant confidentiality, I am happy to share some general information about the types of issues complained about by members of the public. During this fiscal year, we received two complaints about the Town of Cobourg. One was about public transit, and the other about appointed accountability officers. The complaints reflected in our Office's 2019-2020 annual report have all been closed.


As we are an Office of last resort, complainants who had not already raised their concerns with the municipality were referred to do so. In cases where an issue should be raised with another body outside of the municipality, complainants were provided with information about where to turn next.

You can read more about how we work collaboratively to resolve administrative issues at www.ombudsman.on.ca. If you are interested in receiving our e-newsletter, you can subscribe to it by emailing thewatchdog@ombudsman.on.ca.

I trust that this information will be of assistance. If you have any questions about the contents of this letter, please do not hesitate to contact me at cmckeich@ombudsman.on.ca.

Sincerely,

Cameron McKeich
Cameron McKeich
Counsel

| | | |
|---|--|---------|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT COMMITTEE OF THE WHOLE | |
| TO: | Mayor, Deputy Mayor and Council Members | |
| FROM: | Brent Larmer | |
| TITLE: | Municipal Clerk/Manager of Legislative Services | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Closed Session Meeting Protocol Guidelines and the Closed Meeting Investigation Policy and Procedures. | |
| REPORT DATE: | November 4, 2020 | File #: |

1.0 STRATEGIC PLAN

Not Applicable.

2.0 PUBLIC ENGAGEMENT

Not Applicable.

3.0 RECOMMENDATION

THAT Council receive the report from the Municipal Clerk/Manager of Legislative Services for information; and

FURTHER THAT Council approve the Town of Cobourg Municipal Council Closed Session Meeting Protocol and Guidelines in order to ensure that Town of Cobourg Business is conducted in the most open and transparent manner as possible; and

FURTHER THAT Council approve the Closed Meeting Investigation Policy and Procedure which sets out the process and procedure when a request for an investigation is made pursuant to Section 239.1 of the *Municipal Act, 2001* to be performed by the Town of Cobourg appointed Closed Meeting Investigator.

4.0 ORIGIN

Section 239 of the *Municipal Act, 2001*, provides the provisions and requirements related to Meetings of Council being open to the public.

“Meeting” means any regular, special or other meeting of a Council, of a local board, or of a committee of either of them, where,

- a) A quorum of members is present, and
- b) Members discuss or otherwise deal with any matter in the way that materially advances the business or decision-making of the council, local board or committee.

Section 239 (2) of the Municipal Act, 2001 provides for exemptions to where a meeting may be closed to the public.

Section 239.1 of the Municipal Act, 2001, provides for the provisions of the investigation process involved when a complaint is initiated by an individual who believes that the municipality has not complied with the provision of the Municipal Act, Section 239 (2).

5.0 BACKGROUND

The purpose of this policy is to ensure compliance with Section 239 (2) and (3) and Section 239.1 of the *Municipal Act, 2001* as well as to provide guidance to the Town of Cobourg Municipal Council and Municipal Staff as it relates to Closed Meetings.

6.0 ANALYSIS

Section 239 of the Municipal Act lays out specific requirements which must be met to allow Municipal Council to meet in a closed/confidential setting. All Town of Cobourg Council meetings which don't meet these requirements must be held in public.

The purpose of the report and the introduction of the Closed Session Meeting Guide is to provide Council and the public with greater transparency and accountability related to how decisions are made by Municipal Council. The Municipal Clerk is recommending that Council adopt the Closed Session Meeting Protocol Guide in order to provide best practices for Council and/or Committees to follow when considering confidential information in a closed meeting. This protocol is in addition to the closed meeting provisions of the *Municipal Act, 2001* and outlines practices which go beyond the Act's requirements to ensure that Town of Cobourg business is conducted in the most open and transparent manner possible.

Section 239.1 of the Municipal Act gives the public the ability to request an investigation into whether the municipality has complied with the open meeting requirements of the Municipal Act.

As part of the recommendation and included with this report is the proposed Closed Meeting Investigation Policy and Procedure that has been prepared in consultation with the appointed Closed Meeting Investigator.

Town of Cobourg Council has appointed Aird & Berlis LLP., as Cobourg's closed meeting investigator. Aird and Berlis LLP is authorized to conduct investigations about a closed meeting or part of a closed meeting that is alleged to have been conducted in violation of the *Municipal Act, 2001*.

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

There are no financial implications related to this report. The Town of Cobourg has appointed Aird & Berlis as the Closed Meeting Investigator and when an investigation is initiated by an individual, costs will be incurred on a case by case basis.

It is anticipated that with the introduction of the Closed Session Meeting Protocol and Guidelines that the likelihood of a Closed Session complaint would be reduced as more information is accessible and transparent and there is a unified process that information would be readily available to provide the investigator immediately on request.

8.0 CONCLUSION

THAT Council approve the Town of Cobourg Municipal Council Closed Session Meeting Protocol and Guidelines in order to ensure that Town of Cobourg Business is conducted in the most open and transparent manner as possible; and

FURTHER THAT Council approve the Closed Meeting Investigation Policy and Procedure which sets out the process and procedure when a request for an investigation is made pursuant to Section 239.1 of the *Municipal Act, 2001* to be performed by the Town of Cobourg appointed Closed Meeting Investigator.

9.0 AUTHORIZATION/SIGNATURES



Brent Larmer
Municipal Clerk/
Manager of Legislative Services



Tracey Vaughan,
Chief Administrative Office



TOWN OF COBOURG'S CLOSED SESSION MEETING PROTOCOL GUIDE

RESOLUTION #

Purpose

The purpose of this policy is to ensure compliance with Section 239 (2) and (3) of the *Municipal Act, 2001* as well as to provide guidance to the Town of Cobourg Municipal Council and Municipal Staff as it relates to Closed Meetings.

Policy

1.0 Policy Statement

The Town of Cobourg acknowledges that all meetings of Council shall be open to the public except as related to the exceptions included in Section 239 (2) and (3) of the *Municipal Act, 2001, as amended*.

2.0 Should a Meeting be Closed?

In the interest of accountability and transparency Municipal Council shall endeavor to conduct its decision making in public. It is recognized, however, that there are items which should be considered by Council in a Closed Meeting in accordance with the *Municipal Act, 2001*. When determining whether a matter should be considered in a Closed Meeting, staff should consider the following:

Question #1 - Does the matter meet one or more of the open meeting exceptions noted in Section 239 the *Municipal Act, 2001*?

Question #2 – If the answer to question #1 is Yes, and recognizing that the matter can be discussed in a Closed Meeting, is there a compelling reason that it should be?

The determination of whether a matter should be dealt with in a Closed Meeting is the responsibility of the Chief Administrative Officer in consultation with the Mayor and/or the Presiding Officer with the Municipal Clerk.

3.0 Municipal Act Rules for Closed Session Meetings:

| TOPIC/MUNICIPAL ACT EXCEPTION | DISCUSSION CAN INCLUDE | VOTING PERMISSIONS |
|---|--|--|
| Security of Municipal Property [S. 239 (a)] | <ul style="list-style-type: none">• Town Property• Town Facilities• Town Assets | <ul style="list-style-type: none">• Procedural matters• Giving directions or instructions to Staff. |
| Personal Matters about Identifiable Individuals [S. 239 (b)] | <ul style="list-style-type: none">• Municipal Employees• Members on Various Boards and Committees | <ul style="list-style-type: none">• Procedural matters• Giving directions or instructions to Staff. |

| | | |
|---|--|--|
| A Proposed or Pending Acquisition or Disposition of Land [S. 239 (c)] | <ul style="list-style-type: none"> • Land purchases • Land sales • Land leases • Expropriation of land | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Labour Relations or Employee Negotiations [S. 239 (d)] | <ul style="list-style-type: none"> • Union or employee negotiations | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Litigation or Potential Litigation [S. 239 (e)] | <ul style="list-style-type: none"> • Current or pending litigation | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Solicitor-Client Privilege [S. 239 (f)] | <ul style="list-style-type: none"> • Legal opinions, advice and or status reports/briefings | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Matters under Other Legislation [S. 239 (g)] | <ul style="list-style-type: none"> • Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Information supplied in confidence by the federal government, provincial government or crown agency [S. 239 (h)] | <ul style="list-style-type: none"> • Information explicitly provided in confidence and in writing by the Government of Canada, a province or Crown Agency | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Trade Secret or scientific, technical, commercial, financial or labour relations information supplied in confidence which, if disclosed, could interfere with contractual or other negotiations [S. 239 (i)] | <ul style="list-style-type: none"> • Information explicitly provided in confidence that, upon review by senior Municipal Staff is a trade secret or scientific, technical, commercial, financial or labour relations information that could interfere with negotiations. | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Trade secret or scientific, technical commercial or financial information belonging to the municipality which has monetary value [S. 239 (j)] | <ul style="list-style-type: none"> • Information explicitly provided in confidence that, upon review by senior Municipal Staff is a trade secret or scientific, technical, commercial, financial or labour relations information that has monetary value or could be sold or exchanged for cash or something of value | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |

| | | |
|--|---|---|
| Position, plan, procedure, criteria or instruction to be applied to negotiations carried out by the municipality [S. 239 (k)] | <ul style="list-style-type: none"> • A position, plan, procedure, criteria or instruction directly related to negotiations carried out by the municipality | <ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff. |
| Educating or training [S. 239 (k)] | <ul style="list-style-type: none"> • Council Orientation • Team Building exercises • Professional Development | <ul style="list-style-type: none"> • no discussion or decisions that materially advance the business or decision-making of Council/Committee |

3.0 Statutory Requirements for Closed Meetings

Pursuant to Section 239 of the *Municipal Act, 2001*:

- Before holding a Closed Meeting, Council must state, by resolution, the fact of the holding of the Closed Meeting and the general nature of the matter to be considered at the Closed Meeting.
- All resolutions, decisions, and other proceedings at Closed Meetings are to be recorded without note or comment by the Municipal Clerk or designate.
- Any person can request an investigation of whether the Town has complied with the *Municipal Act* regarding Closed Meetings.
 - i. Aird & Berlis LLP, have been appointed by Municipal Council to investigate such complaints.
 - ii. All investigation reports are to be made available to the public.

4.0 Access Requests for Closed Meeting Reports and Materials

Reports and materials prepared for consideration at Closed Meetings are records that may be subject to Freedom of Information requests under the *MFIPPA*. While it would be desirable to protect the confidentiality of records that are considered at Closed Meetings, in the event of an appeal, the Town could be ordered to release such records.

The Town of Cobourg cannot refuse to disclose information provided in a Closed Meeting report simply on the basis that it was considered at a Closed Meeting. To qualify for exemption from disclosure, the information in the records has to reveal the actual substance of Council's deliberations. Content that would not reveal the substance of the deliberations may be subject to disclosure. Examples of records that may be subject to disclosure are:

- background or historical information;
- attachments;
- copies of correspondence and cover letters;
- scope, definition and purpose of report;
- recommendations;
- presentations; and
- Statistical data.

Written material included in a Closed Meeting report should be limited to only information which would qualify for discussion at a Closed Meeting. If general context is required to frame the Closed Meeting discussion, it is recommended that it also be disclosed publically by way of one of the recommended approaches identified in Section 5.0 below.

5.0 Closed Meeting Reports and Recommendations

5.1 Closed Session Reports

All Closed Session Reports shall be in the form of written Closed Meeting Staff Report over verbal reports. Written Reports provide for a more detailed account of the confidential record. Written reports also ensure that Municipal Council is prepared for any decisions they may need to consider in relation to a Closed Meeting discussion. It is also important to ensure that information which can be made available to the public is disclosed appropriately. Verbal Reports must be approved to be part of a Closed Session Agenda by the Mayor, Chief Administrative Officer, and the Municipal Clerk. Aside from a singular report appearing on a Closed Meeting agenda, consideration shall also be given to the following:

OPTION A: A companion report to appear on the accompanying Open Meeting agenda which provides for as much general context in relation to the Closed Meeting matter as possible without disclosing confidential details; or,

OPTION B: A recommendation for Council to direct staff to prepare a related report to be included as part of a subsequent Open Meeting agenda.

5.2 Recommendations

In a Closed Meeting, Council is only permitted to vote on procedural motions or to direct Municipal employees. No other decisions or approvals are permitted in a Closed Meeting. Some items conform to this requirement and may be discussed and voted on in Closed Meetings. Many items, however, may be discussed in a Closed Meeting but cannot be voted on in a Closed Meeting. The following are best practices with respect to the consideration of an Open Meeting motion related to a matter discussed by Council in a Closed Meeting:

OPTION A: If a companion report appears on the accompanying Open Meeting agenda, a procedural motion can appear as part of a recommendation within a closed staff report to allow for the consideration of a related motion in an Open Meeting. In this case, the following clause should be added to the closed staff report prior to the motion which is to be voted on in an Open Meeting:

THAT Council rise, report and introduce the following motion as part of the Open Meeting report entitled _____ appearing on the _____ Council Agenda.

1. THAT -> Recommendation

OPTION B: If there is no companion report appearing on the accompanying Open Meeting agenda, but the matter requires a resolution of Council at an Open Meeting, a procedural motion can appear as part of a recommendation within a closed staff report to allow for the consideration of a related motion in an Open Meeting. In this case, the following clause should be added to the closed staff report prior to the motion which is to be voted on in an Open Meeting:

THAT Council rise, report and introduce the following motion as a Special Resolution at its _____ meeting:

1. THAT -> Recommendation

In order to ensure that there is appropriate context for the introduction of a motion as a Special Resolution, the Mayor, a Member of Council, or Municipal staff should consider presenting background information prior to Council's consideration of the motion.

OPTION C: If there is no companion report appearing on the accompanying Open Meeting agenda, and the recommendation does not require immediate action, direction can be given to staff to report back to a subsequent Open Meeting by way of a staff report. The following direction can appear as part of a recommendation within a closed staff report and be passed in a Closed Meeting:

THAT Staff be directed to report back to [Date of the Report Due Date] Council Meeting in relation to the report titled _____ and dated _____.

6.0 Public Disclosure

Pursuant to the Code of Conduct for Members of Council, Council Members shall not disclose or release information considered in a Closed Meeting. This is a standard practice established to protect the interests of both Council and the municipality. However, if Council deems it desirable and appropriate that such information is released, Council may vote on a motion in a Closed Meeting to direct staff to make public all or part of a closed staff report. The following direction can be voted on in a Closed Meeting in order to disclose a Closed Meeting item:

THAT Council direct Staff to manage and coordinate the appropriate disclosure of information as it pertains to the [date of report] closed report entitled [title of report].

Although the information contained in closed staff reports may not be disclosed, the Municipal Act requires that public notice of Closed Meetings be provided for in a Procedural By-law. The Town's Procedural By-law requires that there be public notice of all Open and Closed Meetings and that the agenda, including all items to be dealt with at each meeting, be publicly posted and made available prior to the meeting.

Section 239 (7) of the Municipal Act states that the municipality: "...shall record without note of comment all resolutions, decisions and other proceedings at a meeting..."

In order to be accountable and transparent, and to inform the public about the matters dealt with in a Closed Meeting, Council shall begin all meetings in open session and pass a motion to move into a Closed Meeting. Once the matters in the Closed Meeting have been dealt with, Council shall reconvene in open session to disclose, in a general manner, how the agenda items were dealt with in the Closed Meeting. A sample Chair's script is included as Appendix "A."

7.0 Addition of a Closed Meeting Item not on the Agenda

There are exceptional circumstances where items which appear on an Open Meeting agenda but not on a related Closed Meeting agenda must be discussed in a Closed Meeting. This typically occurs when the discussion regarding an Open Meeting item cannot be continued without disclosing confidential information. In this circumstance the following motion can be voted on in an Open Meeting in order for Council to convene a Closed Meeting:

THAT Council of the Town of Cobourg now hold a meeting that is closed to the public pursuant to Section 239 [relevant subsection] of the Municipal Act to discuss [topic, subject area or report title].

8.0 Attendance at a Closed Meeting

Unless otherwise directed by Council, attendance at Closed Meetings is limited to the Chief Administrative Officer, Directors, Municipal Clerk and/or their designate, and other staff at the discretion of the Chief Administrative Officer. Staff are to remain outside the Closed Meeting Forum (physical or electronic) until called to speak to their specific agenda item. Staff should vacate the meeting once that matter has been dealt with by Council.

9.0 Closed Meeting Prelude

In order to remind the Members of Council of their obligations in Closed Meetings, the Chair shall read a script, included as Appendix B, detailing the Closed Meeting rules at the beginning of each Closed Meeting.

Definitions

“Closed Meeting” means a meeting, or part of a meeting, which is closed to the public as permitted by Section 239 (2) of the Municipal Act, also referred to as an "in-camera meeting".

“Open Meeting” means a meeting of Council/Committee that is open to the public

Appendix “A”

Chair’s Script when reporting from a Closed Meeting to an Open Meeting

Council moved a Motion to proceed into a closed meeting to consider business as permitted under the Municipal Act and as listed on today’s meeting agenda. The following items were considered during closed session.

In the continuing interest of transparency, I will be reporting at this open meeting the outcomes from today’s closed meeting.

At today’s closed meeting the following items were considered:

List the items discussed in the closed meeting as they appear on the meeting agenda and, following each item, provide a description of what occurred.

Examples:

Minutes

Council approved the closed meeting minutes of the Council meetings.

Citizen Appointments

Council voted to bring forward a motion to be considered at today’s open meeting. That motion will be voted on later in this meeting.

Legal Update

Council received information regarding the....

Union Negotiations

There was direction given to staff regarding this item...

Educational or Training Sessions

Please be advised that Council will meet in Closed Session in accordance with subsection 239(3) of the Municipal Act for the purpose of:

Examples: Council Orientation; Professional Development

I will be verbally reporting out in a general sense on all items considered in the closed session once we rise from the closed session and move back to open session

Appendix “B”
Chair’s Script at the Beginning of Closed Meetings

Please be advised that we are meeting in a closed meeting as permitted in subsections 239 (2) and (3) of the Municipal Act to discuss: [identify the specific open meeting exceptions as listed on the meeting agenda]:

- a) security of municipal property;
- b) personal matters about an identifiable individual;
- c) a proposed or pending acquisition or disposition of land;
- d) labour relations or employee negotiations;
- e) litigation or potential litigation;
- f) advice that is subject to solicitor-client privilege;
- g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
- h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them;
- i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value;
or
- k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Only those matters pertaining to the sections of the Municipal Act already mentioned may be discussed. Any other matters related to the subject at hand that do not relate to these open meeting exceptions cannot be discussed. Closed meeting matters shall not be discussed either before or after the closed meeting with any person not related to the subject matter. I will be verbally reporting out in a general sense on all items in this closed agenda when we move into open session. As per the Procedural By-law please turn off any electronic devices while attending this meeting.



Corporation of the Town of Cobourg

Policy Title: Closed Meeting Investigation Policy and Procedure

Division: Corporate Services

Department: Legislative Services

Effective Date:

Revision Date:

Approval Level: Municipal Council

Section Number: 3-1

Policy Number: LEG-ADM-25

1.0 PURPOSE

This document sets out the Closed Meeting Investigation Policy and Procedure (the "Policy") for the Corporation of the Town of Cobourg (the "Town").

The Policy applies to Municipal Council, to all local boards and to committees of which at least 50 percent of the members are also Members of Council or members of local boards and committees.

2.0 POLICY STATEMENT

The Town of Cobourg is committed to ensuring that any request for an investigation made pursuant to section 239.1 of the *Municipal Act, 2001* is dealt with in a fair, expeditious and effective manner by an independent and impartial investigator.

3.0 STATUTORY FRAMEWORK

The open meeting rule in Ontario is set out in s. 239(1) of the *Municipal Act, 2001* and requires that municipal councils and their committees as well as local boards hold meetings that are open and accessible to the public. There are a number of exemptions to the open meeting rule that are set out in s. 239(2), (3) and (3.1) of the *Municipal Act, 2001*. In addition, every municipality and local board is required to enact a Procedural By-law pursuant to s. 238(2) of the *Municipal Act, 2001* that governs the calling, place and proceedings of meetings.

Any person may request that an investigation be undertaken pursuant to s. 239.1 of the *Municipal Act, 2001* to determine whether a municipality or a local board has complied with s. 239 of the statute or a procedure by-law made under s. 238 in respect of a meeting or part of a meeting that was closed to the public.

Municipalities are authorized to appoint an investigator to conduct the investigation in an independent manner and to report on the investigation pursuant to s. 239.2(1) of the *Municipal Act, 2001* (in the absence of an appointment, the Ombudsman of Ontario is the default investigator).

In carrying out his or her functions, the investigator shall have regard to the importance of his or her independence, impartiality, confidentiality with respect to his or her activities, and the credibility of his or her investigative process. The appointed investigator may

Closed Meeting Investigation Policy and Procedure

delegate in writing to any person, other than a member of council, any of the investigator's powers pursuant to s. 239.2(6) of the *Municipal Act, 2001*.

Upon completion of the investigation, if the appointed investigator is of the opinion that the meeting in question, or part of it, appears to be closed to the public contrary to s. 239 of the *Municipal Act, 2001* or the municipality's procedure by-law, the investigator shall report his or her opinion and the reasons for it to the municipality or local board, as the case may be, and may make such recommendations as the investigator thinks fit pursuant to s. 239(10) of the statute.

4.0 APPOINTED INVESTIGATOR

The Town appointed Aird & Berlis LLP as its Investigator (the "Investigator") with the authority to conduct investigations upon receipt of a valid request in respect of meetings or part of meetings that are closed to the public. The Investigator shall be responsible to determine compliance with the *Municipal Act, 2001* or the applicable procedure by-law and to report on the results of such investigation.

5.0 POLICY

1. The Town and its local boards, and Advisory Committees commit to full cooperation, including the provision of all information requested by the Investigator, either written or through interviews, to assist the Investigator in his or her investigation.
2. In accordance with s. 239.2(11) of the *Municipal Act, 2001*, the Town shall ensure that any reports received from the Investigator by the Town are made available to the public.
3. The Town and its local boards and Advisory Committees shall include any report received from the Investigator related to an investigation under the *Municipal Act, 2001* on the next available public agenda and will consider that report in an open public session of Council, a Committee of Council or the local board.
4. The Town and its local boards or a committee shall pass a resolution stating how they intend to address the Investigator's report pursuant to s. 239(12) of the *Municipal Act, 2001* if, in the Investigator's opinion, a closed meeting was held in contravention of s. 239 of the statute or the applicable procedure by-law.

6.0 REQUEST FOR INVESTIGATION

A request for investigation must be submitted on the Request Form attached as Appendix "A" to this Policy. The Request Form may be obtained from the Municipal Clerk's Department or downloaded from the Town's website.

Closed Meeting Investigation Policy and Procedure

7.0 PROCEDURE

1. Any person may submit a request under s. 239.1 of the *Municipal Act, 2001* to the Investigator relating to compliance with s. 239 of the statute or the applicable procedure by-law for meetings or part of meetings that are closed to the public.
2. A request for investigation under s. 239.1 of the *Municipal Act, 2001* must be submitted in writing using the Request Form (and attaching all supporting documents) and directly forwarded by mail or email to the Investigator at:

John Mascarin
Aird & Berlis LLP
Brookfield Place, 181 Bay Street, Suite 1800
Toronto, Ontario M5J 2T9
Email: jmascarin@airdberlis.com

3. All requests will be treated as confidential by the Town, its local boards and the Investigator, unless authorization is given by the requester to release his or her identity or the identity of the requester has been publicly disclosed.
4. All requests must contain the following information:
 - a) the name of the requester, mailing address, telephone number, and e-mail address (if applicable);
 - b) the date of the closed meeting under consideration;
 - c) the nature and background of the particular occurrences;
 - d) all other relevant information necessary for the Investigator to reasonably consider;
 - e) a direction with respect to the release of the requester's identity; and
 - f) the original signature of the requester or the requester's authorized signing officer(s).

The Request Form is intended to provide the Investigator with as much information as possible to aid in the conduct of the investigation. A Request Form that has been improperly or not fully completed may be deemed incomplete by the Investigator and will not be accepted. If such an event occurs, the Investigator will notify the requester of such circumstance.

Closed Meeting Investigation Policy and Procedure

5. When a request is submitted, the Investigator is responsible for compliance with this Policy and shall follow the following procedures:
 - a) assign a file number and record a file number on the envelope or email;
 - b) log the file number together with the date and time received; and
 - c) confirm receipt of the request to the requester.
6. For all requests, the Town or its local boards shall supply forthwith to the Investigator the following or any other information or documentation as requested by the Investigator related to a request:
 - a) a certified copy of the Notice of Meeting;
 - b) a certified copy of the Meeting Agenda;
 - c) a certified copy of the Meeting Minutes;
 - d) any relevant resolutions;
 - e) a municipal or local board contact list; and
 - f) any other relevant information as requested by the Investigator.
7. The Town and its local boards shall allow the Investigator full independence in which to conduct its investigation and shall not interfere or obstruct the Investigator in any way from carrying out its investigation. The Investigator may report any instances of interference or obstruction to the Council or the local board.
8. The Investigator shall review the request to determine whether there are reasonable and probable grounds to proceed with a full investigation. The Investigator is authorized to summarily dismiss the request, with written notice to the requester, if it determines that there are no reasonable or probable grounds to undertake a full investigation.
9. The Investigator will commence its investigation within two (2) weeks of having made a determination that the request merits a full investigation.

Administration

The Chief Administrative Officer designates the Municipal Clerk to implement and administer these Policy.




REQUEST FOR CLOSED MEETING INVESTIGATION

Pursuant to section 239.1 of the *Municipal Act, 2001* regarding a meeting or part of a meeting that was closed to the public.

| | |
|------------|-----------------|
| Name: | |
| Address: | |
| Telephone: | E-mail Address: |

Note: Please note that personal information is collected under the authority of section 239.1 of the *Municipal Act, 2001* and may be used by the closed meeting investigator to carry out an investigation under the statute.

| | |
|---|-------|
| Name of Municipality, Local Board or Committee: | |
| Date of Closed Meeting(s): | |
| Reasons: | |
| Note: Please provide detailed information relevant to the subject matter, background and reasons for your request sufficient to establish reasonable and probable grounds for an investigation. Additional page(s) may be used if required. | |
| Signature: | Date: |

| | | |
|---|---|--|
|  | THE CORPORATION OF THE TOWN OF COBOURG | |
| | COMMITTEE OF THE WHOLE STAFF REPORT | |
| TO: | Members of Council | |
| FROM: | Glenn McGlashon, MCIP, RPP Director – Planning & Development Division | |
| DATE OF MEETING: | November 16, 2020 | |
| REPORT TITLE/SUBJECT: | Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP) | |
| DATE OF REPORT: | November 5, 2020 | |

1.0 **CORPORATE STRATEGIC PLAN OBJECTIVE**

Pillar: *People – the Town supports and cares for the social and physical well-being of its citizens*

2.0 **RECOMMENDATION**

THAT Council receive the Staff Report for information purposes; and,

THAT the Affordable & Rental Housing Community Improvement Plan (CIP), prepared by MacNaughton Hermsen Britton Clarkson (MHBC) Planning Limited in association with SHS Consulting, dated October 2020 and attached to the Staff Report as Appendix “I”, which provides incentive options for encouraging the creation of new affordable and rental housing and the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the municipality be adopted by Council; and further,

THAT the By-laws attached to the Staff Report as Appendix “III” and Appendix “IV” which designate a Community Improvement Project Area for the entire municipality and adopt the Affordable & Rental Housing Community Improvement Plan (CIP), October 2020, be endorsed and presented to Council for final approval.

3.0 **PUBLIC ENGAGEMENT**

The Affordable & Rental Housing Community Improvement Plan (CIP) process included the preparation and implementation of a formal Communications and Public Engagement Plan in consultation with the Planning and Communications Departments to actively engage stakeholders and the general public throughout the project timeline between October 2019 and October 2020. Specifically, public engagement included:

- ✓ the preparation of a dedicated and interactive webpage on Engage Cobourg;
- ✓ a Public Launch Event in December of 2019;
- ✓ multiple stakeholder consultations throughout the process;
- ✓ a Public Open House/Workshop in January of 2020;
- ✓ regular meetings and updates to Cobourg Municipal Council and the Planning & Development Advisory Committee (PDAC – the Steering Committee for the CIP project);
- ✓ an online communication and public engagement forum on Engage Cobourg in September of 2020; and,
- ✓ a Public Meeting of Council in September of 2020;

4.0 **ORIGIN**

In accordance with Council's Strategic Plan, one of the strategic actions under the "People" pillar is to create a housing strategy that is in alignment with the County of Northumberland's Housing Strategy.

In September of 2019, Council passed a Motion which authorized the preparation of a Town-wide Affordable & Rental Housing CIP at a cost of \$65,000.00. The CIP is intended to provide a legal mechanism and various incentive tools in accordance with Section 28 of the *Planning Act* to help stimulate the provision of affordable and rental housing in the community, and to encourage the implementation of sustainable/urban design, universal design and brownfield re-development measures for all types of new private sector development and re-development proposals in the community.

5.0 **BACKGROUND**

Pursuant to Council's direction, MHBC in association with SHS Consulting began the preparation of an Affordable and Rental Housing CIP for the entire municipality in October of 2019. The goal of the project was to develop a comprehensive, yet flexible, pro-active plan to assist in the development and enhancement of affordable and rental housing in the community, thereby improving the quality of life and social well-being of its residents. At the same time, the CIP project provided an opportunity to help advance the Town's objectives for community improvement by considering incentive options which encourage sustainable, accessible and economic development throughout the municipality.

Specifically, the scope of work included the following key elements:

1. The preparation of a detailed framework and/or implementation plan to provide a wide range of incentive options, or tools, for the Municipality to offer to private sector organizations in exchange for the provision of affordable and rental housing that meets the needs of all residents in the community; and,
2. The preparation of a detailed framework and/or implementation plan to provide incentive options which encourage the private sector to champion and incorporate exemplary urban design, universal design and sustainable design measures into new

development and re-development proposals, and to stimulate brownfield re-development, in the municipality.

The project builds upon the goals of the Official Plan by establishing a co-ordinated and strategic mechanism for stimulating affordable housing and innovative and/or enhanced development utilizing the most effective tools available through existing legislation. The CIP project is also consistent with the County of Northumberland & Town of Cobourg Affordable Housing Strategies (AHS) developed by the County and endorsed by Cobourg Municipal Council in January of 2020.

The AHS is the primary, over-arching document that provides the necessary background information and strategic direction to help create affordable housing in the municipality and county as a whole. One of the Foundational Actions of the AHS is for municipalities to prepare and implement a CIP to act as a vehicle to encourage the development of new affordable and rental housing in the community.

This Report provides a brief overview of the CIP preparation process and the recommended incentive options, and provides a recommendation for approving the Affordable and Rental Housing CIP.

6.0 **ANALYSIS**

The development and approval of a CIP are undertaken in accordance with the legislative and policy framework of the Province, County and local municipality. The Provincial Policy Statement (PPS, 2020) supports a vision of community improvement and economic development based on effective growth management, efficient use of resources, and the enhancement of quality of life for all residents of a community.

CIP's are commonly used to stimulate the physical improvement and revitalization of a specific area(s) of a community by offering a range of financial incentives to the private sector to implement action and change. Under the *Municipal Act*, municipalities are prohibited from financially assisting private commercial enterprises (otherwise known as "bonusing") unless undertaken in accordance with a CIP approved under Section 28 of the *Planning Act*. CIP's help encourage private sector investment and improve the physical and/or socio-economic environment in a community, but are not land use plans or housing support programs.

The CIP process included extensive background research and analysis, including a review of the local demographic and housing context and needs, research into best practices in Ontario, a financial assessment and public/stakeholder engagement. The results of this stage were compiled into a Background Report, where a number of *key focus areas* and *considerations* were identified as having the most influence with respect to the development of the CIP:

1. Increasing the supply of purpose-built rental housing;
2. Increasing the supply of smaller unit sizes;
3. Promoting the development of second units;

4. Promoting the development of mixed-ratio (market and affordable) developments; and,
5. Supporting emergency and transitional housing services.

The following *considerations* for the structure of the CIP were also identified:

- Incentives should be applied Town-wide and not targeted to a specific area(s);
- Options for waiving application fees, development charges and property taxes;
- Application of a tiered approach to incentives based on need and operating costs;
- Provision of incentives for proposals that include sustainable and/or accessible design elements; and,
- Opportunities to leverage partnerships with community organizations to implement the CIP and/or provide on-site or off-site supports in conjunction with housing.

During the CIP preparation stage and based on the feedback received during the public and stakeholder engagement sessions, two (2) key focus areas were prioritized: *i) Purpose-built rental housing*; and, *ii) Second units*. While the CIP targets these two areas as its primary focus, the remaining focus areas, along with sustainable and accessible/universal design, are important secondary areas that will continue to be offered in the CIP program.

The Affordable & Rental Housing CIP was prepared on this basis and is attached as Appendix "I". The CIP is structured to include:

- a toolbox of financial incentive programs;
- an implementation plan;
- a financial management plan;
- a monitoring and reporting program; and,
- a marketing and communications plan.

Section 3.5 of the CIP provides a high level summary of the various financial incentive programs, each of which are detailed further in Section 3.7. Below is a summary table of the various incentive programs:

Table 1: Summary of CIP Programs

| Program | Description | Area of Consideration | Focus (Primary or Secondary) |
|---|--|------------------------------------|------------------------------|
| Rental Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for an affordable rental (primary market) or purpose built (primary market) rental housing project | Purpose-built Rental | Primary |
| Rental Housing Cash-in-Lieu of Parking Reduction Program | Grant equal to up to 50% of the calculated Cash-in-Lieu of Parking fee for purpose built rental and purpose built affordable rental housing projects where a municipal Cash-in-Lieu of Parking program exists | Purpose-built Rental | Primary |
| Rental Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing affordable rental (primary market) or purpose built (primary market) rental housing project. Program based on a sliding scale, where demonstrating achievement of certain criteria would result in a higher proportion of a development charge grant (i.e. a 'tiered' approach) | Purpose-built Rental | Primary |
| Rental Housing Property Tax Increment Grant Program | Grant equal to the incremental increase in municipal property tax assessment and revenue resulting from improvements to existing developments or the development of new buildings containing affordable rental (primary market) or purpose built (primary market) rental housing project for a period of five years | Purpose-built Rental | Primary |
| Second Unit Planning and Building Fee Reduction Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for second unit or coach houses | Second Unit/ Coach House | Primary |
| Second Unit Renovation and Construction Grant/ Loan Program | Grant equal to 50% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$10,000 AND/OR A loan equal to 70% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$50,000. Minimum \$5,000 | Second Unit/ Coach House | Primary |
| Emergency and Transitional Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for new emergency or transitional housing developments or renovations/ upgrades to existing emergency or transitional housing uses | Emergency and Transitional Housing | Secondary |
| Emergency and Transitional Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an emergency or transitional housing project | Emergency and Transitional Housing | Secondary |
| Affordable Housing and Home Ownership Planning and Building Fee Reduction Program | Grant equal to up to 50% of the fees paid on specified planning and development applications for new affordable housing or home ownership developments or renovations/ upgrades to existing affordable housing or home ownership uses | Affordable Homeownership | Secondary |
| Affordable Housing and Home Ownership Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an affordable housing or home ownership project. | Affordable Homeownership | Secondary |
| Brownfield Redevelopment Grant Program* | Grant for the costs associated with the preparation of: Environmental Site Assessment(s), Risk Assessment, Remediation and monitoring plan Grant for 50% of the costs associated with rehabilitation of a property to permit a Record of Site Condition to be filed with the Ministry of Environment, Conservation and Parks (to a maximum of \$100,000 per property) Grant for 50% of the costs associated with complying with a certificate of property use issued under Section 168.6 of the Environmental Protection Act (to a maximum of \$100,000 per property) | Brownfield | Secondary |
| Universal Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000 | Accessibility | Secondary |
| Sustainable Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 AND/OR Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000 | Sustainability | Secondary |

*Brownfield redevelopment, universal design or sustainable design projects that are not associated with affordable or rental housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council.

Following the completion of the draft CIP in the Summer of 2020, a communications and public engagement process was conducted in September of 2020 and culminated with the convening of the Statutory Public Meeting of Council on September 28, 2020. Media interviews were conducted and the Engage Cobourg website was utilized to provide the community with additional information regarding the CIP, including a narrated virtual “open house” style powerpoint presentation, feedback panels, and the draft CIP itself. A total of 871 visits to the webpage were recorded over the project period with almost 400 page views and 200 visitors in September alone which represent what is known as ‘informed’ participants. While there were no additional public submissions or input derived from the webpage, a large number of people took the time to visit the CIP project page, read information, and look at documents.

A number of submissions were received by Council at the Public Meeting and are summarized in an October 12, 2020 memorandum from MHBC in Appendix “II”. In addition, Council received a letter of endorsement from the Northumberland Affordable Housing Committee, which represents a number of local social service agencies and organizations. In general, the submissions were favourable towards the implementation of a CIP for the creation of affordable & rental housing while others were not directly related to the CIP but are important for Council to consider in future deliberations.

At its meeting dated November 3, 2020, the PDAC reviewed the aforementioned MHBC memorandum and final CIP and, after discussion, passed the following Motion:

“THAT the final Affordable and Rental Housing CIP (October, 2020) and Response to Public Comments Memo dated October 12, 2020 and prepared by MHBC be received for information purposes; and further,

THAT Council be advised that the Planning & Development Advisory Committee (PDAC) has duly considered the final Affordable and Rental Housing CIP (October, 2020) and Response to Public Comments Memo dated October 12, 2020 and prepared by MHBC, and hereby recommends that Council approve the Affordable and Rental Housing CIP (October, 2020).”

Following the adoption of the CIP (if approved by Council), the process outlined in the *Planning Act* includes a Notice of Adoption and appeal period, similar to an amendment to the Official Plan. This timeline will run into December and, thus, it is recommended that the CIP be rolled out in 2021 and that the funds allocated in the Affordable Housing Assistance Reserve Fund in 2020 be carried forward to supplement any additional funding derived from the 2021 budget deliberations. A formal Implementation Plan, including a process for administering the CIP and communications/marketing, will be prepared for Council’s consideration following the approval of the 2021 budget.

7.0 FINANCIAL & STAFFING IMPLICATIONS/BUDGET IMPACT

Section 3.10 of the CIP outlines the financial management framework for the CIP. The implementation of the CIP will require the dedication of sufficient financial and staff

resources to fund and administer the programs on an annual basis and make the CIP successful in achieving more affordable and rental housing in the community. The Affordable Housing Assistance Reserve Fund would be utilized for projects involving rental and affordable housing, and a separate fund would be utilized for sustainable and accessible design incentive programs that are not associated with affordable and rental housing. The funding of these Reserves would be provided through the tax levy and/or other non-tax funding sources and determined as part of Council's annual budget deliberations.

Specifically, financial incentives for rental and affordable housing projects in the form of fee waivers and reductions will result in lost departmental revenue which will need to be offset by the Affordable Housing Assistance Reserve Fund. Similarly, direct grants (ie. development charges, second unit grants, brownfields, accessible/universal design) will need to be funded from the Housing Reserve or an alternative funding source (for projects not associated with rental and affordable housing). Loans and tax increment grants will be recoverable over time via repayment (loans) and/or property taxes due to increased assessment values that may not have been realized without the incentives.

It is unknown what the full impact of the CIP on staff resources will be until the program is activated and monitored over time however, using past experience associated with the administration of the Downtown Vitalization CIP, the implementation of the CIP will require the dedication of Planning and Finance staff, including the preparation, receipt and processing of applications and Intakes; the evaluation of applications; the preparation of recommendation reports; the administration of legal agreements and financing; monitoring, data collection and annual reporting; and program compliance and enforcement on an ongoing basis. Opportunities to partner with local housing providers and social service organizations should be explored to assist in administering the CIP program, provide on-site and off-site housing supports and relieve some of the burden on staff resources.

8.0 **CONCLUSION**

The Affordable & Rental Housing CIP is a legal mechanism enacted pursuant to the *Planning Act* and *Municipal Act* which empowers the municipality to offer financial incentives to stimulate private sector investment in the creation of affordable and rental housing units, and to encourage development which is sustainable and accessible. The CIP is not considered a land use plan or housing support program, but rather is one tool in the "toolbox" of policy recommendations and actions identified in the Northumberland and Cobourg Affordable Housing Strategies aimed at responding to and addressing the critical need for affordable and rental housing and creating environmentally and socially responsible development, all of which will benefit the community as a whole.

9.0 **POLICIES AFFECTING THIS PROPOSAL**

A number of municipal policy documents affect this proposal, including the Northumberland County and Town of Cobourg Affordable Housing Strategy (AHS), the Cobourg Official Plan and Cobourg Municipal Council's Strategic Plan 2019-2022.

10.0 **COMMUNICATION RESULTS**

This Report is intended to advise Council of the results of the CIP process for the Affordable & Rental Housing CIP project, and to recommend that Council approve the CIP and associated By-laws.

11.0 **ATTACHMENTS**

Appendix "I" – Affordable & Rental Housing Community Improvement Plan (CIP) – October 2020;

Appendix "II" – Response to Public Comments Memorandum, MHBC, October 12, 2020

Appendix "III" – Affordable & Rental Housing Community Improvement Project Area Draft By-law

Appendix "IV" – Affordable & Rental Housing Community Improvement Plan Draft By-law

12.0 **SIGNATURES/REVIEW/APPROVAL**

Report prepared by:

Glenn J. McGlashon, MCIP, RPP
Director of Planning & Development



Report reviewed by:

Ian Davey, CPA, CA
Director of Corporate Services/Treasurer

Tracey Vaughan
Chief Administrative Officer



Affordable and Rental Housing

COMMUNITY IMPROVEMENT PLAN

Town of Cobourg

October 2020



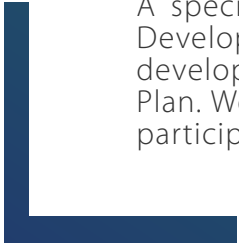


TOWN OF COBOURG

AFFORDABLE AND RENTAL HOUSING COMMUNITY IMPROVEMENT PLAN

ACKNOWLEDGMENTS

This report is respectfully submitted to the Town of Cobourg Planning and Development Services Department by MacNaughton Hermesen Britton Clarkson Planning, Urban Design and Landscape Architecture Limited (MHBC) in partnership with SHS Consulting.



A special thank you to Town of Cobourg staff, in particular the Planning and Development Advisory Committee for sharing their contributions to the development of the Affordable and Rental Housing Community Improvement Plan. We also wish to thank the many stakeholders and Cobourg residents whom participated in the community consultation and engagement phases of this Plan.

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Executive Summary

Overview

In the fall of 2019, MacNaughton Hermesen Britton Clarkson Planning (MHBC) and SHS Consulting (SHS) were retained by the Town of Cobourg (the Town) to develop an Affordable and Rental Housing Community Improvement Plan (the CIP) aimed at incentivizing the development of affordable and rental housing throughout the Town in response to a number of key action items identified in the Northumberland County Affordable Housing Strategy. In addition to developing incentives for affordable and rental housing, the project team looked into opportunities to incentivize development of Brownfield areas and developments which address areas of sustainability and accessibility.

The project was structured with a three-phase approach, which incorporates background research, technical analysis, and community consultation with opportunities for feedback from residents, stakeholders, the Planning and Development Advisory Committee (PDAC) and Council in each phase (**Figure 1**).

As part of the first phase of the project, background information was collected to understand the policy and legislative context for the CIP; obtain an idea of how other jurisdictions have implemented similar incentive programs; and, understand the specific local community context in terms of demographics and housing need.

Based on the background research, consultation findings and financial assessment undertaken, the following key focus areas were identified for the development of the Affordable and Rental Housing CIP:

1. Increasing the supply of purpose-built rental housing
2. Increasing the supply of smaller unit sizes
3. Promoting the development of second units
4. Promoting the development of mixed-ratio developments
5. Supporting emergency and transitional housing services

The findings of the background review and the key areas of focus were then presented to stakeholders and the community at an open house held on January 23, 2020 to obtain feedback on and confirm the areas of focus in advance of drafting the CIP.

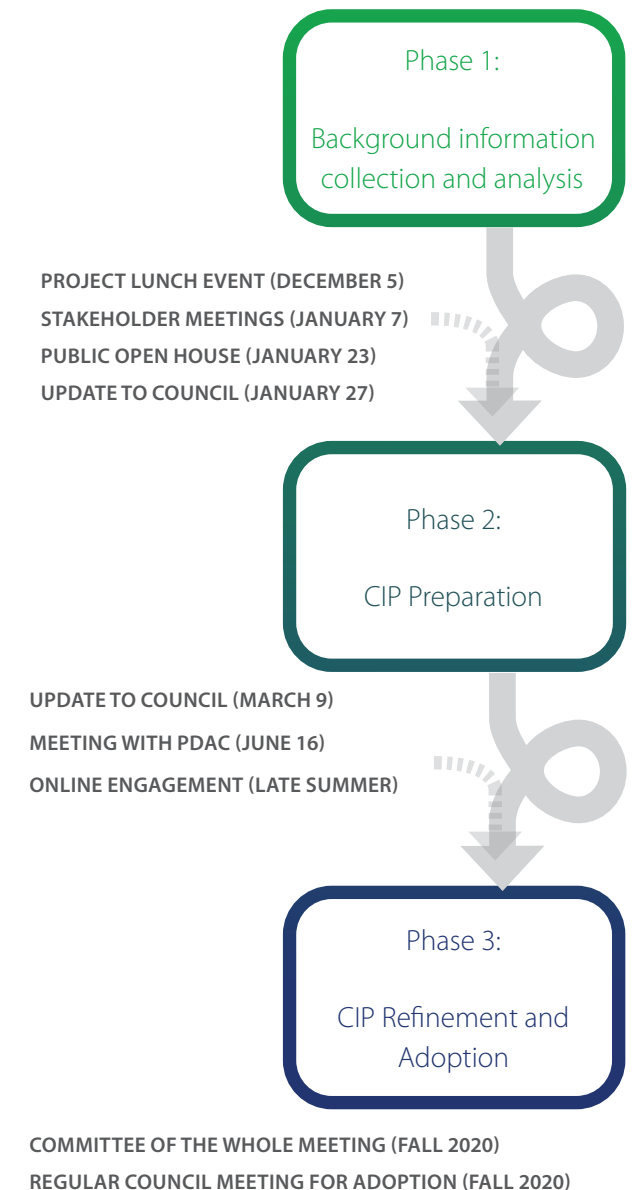


Figure 1: Project Schedule and Process

Please note that these dates are subject to change given the on-going COVID-19 pandemic.

Based on the feedback obtained at the January 23rd open house, the prioritized areas of focus for the CIP were confirmed as follows:

- 1. Increasing the supply of purpose-built rental housing; and,
- 2. Promoting the development of second units.

Promoting the development of mixed-income housing, increasing the supply of smaller unit sizes, and supporting emergency and transitional housing were also identified as important secondary areas that should be considered in the program; however, the emphasis of the incentives should be aimed at increasing the overall purpose-built rental housing stock and focusing on introducing additional units into the secondary rental market through second units.

Incentivizing brownfield development, sustainable development and design, and accessibility and universal design are also important for inclusion within the CIP, but should not detract from the primary focus of providing opportunities to increase the availability of affordable and rental housing throughout the community.

The first two phases of the work program culminated in the preparation of a Draft CIP for further consultation. The programs included in the Draft CIP are summarized in the following table on the following page.

This report concludes Phase 2 of the Project Work Program and will serve as the basis for refining and finalizing the CIP in Phase 3. The CIP will then be revised, as needed, following further consultation, which will include a meeting with the PDAC, targeted stakeholder sessions, a public information Open House and Statutory Public Meeting. A final CIP recommended for adoption will be brought forward to Council for consideration in late spring 2020.

Adoption of the final CIP by Council will provide the legislative basis and framework for implementing incentives designed to address affordable and rental housing needs in the community, in addition to setting a framework for addressing needs related to Brownfield development and sustainable and accessible design.



Table 1: *Summary of CIP Programs*

| Program | Description | Area of Consideration | Focus (Primary or Secondary) |
|---|--|------------------------------------|------------------------------|
| Rental Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for an affordable rental (primary market) or purpose built (primary market) rental housing project | Purpose-built Rental | Primary |
| Rental Housing Cash-in-Lieu of Parking Reduction Program | Grant equal to up to 50% of the calculated Cash-in-Lieu of Parking fee for purpose built rental and purpose built affordable rental housing projects where a municipal Cash-in-Lieu of Parking program exists | Purpose-built Rental | Primary |
| Rental Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing affordable rental (primary market) or purpose built (primary market) rental housing project. Program based on a sliding scale, where demonstrating achievement of certain criteria would result in a higher proportion of a development charge grant (i.e. a 'tiered' approach) | Purpose-built Rental | Primary |
| Rental Housing Property Tax Increment Grant Program | Grant equal to the incremental increase in municipal property tax assessment and revenue resulting from improvements to existing developments or the development of new buildings containing affordable rental (primary market) or purpose built (primary market) rental housing project for a period of five years | Purpose-built Rental | Primary |
| Second Unit Planning and Building Fee Reduction Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for second unit or coach houses | Second Unit/ Coach House | Primary |
| Second Unit Renovation and Construction Grant/ Loan Program | Grant equal to 50% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$10,000 AND/OR A loan equal to 70% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$50,000. Minimum \$5,000 | Second Unit/ Coach House | Primary |
| Emergency and Transitional Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for new emergency or transitional housing developments or renovations/ upgrades to existing emergency or transitional housing uses | Emergency and Transitional Housing | Secondary |
| Emergency and Transitional Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an emergency or transitional housing project | Emergency and Transitional Housing | Secondary |

Table 1 (cont.): Summary of CIP Programs

| Program | Description | Area of Consideration | Focus (Primary or Secondary) |
|---|--|--------------------------|------------------------------|
| Affordable Housing and Home Ownership Planning and Building Fee Reduction Program | Grant equal to up to 50% of the fees paid on specified planning and development applications for new affordable housing or home ownership developments or renovations/ upgrades to existing affordable housing or home ownership uses | Affordable Homeownership | Secondary |
| Affordable Housing and Home Ownership Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an affordable housing or home ownership project. | Affordable Homeownership | Secondary |
| Brownfield Redevelopment Grant Program* | Grant for the costs associated with the preparation of: Environmental Site Assessment(s), Risk Assessment, Remediation and monitoring plan Grant for 50% of the costs associated with rehabilitation of a property to permit a Record of Site Condition to be filed with the Ministry of Environment, Conservation and Parks (to a maximum of \$100,000 per property)w Grant for 50% of the costs associated with complying with a certificate of property use issued under Section 168.6 of the Environmental Protection Act (to a maximum of \$100,000 per property) | Brownfield | Secondary |
| Universal Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000 | Accessibility | Secondary |
| Sustainable Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 AND/OR Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000 | Sustainability | Secondary |

**Brownfield redevelopment, universal design or sustainable design projects that are not associated with affordable or rental housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council.*

DRAFT

Affordable and Rental Housing

COMMUNITY IMPROVEMENT PLAN

1.0

Introduction

In early 2019, Northumberland County prepared an Affordable Housing Strategy in order to provide detailed guidance and a policy framework for increasing the supply of affordable and rental housing throughout the County's municipalities. As part of this work, individual affordable housing strategies have also been prepared for each of the member municipalities.

In the case of the Town of Cobourg, with respect to supply, the Strategy highlighted the low vacancy rate for rental units in the primary rental market, which has been below 3% since 2010; and, identified housing gaps including a need for more purpose built rental housing options and more affordable rental housing for households with lower incomes. Additionally, the Strategy identified that a total of 38¹ affordable units would need to be provided in the Town, annually, in order to achieve the County's affordable housing target of 25% of all new residential units created annually.

¹ In accordance with the Strategy, 18% of Cobourg's allocated affordable units are to be affordable to low income households (earning \$48,519 or less) and 80% are to be affordable to households with incomes less than \$37,250.

In terms of action items, the strategy included 28 specific actions under four (4) key themes in order to achieve the strategy. One such action identified the *“use of a CIP to allow incentives to encourage the provision of affordable and rental housing, including grants or forgivable loans for development charges, planning and building fees, and other municipal charges and levies, tax exemptions and Tax Increment Grants (TIEG), and capital grants”*.

In order to build on and implement the recommendation contained within the County’s strategy, the Town of Cobourg retained the consulting team of MHBC Planning (MHBC) and SHS Consulting (SHS) to undertake a study and develop a comprehensive Town-Wide Affordable and Rental Housing Community Improvement Plan (CIP), which focused on the provision and maintenance of affordable and rental housing throughout the Town. This draft CIP has been prepared to provide support to landowners and developers in their efforts to provide for, and ultimately increase, the affordable and rental housing options throughout the Town.

This report includes the following:

- **Summary of the methodology to develop the draft CIP;**
- **Identification and description of the Community Improvement Project Area;**
- **An overview of the programs and incentives that form part of the CIP;**
- **An implementation plan to assist the Town in administering the CIP;**
- **A marketing strategy for the CIP; and,**
- **A monitoring strategy to assist the Town in measuring impacts and outcomes of the CIP.**

It should be noted that the legislative authority and policy basis for the preparation and adoption of the CIP is outlined in detail in the Background Report prepared as part of the work program for the Affordable and Rental Housing CIP project. The Background Report provides an overview of the documents consulted for the background review and a summary of the outcomes of the consultation and engagement exercises undertaken to arrive at the draft CIP. The Background Report should be consulted for an overview of these documents and other applicable legislative and policy documents.



2.0 Community Improvement Needs Analysis

Developing a specialized Community Improvement Plan aimed at incentivizing the development of affordable and rental housing responds to a key action item identified in the Northumberland County's Affordable Housing Strategy and serves to address a number of the identified housing gaps specific to the Town of Cobourg. The following section of the draft CIP report provides a detailed analysis of the needs of the Town with respect to affordable and rental housing to set the foundation for preparation of the Community Improvement Plan, including the prioritization of incentives recommended within the Community Improvement Plan.

2.1 General Methodology

A multi-phased approach to developing the draft CIP has been undertaken, which incorporates background research, technical analysis, and community consultation with residents, stakeholders and the Planning and Development Advisory Committee (PDAC). **Figure 2** provides a visual reference to the methodology.

As part of the first phase of the project, background information was collected to understand the policy and legislative context for CIP’s; obtain an idea of how other jurisdictions have implemented similar incentive programs; and, understand the specific local community context in terms of demographics and housing need. Additionally, a financial analysis was completed to determine the impact of various financial incentives that may be implemented through a CIP program on the feasibility of affordable housing projects within the Town.

Several public consultation efforts were undertaken in the early stages of the Phase 1 work program, including a project launch open house, online survey and targeted stakeholder sessions with housing and community service providers as well as local builders/ developers and real estate representatives. The findings of the background review and potential options for areas to be considered in the CIP were then presented to stakeholders and the community at an open house in January 2020.

The areas of consideration for the CIP were as follows:

- 1. Increasing the supply of purpose-built rental housing
- 2. Increasing the supply of smaller unit sizes
- 3. Promoting the development of second units
- 4. Promoting the development of mixed-ratio developments
- 5. Supporting emergency and transitional housing services

As noted, input on these areas of consideration and further analysis of each area resulted in priority areas for consideration in the draft CIP. Together, these key steps culminated in the preparation of a draft CIP (Section 3.0 of this document) for further consultation.

The CIP will be revised further, following the Phase 2 consultation process, which includes a meeting with the PDAC, targeted stakeholder sessions, a public information Open House and Statutory Public Meeting. Following any necessary revisions, a final CIP will be recommended for approval and will be brought forward to Council for their consideration in late spring 2020.

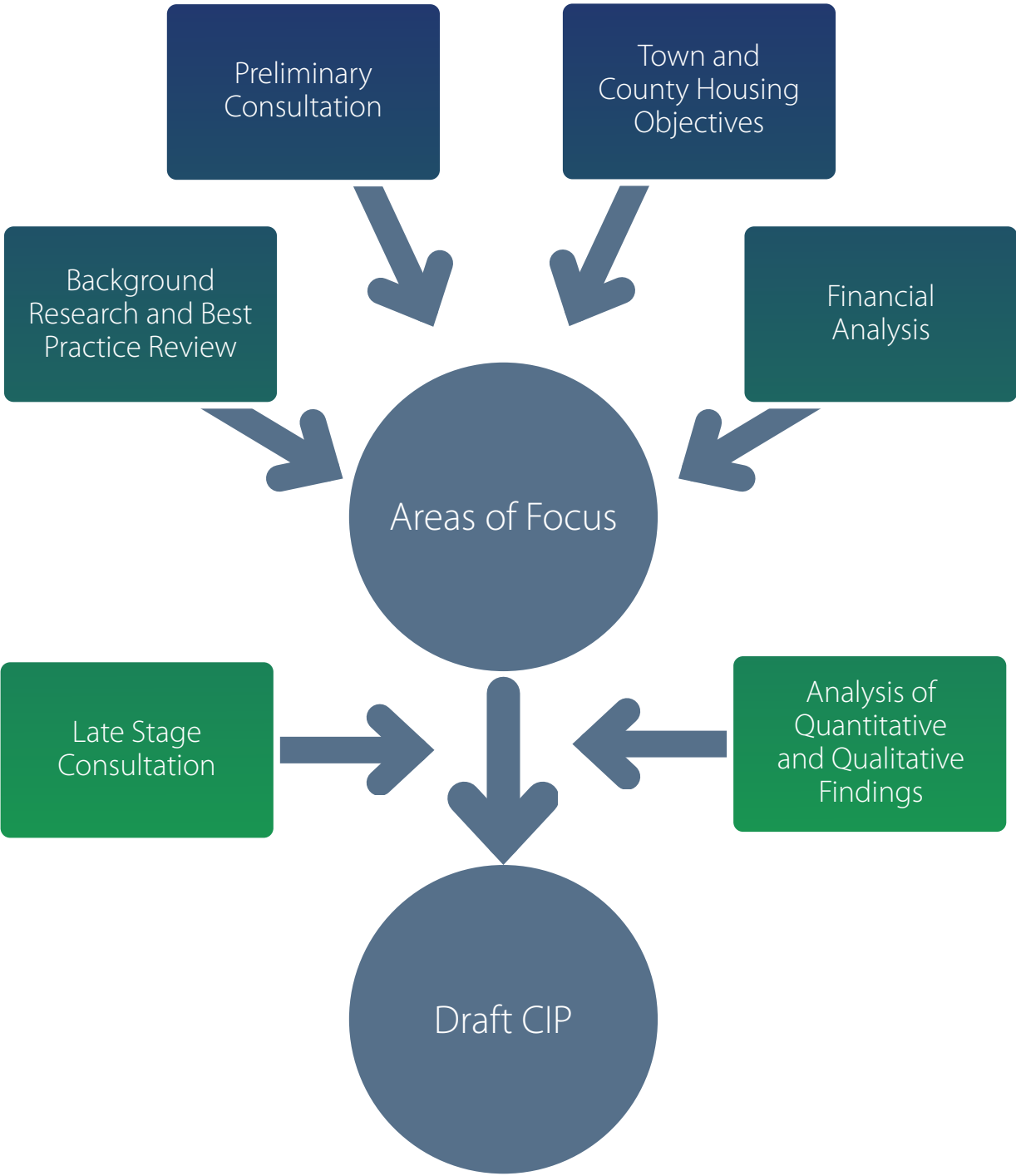


Figure 2: CIP Project Methodology

3.0 Draft Affordable and Rental Housing CIP

3.1 Purpose

The draft CIP provides a toolbox of financial incentives designed to achieve community goals and priorities as set out in the Northumberland County Housing and Homelessness Plan 2019-2029, the County and Town Affordable Housing Strategies and Official Plans in order to assist in the development of affordable and rental housing across the Town. It has been informed by substantive background research and analysis and confirmed through stakeholder and public consultation. Based on the background research completed to inform the CIP, financial incentives are aimed at assisting to provide for the creation of at least 38 affordable units within the Town on an annual basis, consistent with the target set out for the Town in the Northumberland County Affordable Housing Strategy.



3.2 Goals and Objectives

3.2.1 Goals for Community Improvement

The goal of the draft CIP is to minimize financial barriers to the creation of affordable and rental housing in order to ensure an appropriate range and mix of dwelling types across the housing continuum are provided throughout the Town, provide opportunities for financing development and redevelopment on brownfield sites and projects that incorporate sustainable design and/or accessible design features.

3.2.1 Objectives for Community Improvement

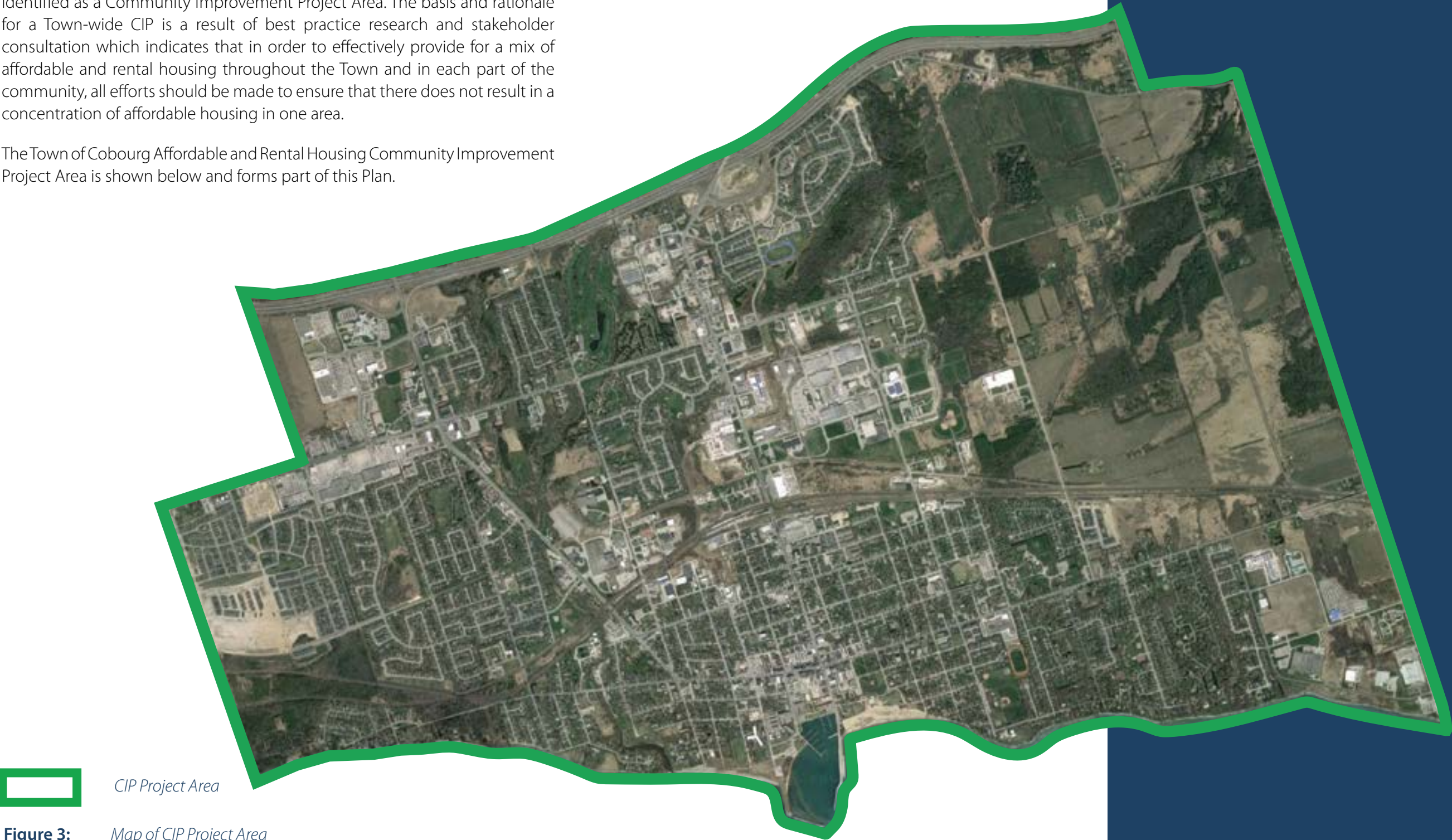
The objectives of the draft CIP are as follows:

1. **Facilitate the development of affordable and rental housing throughout the Town by providing financial support based on a continuum of housing options;**
2. **Increase the overall number of affordable and rental housing units in the Town;**
3. **Generate an appropriate mix of residential units and dwelling types, including those suitable for older adults and small household sizes, to meet the current and future needs of residents;**
4. **Make ownership housing more affordable to new home-buyers and allow people to age in place through second units;**
5. **Support and stimulate mixed-income developments;**
6. **Encourage the development of emergency and transitional housing;**
7. **Assist in the achievement of the Northumberland County annual target for new affordable housing units;**
8. **Reinforce the provision of affordable and rental housing as a community priority;**
9. **Provide opportunities to incentivize development and redevelopment projects on brownfield sites; and,**
10. **Provide opportunities to incentivize development or redevelopment projects that incorporate sustainable design and/or accessible design elements.**

3.3 Community Improvement Project Area

As noted in previous sections of this report, the entire Town of Cobourg is identified as a Community Improvement Project Area. The basis and rationale for a Town-wide CIP is a result of best practice research and stakeholder consultation which indicates that in order to effectively provide for a mix of affordable and rental housing throughout the Town and in each part of the community, all efforts should be made to ensure that there does not result in a concentration of affordable housing in one area.

The Town of Cobourg Affordable and Rental Housing Community Improvement Project Area is shown below and forms part of this Plan.



CIP Project Area

Figure 3: Map of CIP Project Area

3.4 Definitions

Throughout the draft CIP there are references to a number of terms which are defined as follows:

| | | | | | |
|---------------------|---|--|---|---------------------------------------|---|
| Affordable: | In the case of ownership housing, the least expensive of: housing for which the purchase price results in annual accommodation costs which do not exceed 30% of gross annual household income for low and moderate income households; or, housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the regional market area. | Emergency Housing: | Short-term accommodation for persons who are experiencing homeless or in crisis designed to meet the immediate needs of these people and may provide basic emergency and crisis services including safe accommodation, meals, information and referral. | Secondary Rental Market: | Condominium apartment units, or other similar units, offered for rent. |
| Affordable: | In the case of rental housing, the lease expensive of: a unit for which the rent does not exceed 30% of gross annual household income for low and moderate households; or, a unit for which the rent is at or below the average market rent of a unit in the regional market area. | Low and Moderate Income Households: | <p>In the case of ownership housing, means households with incomes in the lowest 60 percent of the income distribution for the regional market area.</p> <p>In the case of rental housing, means households with incomes in the lowest 60 percent of the income distribution for renter households for the regional market area</p> | Second Unit: | An additional dwelling unit located within a single detached dwelling, one unit of a semi-detached dwelling or one unit of a townhouse dwelling. |
| Brownfield: | Undeveloped or previously developed properties that may be contaminated. They are usually, but not exclusively, former industrial or commercial properties that may be underutilized, derelict or vacant. | Mixed Income Housing: | Housing provided within a community or neighbourhood area where there is a mix of housing types and tenure to support a variety of housing needs, including subsidized housing, affordable rental, market rental, and affordable ownership and market ownership. | Sustainable Design: | Lowering the demands of development on the environment through certain building characteristics such as low energy usage, reduced water usage, application of Low Impact Design (LID) measures, and the utilization of sustainable building materials in order to minimize negative impacts on the environment. |
| Coach House: | An additional dwelling unit on a lot that is located within an accessory building or structure. | Purpose-Built Rental Housing: | Housing designed and built expressly as long-term rental accommodation. | Transitional Housing: | An intermediate step between emergency shelter and permanent housing.It providesaffordable,temporary, housing paired with a mix of services and supports with the goal of facilitating an individual’s movement to permanent stable housing and independent living. |
| | | Primary Rental Market: | Units in privately initiated, purpose-built rental structures of three units or more. | Universal/Barrier-Free Design: | The practice of designing environments that can be efficiently used by people with a wide range of abilities operating in a wide range of situations and providing the same opportunities for accessing elements of the built environment by all people, regardless of life circumstances. |

3.5 Program Overview

The incentive programs and policies set out in this section have been developed to implement the actions and recommendations of the Northumberland County Affordable Housing Strategy and the Town of Cobourg Affordable Housing Strategy as well as address the specific community improvement needs identified through the background research, consultation with the PDAC, local stakeholders and the public as part of the Town’s Affordable and Rental Community Improvement Plan Study.

The toolbox of incentive programs set out in this section of the report are geared toward the development of purpose built rental housing and second units as a priority. The table below provides a high level summary of the incentive programs offered through the draft CIP while the details of each are set out in further sections of this report.

The toolbox of incentives can be used along with many other sources of funding available to make an affordable housing project successful. The incentives described in this section may also be used in combination with any other program offered by the Town, County or other levels of government.

Table 1: *Summary of CIP Programs*

| Program | Description | Area of Consideration | Focus (Primary or Secondary) |
|---|--|-----------------------|------------------------------|
| Rental Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for an affordable rental (primary market) or purpose built (primary market) rental housing project | Purpose-built Rental | Primary |
| Rental Housing Cash-in-Lieu of Parking Reduction Program | Grant equal to up to 50% of the calculated Cash-in-Lieu of Parking fee for purpose built rental and purpose built affordable rental housing projects where a municipal Cash-in-Lieu of Parking program exists | Purpose-built Rental | Primary |
| Rental Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing affordable rental (primary market) or purpose built (primary market) rental housing project Program based on a sliding scale, where demonstrating achievement of certain criteria would result in a higher proportion of a development charge grant (i.e. a ‘tiered’ approach) | Purpose-built Rental | Primary |
| Rental Housing Property Tax Increment Grant Program | Grant equal to the incremental increase in municipal property tax assessment and revenue resulting from improvements to existing developments or the development of new buildings containing affordable rental (primary market) or purpose built (primary market) rental housing project for a period of five years | Purpose-built Rental | Primary |
| Second Unit Planning and Building Fee Reduction Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for second unit or coach houses | Second Unit | Primary |
| Second Unit Renovation and Construction Grant/ Loan Program | Grant equal to 50% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$10,000 AND/OR A loan equal to 70% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing unregistered second unit that is legalized and brought up to Code to a maximum of \$50,000. Minimum \$5,000 | Second Unit | Primary |

Table 1 (cont): Summary of CIP Programs

| Program | Description | Area of Consideration | Focus (Primary or Secondary) |
|---|---|------------------------------------|------------------------------|
| Emergency and Transitional Housing Planning and Building Fee Waiver Program | Grant equal to up to 100% of the fees paid on specified planning and development applications for new emergency or transitional housing developments or renovations/ upgrades to existing emergency or transitional housing uses | Emergency and Transitional Housing | Secondary |
| Emergency and Transitional Housing Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an emergency or transitional housing project | Emergency and Transitional Housing | Secondary |
| Affordable Housing and Home Ownership Planning and Building Fee Reduction Program | Grant equal to up to 50% of the fees paid on specified planning and development applications for new affordable housing or home ownership developments or renovations/ upgrades to existing affordable housing or home ownership uses | Affordable Homeownership | Secondary |
| Affordable Housing and Home Ownership Development Charge Grant Program | Grant equal to a percentage of the Town development charge normally payable on an eligible project proposing an affordable housing or home ownership project | Affordable Homeownership | Secondary |
| Brownfield Redevelopment Grant Program* | Grant for the costs associated with the preparation of: Environmental Site Assessment(s), Risk Assessment, Remediation and monitoring plan Grant for 50% of the costs associated with rehabilitation of a property to permit a Record of Site Condition to be filed with the Ministry of Environment, Conservation and Parks (to a maximum of \$100,000 per property) Grant for 50% of the costs associated with complying with a certificate of property use issued under Section 168.6 of the Environmental Protection Act (to a maximum of \$100,000 per property) | Brownfield | Secondary |
| Universal Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate universal design features to a maximum grant per property/ project of \$10,000 Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000 | Accessibility | Secondary |
| Sustainable Design Grant/ Loan Program* | Grant equal to 50% of the cost of eligible building improvements to residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 Grant equal to 50% of the costs of eligible works to new residential, commercial, institutional and mixed use buildings that incorporate sustainable construction, design and servicing features to a maximum grant per property/ project of \$10,000 AND/OR Loan equal to 70% of the cost of eligible works to a maximum loan per property/ project of \$50,000. Minimum loan of \$ 5,000. | Sustainability | Secondary |

*Brownfield redevelopment, universal design or sustainable design projects that are not associated with affordable or rental housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council.

3.6 General Program Requirements

Projects will be given consideration under the various programs of the draft CIP subject to satisfying the following general provisions:

1. All applications will be considered subject to funding availability. Brownfield redevelopment, universal design or sustainable design projects that are not associated with affordable or rental housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council.
2. An application for financial incentives is to be submitted prior to the commencement of any works or studies to which the incentive program would apply.
3. Applications will be submitted by the applicant and reviewed by Town staff using an evaluation rubric.
4. Applications for the Second Unit Planning and Building Fee Reduction Program and Second Unit Renovation and Construction Program will be evaluated by staff, with funds granted on a first come, first served basis.
5. Applications for all other programs will be subject to a single intake period, with evaluation by staff and recommendations for allocation of funding brought forward to Council collectively in a report for approval.
6. As a condition of application approval, an applicant may be required to enter into a grant or loan agreement with the Town which will set out the terms, duration and default provisions of the incentive to be provided. The Town may discontinue any financial incentive program where there is not compliance with an executed agreement.
7. If an applicant is in default of any program requirement, or any other requirement of the Town, the Town may delay, reduce or cancel its financial incentive program approval.
8. Each program of the CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program.
9. The Town reserves the right to audit the cost of any and all works that have been approved under any of the financial incentive programs, at the expense of the applicant.
10. The total cost of the grant/ loan made in respect of an application shall not exceed the eligible costs of improvements with respect to that application.
11. Projects may qualify under more than one program. The total of the grants and loans made in respect of particular lands and buildings and any tax assistance shall not exceed the eligible cost of the community improvement plan with respect to those lands and buildings. The Town is not responsible for any costs incurred by an applicant in relation to any of the programs, including without limitation, costs incurred in anticipation of a grant and/or loan.
12. The Town may discontinue any of the programs contained in this CIP at any time. Applicants with approved grants and/or loans will still receive said grant/ loan.
13. All works completed must comply with the description of the works as provided in the application form and contained in the program agreement, with any amendments as approved by the Town.
14. The program funding approved by Council is to be valid for a period of 18 months, after which it lapses unless otherwise extended by Council at its discretion.
15. Each program in this CIP is considered active if Council has approved implementation of the program, and Council has approved a budget allocation for the program (as applicable).

3.7 CIP Programs: Primary Areas of Focus

The following sections of the report set out the programs in the draft CIP focused on rental housing and second units which are two of the primary areas of programs within the CIP. At the discretion of Town staff, applicants may be required to enter into an agreement with the Town to ensure program objectives are met.

3.7.1 Rental Housing Planning and Building Fee Waiver Program

1. The purpose of this program is to promote the development of purpose built rental housing by offsetting the costs associated with fees for planning and building applications at the Town.
2. This program would apply to property owners who undertake development or redevelopment projects containing a purpose built rental housing component, either for affordable rental housing, market rental housing or mixed-income rental housing.
3. This program will provide a grant of up to 100% of the fees paid on specified planning and development applications for purpose built rental housing.
4. The grant would apply to most fees related to development or redevelopment, including, but not limited to:
 - a. Official Plan Amendment;
 - b. Zoning By-law Amendments;
 - c. Minor Variances;
 - d. Site Plan Control;
 - e. Building and Demolition Permits;
 - f. Cash in lieu of parkland;
 - g. Cash in lieu of parking; and,
 - h. Municipal tree levy.

5. With respect to Official Plan Amendments, the waiver would only apply in a circumstance where the Amendment is required to address an issue of density (for example, as a result of providing a large proportion of 1-bedroom units on a site to address the need for smaller units) and not for comprehensive Official Plan Amendments requesting a land use designation change.
6. Applicants are required to pay the fees at the initial application submission stage and will receive reimbursement of the fees upon successful completion of an approved project including issuance of occupancy and confirmation that the proposed affordable units associated with the application have been provided. There is no guarantee that a project will receive approval.
7. **Appendix A** provides a chart of the Town’s current fees associated with these applications, to provide an indication of the savings an applicant would have as well as the revenue lost by the Town a result of the waiver. It is expected that the costs associated with the waiver of these fees would be in the form of lost departmental revenue which the tax base or other non-tax funding source must offset.

3.7.2 Rental Housing Cash-in-Lieu of Parking Reduction Program

1. The purpose of this program is to provide a reduction in the amount of Cash-in-Lieu of Parking fees for purpose built rental housing and purpose built affordable rental housing projects where a Cash-in-Lieu of Parking fee may apply.
2. This program will provide a grant of up to 50% of the calculated Cash-in-Lieu of Parking fee for an eligible project, where a Cash-in-Lieu of Parking program may apply.
3. The grant will be paid once the project is complete, final building inspections have taken place, an occupancy permit has been issued; confirmation that the units provided are in accordance with the proposal as proposed; and, all deficiencies have been addressed.

3.7.3 Rental Housing Development Charge Grant Program

1. The purpose of this program is to increase the overall number of affordable and market rental housing units through providing a grant for and reductions to development charges paid on a project.
2. Potential development charge reductions for a project will be assessed and determined based on the proposed project’s performance in providing for rental housing types and tenure most needed in the Town, including those suitable for older adults and small household sizes.
3. This program applies to larger scale development and redevelopment projects that provide purpose built rental housing options (market, affordable and mixed-income). It provides a grant equal to a percentage of the Town development charge normally payable on an eligible project.
4. The table, below, provides the proportion of grant funding available for eligible projects.

Table 2: Rental Housing Development Charge Grant Program Grant Proportions

| Grant Proportion | Project Type |
|------------------|---|
| Up to 100% | 100% purpose built affordable rental housing that provides a significant number of smaller units and includes at least two of the following: sustainability features, accessibility features or social service supports |
| Up to 75% | Minimum 20%/80% mixed affordable rental/ market rental housing that provides a significant number of smaller units and includes sustainability features, accessibility features or social service supports |
| Up to 60% | 100% purpose built market rental housing that provides a significant number of smaller units and includes at least two of the following: sustainability features, accessibility features or social service supports |
| Up to 50% | Purpose built rental (affordable, market or mixed income) that includes at least two of the following: sustainability features, accessibility features or social service supports |
| Up to 40% | 100% purpose built affordable rental housing |
| Up to 40% | Minimum 20%-80% mixed affordable rental/ market rental housing |

5. The grant will be paid once the project is complete, final building inspections have taken place, an occupancy permit has been issued; confirmation that the units provided are in accordance with the proposal as proposed; and, all deficiencies have been addressed.
6. In the case of affordable rental units noted in **Table 2**, an applicant will be required to enter into an agreement to be registered on title which ensures that the affordable rental units remain affordable for at least twenty (20) years from occupancy. If the units are no longer deemed to be affordable, the grants, plus interest, will become payable to the Town in full.
7. In the case of market rental units noted in **Table 2**, an applicant will be required to enter into an agreement to be registered on title which prohibits the conversion of these units from rental to condominium tenure for at least twenty (20) years from occupancy. If the units are deemed to have been converted, the grants, plus interest, will become payable to the Town in full.
8. It should be noted that the *More Homes, More Choice Act, 2019* has introduced changes to how and when Development Charges are paid. These changes will need to be factored into the program administration details to ensure phasing of Development Charges payments align with the CIP grant.

3.7.4 Rental Housing Property Tax Increment Grant Program

1. The purpose of this program is to increase the overall number of purpose built rental housing units throughout the Town by providing a grant that reduces the property tax increase that typically results from large scale development and redevelopment projects
2. This program applies to larger scale development and redevelopment projects that provide affordable and rental housing options in the primary rental market.
3. It provides grants equivalent to the incremental increase in municipal property tax assessment and revenue resulting from property improvements to existing buildings or the development of new buildings.

4. The total payment shall not exceed the cost of development or redevelopment. The annual grant will be equal to a percentage of the tax increment paid for the Town's portion on the property taxes, in decreasing percentages of the increment as follows:
 - Year 1- 100% of tax increment
 - Year 2- 100% of tax increment
 - Year 3- 75% of tax increment
 - Year 4- 50% of tax increment
 - Year 5- 50% of tax increment
5. The grant will be paid once the project is complete, final building inspections have taken place, an occupancy permit has been issued; confirmation that the units provided are in accordance with the proposal as proposed; all deficiencies have been addressed; and, upon confirmation that property taxes are not in arrears.
6. In the case of affordable rental units, an applicant will be required to enter into an agreement which ensures that the affordable rental units remain affordable, in accordance with the definition set out in this plan, for at least twenty (20) years from occupancy. If the units are no longer deemed to be affordable, the grants, plus interest, will become payable to the Town in full.
7. In the case of market rental units, an applicant will be required to enter into an agreement which prohibits the conversion of these units from rental to condominium tenure for at least twenty (20) years from occupancy. If the units are deemed to have been converted, the grants, plus interest, will become payable to the Town in full.

3.7.5 Second Unit Planning and Building Fee Reduction Fee Program

1. The purpose of this program is to make homeownership more affordable to new homebuyers, allow people to age in place, and introduce additional rental units to the secondary market through second units and coach houses by offsetting costs

associated with the fees for planning and building applications at the Town.

2. This program applies to property owners or developers who undertake new residential development projects that include second units or coach houses.
3. It provides a grant of up to 100% of the fees paid on specified planning and development applications.
4. The grant would apply to fees related to development or redevelopment including, but not limited to:
 - a. Site Plan Control;
 - b. Minor Variance;
 - c. Zoning By-law Amendments; and,
 - d. Building and Demolition Permits.
5. Applicants are required to pay the fees at the initial application submission stage and will receive reimbursement of the fees upon successful completion of an approved project including issuance of occupancy and confirmation that the proposed second unit and/or coach house has been created and added to the secondary rental market.
6. Applicants will be required to enter into an agreement which specifies that the unit(s) shall not be used for short term rental accommodation of 28 days or less.
7. This program will be limited in value and duration, and will be monitored on a regular basis to allow for its retirement once a market is established.

3.7.6 Second Unit Renovation and Construction Grant/Loan Program

1. The purpose of this program is to make homeownership more affordable to new homebuyers, allow people to age in place, and introduce additional rental units to the secondary market through providing a grant or loan to offset the construction costs associated with renovating an existing dwelling to include a second unit or building a coach house on a property with an existing dwelling.
2. This program applies to individual homeowners who retrofit their dwelling to include a second unit within the main building or construct a new coach house as an accessory building.
3. This program also applies to homeowners who have an existing un-registered second unit who are seeking to legalize the unit, bring it up to Code and register the use.
4. The program may provide a grant equal to 50% of eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who has an existing un-registered second unit that is legalized and brought up to Code up to a maximum of \$10,000 (e.g. \$6,000 in construction cost would provide a \$3,000 grant to the applicant, upon completion; \$20,000 in construction cost would provide a \$10,000 grant to the applicant upon completion; and, \$30,000 in construction cost would provide a \$10,000 grant upon completion).
5. Alternatively, the program may provide a loan equal to 70% of the eligible costs to homeowners who retrofit their dwelling to include a second unit or construct a new coach house as an accessory dwelling or to a homeowner who as an existing un-registered second unit that is legalized and brought up to Code to a maximum of \$50,000 (Minimum \$5,000).
6. Applicants are required to make an application for consideration and approval in advance of commencing work. An applicant is required to identify whether they are also receiving funding through the Ontario Renovates component of the Ontario Priority Housing Initiative (OPHI) and the amount which they are eligible to receive.

7. If a grant is approved, the grant would be issued by the Town following submission by the applicant of proof of costs (e.g. receipts for costs associated with the renovation/ construction).
8. If a loan is approved, the loan will be repayable in equal monthly payments and a lump sum payment of outstanding funds at the end of the term as shown in **Appendix B**. If the applicant has not missed any loan payments, then loan forgiveness may be offered by the Town with the lump sum payment at the end of the loan term being forgiven (i.e. paid as a grant). The Town will require that security for the loan be registered against the title of the property.
9. The total amount of funds received though both the OPHI and the Second Unit Renovation and Construction Grant/Loan Program shall not exceed the cost of the construction and fees.
10. The project address must be the homeowners’ sole and principal residence.
11. Applicants will be required to enter into an agreement which specifies that the unit(s) shall not be used for short term rental accommodation of 28 days or less.
12. This program will be limited in value and duration, and will be monitored on a regular basis to allow for its retirement once a market is established.

3.8 CIP Programs: Secondary Areas of Focus

The following are additional incentive programs in the toolbox of the CIP that provide programs related to other housing needs and supportive programs related to brownfields, accessibility and universal design. At the discretion of Town staff, applicants may be required to enter into an agreement with the Town to ensure program objectives are met.

3.8.1 Emergency and Transitional Housing Planning and Building Fee Waiver Program

1. The purpose of this program is to encourage the development of emergency and transitional housing by offsetting costs associated with the fees for planning and building applications at the Town.
2. This program would apply to applicants who undertake development or redevelopment projects for emergency and transitional housing and provides a grant equal to 100% of the fees paid on specified planning and development applications.
3. It would apply to most fees related to development or redevelopment, including, but not limited to:
 - a. Zoning By-law Amendments;
 - b. Minor Variances;
 - c. Consents to Sever;
 - d. Site Plan Control; and,
 - e. Building and Demolition Permits.
4. Applicants are required to pay the fees at the initial application submission stage and will receive reimbursement of the fees upon successful completion of a project including issuance of occupancy and confirmation that the proposed affordable units associated with the application have been provided.

3.8.2 Emergency and Transitional Housing Development Charge Grant Program

- 1. The purpose of this program is to encourage the development of emergency and transitional housing through providing a grant for and reductions to development charges paid on a project.
- 2. Potential development charge reductions for a project will be assessed and determined based on the proposed project's performance in providing for emergency and transitional housing that incorporates elements of sustainability, accessibility and social supports.
- 3. This program applies to larger scale development and redevelopment projects that provide emergency and transitional housing. It provides a grant equal to a percentage of the Town development charge normally payable on an eligible project.
- 4. **Table 3**, right, provides the proportion of grant funding available for eligible projects.
- 5. It should be noted that the *More Homes, More Choice Act, 2019* has introduced changes to how and when Development Charges are paid. These changes will need to be factored into the program administration details to ensure phasing of Development Charges payments align with the CIP grant.

3.8.3 Affordable Home Ownership Planning and Building Fee Reduction Program

- 1. The purpose of this program is to make ownership housing more affordable to new homebuyers by offsetting costs associated with the fees for planning and building applications at the Town.
- 2. This program applies to property owners or developers who undertake a residential development project for affordable homeownership units in partnership with a not-for-profit

organization and provides a grant of up to 50% of the fees paid on specified planning and development applications.

- 3. It would apply to fees related to development or redevelopment including, but not limited to:
 - a. Zoning By-law Amendment;
 - b. Minor Variance;
 - c. Consents to Sever;
 - d. Site Plan Control; and,
 - e. Building and Demolition Permits.
- 4. Applicants are required to pay the fees at the initial application submission stage and will receive reimbursement of the fees upon successful completion of a project including issuance of occupancy and confirmation that the proposed affordable units associated with the application have been provided.

3.8.4 Affordable Homeownership Development Charge Grant Program

- 1. The purpose of this program is to make ownership housing more affordable to new homebuyers by providing a grant for reductions to development charges paid on a project.
- 2. Potential development charge reductions for a project will be assessed and determined based on the proposed project's performance in providing for affordable ownership housing that incorporates elements of sustainability, accessibility or social supports.
- 3. This program provides a grant equal to a percentage of the Town development charge normally payable on an eligible project.
- 4. **Table 4**, right, provides the proportion of grant funding available for eligible projects.

Table 3: *Emergency and Transitional Housing Development Charge Grant Program Grant Proportions*

| Grant Proportion | Project Type |
|------------------|--|
| Up to 50% | Shelter and transitional housing that includes sustainability features, accessibility features and social service supports on site |
| Up to 25% | Shelter and transitional housing |

Table 4: *Affordable Home Ownership Planning and Building Fee Reduction Program Grant Proportions*

| Grant Proportion | Project Type |
|------------------|---|
| Up to 50% | Affordable homeownership units that include sustainable features where it can be ensured that the units remain affordable for at least ten (10) years (e.g. Habitat for Humanity) |
| Up to 25% | Affordable homeownership units where it can be ensured that the units remain affordable for at least ten (10) years (e.g. Habitat for Humanity) |

5. The grant will be paid once the project is complete, final building inspections have taken place, an occupancy permit has been issued; confirmation that the units provided are in accordance with the proposal as proposed; and, all deficiencies have been addressed.
6. An applicant will be required to enter into an agreement to be registered on title which ensures that the affordable ownership units remain affordable for at least ten (10) years from occupancy. If the units are no longer deemed to be affordable, the grants, plus interest, will become payable to the Town in full.
7. It should be noted that the *More Homes, More Choice Act, 2019* has introduced changes to how and when Development Charges are paid. These changes will need to be factored into the program administration details to ensure phasing of Development Charges payments align with the CIP grant.

3.8.5 Brownfield Redevelopment Program

1. The purpose of this program is to provide opportunity for redevelopment and development on Brownfield sites through the provision of grants and incentives to offset costs associated with remediation.
2. This program applies to larger scale redevelopment projects on Brownfield sites throughout the Town.
3. Where the redevelopment project proposes affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, funds may be drawn from the Affordable Housing Assistance Reserve Fund
4. Where the redevelopment project does not include an affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, availability would be subject to a separate fund implemented by Council.

5. The program provides:
 - a. a grant for up to 50% of the costs associated with the preparation of Environmental Site Assessment(s), Risk Assessment, or Remediation and monitoring plan to a maximum of \$30,000;
 - b. a grant for 50% of the costs associated with rehabilitation of a property to permit a Record of Site Condition to be filed with the Ministry of Environment, Conservation and Parks (to a maximum of \$100,000 per property); and,
 - c. Grant for 50% of the costs associated with complying with a certificate of property use issued under Section 168.6 of the Environmental Protection Act (to a maximum of \$100,000 per property).
6. The costs associated with this program will be paid back upon completion of a project through a tax increment based grant.
7. The costs shall be capped with the lesser value of the total tax increment based grant or the costs of studies and remediation combined for any given property.
8. Only those remediation costs incurred after the execution of an agreement with the Town shall be eligible for rebate. Remediation costs that have previously been incurred by the applicant are not eligible for program funding.

3.8.6 Sustainable Design Grant/Loan Program

1. The purpose of this program is to encourage development or redevelopment projects that incorporate sustainable design elements.
2. This program applies to property owners wishing to retrofit and make improvements to an existing industrial, residential, commercial, institutional and mixed use building to address sustainability or who is building a new residential, commercial, institutional and mixed use structure and is seeking to incorporate sustainable elements in the building design, construction and servicing.

3. The program may provide a grant equal to 50% of eligible costs for such improvements up to a maximum of \$10,000 (e.g. \$6,000 in construction cost would provide a \$3,000 grant to the applicant, upon completion; \$20,000 in construction cost would provide a \$10,000 grant to the applicant upon completion; and, \$30,000 in construction cost would provide a \$10,000 grant upon completion).
4. Alternatively, the program may provide a loan equal to 50% of the eligible costs to an applicant for implementing improvements to address sustainable design matters or constructing new buildings to address sustainable design matters to a maximum of \$50,000 (Minimum \$5,000).
5. Applicants are required to make an application for consideration and approval in advance of commencing work.
6. If a grant is approved, the grant would be issued by the Town following submission by the applicant of proof of costs (e.g. receipts for costs associated with the renovation/ construction).

7. If a loan is approved, the loan will be repayable in equal monthly payments and a lump sum payment of outstanding funds at the end of the term as shown in **Appendix B**. If the applicant has not missed any loan payments, then loan forgiveness may be offered by the Town with the lump sum payment at the end of the loan term being forgiven (i.e. paid as a grant). The Town will require that security for the loan be registered against the title of the property.
8. Where the redevelopment project proposes affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, funds may be drawn from the Affordable Housing Assistance Reserve Fund.
9. Where the redevelopment project does not include an affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, availability would be subject to a separate fund implemented by Council.

3.8.7 Universal Design Grant/Loan Program

1. The purpose of this program is to encourage development or redevelopment projects that incorporate universal design elements.
2. This program applies to property owners wishing to retrofit and make improvements to an existing industrial, residential, commercial, institutional and mixed use building to address universal/ barrier-free design or who is building a new commercial, institutional and mixed use structure and is seeking to incorporate universal design/ barrier free design elements in the building design.
3. The program may provide a grant equal to 50% of eligible costs for such improvements up to a maximum of \$10,000 (e.g. \$6,000 in construction cost would provide a \$3,000 grant to the applicant, upon completion; \$20,000 in construction cost would provide a \$10,000 grant to the applicant upon completion; and, \$30,000 in construction cost would provide a \$10,000 grant upon completion).

4. Alternatively, the program may provide a loan equal to 50% of the eligible costs to an applicant for implementing improvements to address universal design matters or constructing new buildings to address universal design matters to a maximum of \$50,000 (Minimum \$5,000).
5. Applicants are required to make an application for consideration and approval in advance of commencing work.
6. If a grant is approved, the grant would be issued by the Town following submission by the applicant of proof of costs (e.g. receipts for costs associated with the renovation/ construction).
7. If a loan is approved, the loan will be repayable in equal monthly payments and a lump sum payment of outstanding funds at the end of the term as shown in **Appendix B**. If the applicant has not missed any loan payments, then loan forgiveness may be offered by the Town with the lump sum payment at the end of the loan term being forgiven (i.e. paid as a grant). The Town will require that security for the loan be registered against the title of the property.
8. Where the redevelopment project proposes affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, funds may be drawn from the Affordable Housing Assistance Reserve Fund.
9. Where the redevelopment project does not include an affordable rental housing, mixed-income rental housing, affordable ownership housing or shelter and transitional housing component, availability would be subject to a separate fund implemented by Council.

3.8.8 Donation or Sale of Surplus Lands, Guarantee Borrowing, and Exemptions from Levies, Charges and Fees for Affordable Housing

1. The Town may, in its discretion, donate, lease or sell any surplus property of the municipality at below fair market value for the purposes of redeveloping such surplus lands for the purposes of affordable and/or rental housing, industrial or commercial development.
2. The Town may, in its discretion, guarantee borrowing, or provide for a total or partial exemption from any levy , charge or fee for the purposes of affordable and/or rental housing, industrial or commercial development.

3.9 Implementation Plan

The CIP will be implemented through the policies of the Official Plan and Section 28 of the Planning Act, 1990, R.S.O. Successful implementation of the CIP will require a commitment by Council to funding. Overall implementation will be subject to Council review and approval of program details and budgetary allocation (5 year commitment, with annual monitoring).

The CIP will be administered by the Town of Cobourg Planning and Development Division, in consultation with the Finance Department of the Corporate Services Division. An application will be required for any person seeking financial assistance through the CIP. Application forms will be made available online, through the Town’s website, and as hard-copies at the Town’s Planning and Development Counter. Applications and supporting documentation will be reviewed by Town staff to ensure they are complete and meet eligibility requirements. If eligibility requirements are not met, or if there is insufficient information to make a determination with respect to eligibility, staff will inform the applicant in writing.

Applications made for funding through the Second Unit Planning and Building Fee Reduction Program and the Second Unit Renovation and Construction Grant Program will be accepted, reviewed and a determination made on a first come, first served basis. Applications made for funding under other programs will be subject to a single intake period, with applications evaluated by staff and recommendations for funding made through a report to Council. Should there be no uptake or fewer applications than anticipated, a second intake period may be introduced.

Where an application for funding is made for a smaller-scale project that would result in the payment of a grant in an amount less than or equal to \$10,000, the Director of Planning and Development or designate may issue approvals. An incentive agreement will be required.

Where an application for funding is made for a large-scale project that would result in a longer-term financial commitment by the Town, a recommendation on the application will be made by staff and forwarded to Town Council for approval. If the application is approved by Council, an incentive agreement will be required. Only those costs incurred after the execution of an agreement with the Town will be eligible for rebate. Costs that have been incurred by the applicant prior to the approval and executed agreement are not eligible for funding. Payment of grants will only occur following the provision of the applicable documentation to demonstrate that the work has been completed as required.

The issuance of a building permit to commence construction of an approved project must take place within eighteen months of the approval. Failing to comply with this timing, without prior approval of Council, will allow the Town to withdraw the grant approvals and the funds will not be released.

Staff, in administering the CIP, may request clarification or additional supporting documentation and may perform site visits and inspections as necessary.

Timing, payment and the amount applicable for reduction are to be applied in accordance with the new regulations set out under the *More Homes, More Choice Act, 2019*.



3.10 Financial Management

An annual budget for the CIP will be approved by Council and included in the Affordable Housing Assistance Reserve Fund (5 year commitment with annual monitoring). This will be used to fund development charge grants, fee reductions/ waivers, and second unit renovation and construction grants and loans described in the incentive programs. Brownfield redevelopment grants and incentives for sustainable design and universal design that are not associated with affordable or rental housing projects will need to be funded separately by Council.

Grants awarded for the Planning Act application fees, Building Permit application fees and other municipal fees/levies will be absorbed in the respective departments as lost revenue. This loss would be required to be made up by the general tax levy or another non-tax revenue source and must be budgeted in the Reserve Fund. Grants awarded for property tax relief will be absorbed by the Town as lost revenue, initially, but would be recouped over time in the form of overall increased tax assessment and economic activity that otherwise may not have been realized without the incentives.

The following table (right) provides a summary of the financial and budgetary implications of each program contained within this CIP:

Table 5: Summary of Budget Implications for CIP Programs

| Program | Budget Implications |
|---|---|
| Rental Housing Planning and Building Fee Waiver Program | Lost departmental revenue (tax base or other non-tax funding source must offset) |
| Rental Housing Development Charge Grant Program | Money allocated from Affordable Housing Assistance Reserve Fund |
| Rental Housing Property Tax Increment Grant Program | Recoup costs over time, with added assessment |
| Second Unit Planning and Building Fee Reduction Program | Lost departmental revenue (tax base or other non-tax funding source must offset) |
| Second Unit Renovation and Construction Grant/ Loan Program | Money allocated from Affordable Housing Assistance Reserve Fund (grant) Recoup costs over time through repayment of loan and potentially through future property taxes if the renovation/construction results in increased assessment value (loan) |
| Emergency and Transitional Housing Planning and Building Fee Waiver Program | Lost departmental revenue (tax base or other non-tax funding source must offset) |
| Emergency and Transitional Housing Development Charge Grant Program | Money allocated from Affordable Housing Assistance Reserve Fund |
| Affordable Home Ownership Planning and Building Fee Reduction Program | Lost departmental revenue (tax base or other non-tax funding source must offset) |
| Affordable Home Ownership Development Charge Grant Program | Money allocated from Affordable Housing Assistance Reserve Fund |

Table 5 (cont.): *Summary of Budget Implications for CIP Programs*

| Program | Budget Implications |
|--|---|
| Brownfield Redevelopment Grant Program* | <p>Money allocated from the Affordable Housing Assistance Reserve Fund (where the project is for rental and affordable housing)</p> <p>Brownfield redevelopment project not associated with rental and affordable housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council</p> |
| Universal Design Grant/ Loan Program* | <p>Money allocated from the Affordable Housing Assistance Reserve Fund (where the project is for rental and affordable housing) (Grant)</p> <p>Recoup costs over time through repayment of loan and potentially through future property taxes if the renovation/construction results in increased assessment value (loan)</p> <p>Universal design projects not associated with rental and affordable housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council</p> |
| Sustainable Design Grant/ Loan Program* | <p>Money allocated from the Affordable Housing Assistance Reserve Fund (where the project is for rental and affordable housing) (Grant)</p> <p>Recoup costs over time through repayment of loan and potentially through future property taxes if the renovation/construction results in increased assessment value (loan)</p> <p>Sustainable design projects not associated with rental and affordable housing projects would not be funded through the Affordable Housing Assistance Reserve Fund and will need to be funded separately by Council</p> |
| <p>* All programs are to be funded by the Town of Cobourg, or in conjunction with such other County, Federal or Provincial programs which may be available or may become available. Any unused funding will be carried over into the following year and remain in the same allocation grant program within the CIP Reserve Fund.</p> | |

3.11 Monitoring Program

The purpose of the monitoring program set out in this section is to:

- Track effectiveness of the CIP and its programs relative to the goals and objectives;
- Monitor the effectiveness of programs of the CIP to determine its utilization and assess whether adjustments are needed;
- Track the number of affordable housing units relative to the County's target and municipal allocation of that target; and,
- Monitor the economic and social impact associated with projects receiving incentives.

This CIP is not intended to be a static planning document, but is intended to be a dynamic and proactive plan for providing a range and mix of affordable and rental housing options throughout the Town. Accordingly, the monitoring program is vital to ensure that the incentives provided through this CIP are working as intended and provide opportunities to augment as necessary. Information collected through the monitoring program should be used to provide regular updates to Council on the amount of private sector investment being leveraged by the incentive programs and the social and economic benefits associated with these projects.

3.11.1 On-going Data Collection

Records of all applications received and all incentives awarded shall be maintained and the following shall be recorded:

- The number of applications received for each program and the property location;
- The number of applications approved for each program and the property locations;
- The number of applications denied and reasons for the denial;
- The value of funds granted and the programs under which funds were granted;

- The value of private sector investment leveraged (where applicable);
- The timing of completion of the project and payment;
- The total number of new affordable housing units added to the Town's primary rental market supply;
- The total number of new rental housing units added to the Town's secondary rental market supply;
- The number of primary market rental housing units provided which are considered:
 - Affordable to low incomes; and,
 - Affordable to moderate incomes;
- The number of affordable ownership housing units added to the Town's housing supply;
- The type of housing units provided (built form, number of bedrooms, size);
- Property tax assessment after the completion of the project;
- The construction value of each project awarded funding through the CIP; and,
- Photographic evidence of the completed project.

3.11.2 Reporting

Staff will report to Council on an annual basis with respect to the CIP programs and activities, their uptake and their contribution in relation to the achievement of the Town's allocated annual affordable housing target with specific reference to the data collection items noted in Section 4.8.1.

Additionally, for the second year of the program and each year thereafter, the report should include an assessment and review of past units approved under the CIP which provides commentary on whether the units have remained affordable.

Finally, the report should include an assessment of the financial impact of the CIP to the Town.

The Town will undertake a detailed review this CIP at regular intervals to ensure that the intent and project objectives are being met. The first full review of the CIP should occur no later than five years after adoption.

Table 6 provides a list of the variables that should be monitored on an individual project and aggregate basis for the incentive programs contained in this CIP. Additionally, the Town should monitor the qualitative results of the CIP in terms of its social and community benefits, including the impact of increased housing options and affordability levels on social outcomes for persons in need of housing (i.e. reduced reliance on other support services such as food banks, increased/ stabilized vacancy rate, stabilized average monthly rent), and comments received by staff from the CIP from housing developers, community organizations, property owners and residents. These measures should be regularly monitored and reported to Council along with the quantitative measures specified in Table 6.

Table 6: Monitoring Variables for CIP Incentive Programs

| Program | Monitoring Variables |
|--|--|
| Rental Housing Planning and Building Fee Waiver Program | <ul style="list-style-type: none">• Number, type and dollar amount of planning application fees• Square footage of habitable floor space created• Total dollar value of construction• Dollar value of permit fees paid• Dollar value of permits issued |
| Rental Housing Development Charge Grant Program | <ul style="list-style-type: none">• Number of applications received• % of development charge• Dollar amount of development charge grant• Total dollar value of construction• Number of residential units by type (built form and number of bedrooms) and square footage• Number of rental units created• Number of affordable rental units created• Jobs created/ maintained• Number and dollar amount of program defaults |
| Rental Housing Property Tax Increment Grant Program | <ul style="list-style-type: none">• Number of applications received• Increase in assessed value of participating properties• Increase in municipal and education property taxes of participating properties• Estimated and actual amount of tax assistance provided• Number of residential units by type (built form and number of bedrooms) and square footage• Number of rental units created• Number of affordable rental units created• Jobs created/ maintained• Number and dollar amount of program defaults |
| Second Unit Planning and Building Fee Reduction Program | <ul style="list-style-type: none">• Number, type and dollar amount of planning application fees• Square footage of habitable floor space created• Total dollar value of construction• Dollar value of permit fees paid• Dollar value of permits issued |
| Second Unit Renovation and Construction Grant/ Loan Program | <ul style="list-style-type: none">• Number of applications received• Dollar amount of grant/ loan issued• Total dollar value of construction• Square footage of area renovated/ rehabilitated (for existing units)• Square footage of new residential unit (if a new unit is being added)• Number of new rental units created• Jobs created/ maintained |

| Program | Monitoring Variables |
|--|--|
| Emergency and Transitional Housing Development Charge Grant Program | <ul style="list-style-type: none">• Number of applications received• % of development charge• Dollar amount of development charge grant• Total dollar value of construction• Number of beds provided and square footage• Description of any additional social/ support services provided and square footage of dedicated social/ support service space• Jobs created/ maintained• Number and dollar amount of program defaults |
| Affordable Home Ownership Planning and Building Fee Reduction Program | <ul style="list-style-type: none">• Number, type and dollar amount of planning application fees• Square footage of habitable floor space created• Total dollar value of construction• Dollar value of permit fees paid• Dollar value of permits issued |
| Affordable Home Ownership Development Charge Grant Program | <ul style="list-style-type: none">• Number of applications received• % of development charge• Dollar amount of development charge grant• Total dollar value of construction• Number of residential units by type (built form and number of bedrooms) and square footage• Number of affordable ownership units created• Jobs created/ maintained• Number and dollar amount of program defaults |
| Brownfield Redevelopment Grant Program | <ul style="list-style-type: none">• Number of applications received• Increase in assessed value of participating properties• Estimated and actual amount of tax assistance provided• Hectares/ acres of land remediated• Number and type of residential units created (built form, tenure, number of bedrooms)• Number of affordable units created• Industrial/ commercial space (sq.ft) rehabilitated or constructed (where applicable)• Dollar value of private sector investment leveraged• Jobs created/ maintained• Number and dollar amount of program defaults |

Table 6 (cont.): Monitoring Variables for CIP Incentive Programs

| Program | Monitoring Variables |
|--|--|
| Universal Design Grant/ Loan Program | <ul style="list-style-type: none">• Number of applications received• Total dollar value of construction• Universal design elements incorporated• Number of residential units by type (built form and number of bedrooms) and square footage (where applicable)• Number of rental units created (where applicable)• Number of affordable rental units created (where applicable)• Number of affordable ownership units created (where applicable)• Industrial/ commercial space (sq. ft) rehabilitated or constructed (where applicable)• Jobs created/ maintained• Number and dollar amount of program defaults |
| Sustainable Design Grant/ Loan Program | <ul style="list-style-type: none">• Number of applications received• Total dollar value of construction• sustainable design elements incorporated• Number of residential units by type (built form and number of bedrooms) and square footage (where applicable)• Number of rental units created (where applicable)• Number of affordable rental units created (where applicable)• Number of affordable ownership units created (where applicable)• Industrial/ commercial space (sq. ft) rehabilitated or constructed (where applicable)• Jobs created/ maintained• Number and dollar amount of program defaults |





3.12 Marketing and Communications Plan

A copy of the Marketing and Communications Plan prepared to promote the opportunities and incentives available through this CIP, once it is adopted by Municipal Council, is included in this document as **Appendix C**. Minor amendments or adjustments to the Marketing and Communications Plan may be made without amendment to the CIP.

3.13 Plan Amendments

Minor and technical amendments, such as the correction of typographical errors, revisions to definition and administrative details of specific programs, may be made without Council Approval. The Town may also discontinue any of the programs contained in this Plan without an amendment. In the case of a minor amendment or discontinuation of a program, the changes will be provided to the Ministry of Municipal Affairs and Housing for information purposes only.

Major and substantive amendments may be made by amendment, in accordance with the Planning Act. The following adjustments constitute a major or substantive change:

- Modifications to the Community Improvement Project Area;
- Addition of a new financial incentive program;
- Changes to the types of eligible projects or an addition of a new eligible project;
- Changes to eligibility criteria;
- Changes to value or calculation of grant; and,
- Increases in funding provided by the incentives contained in the CIP.



Figure 4: Engage Cobourg Webpage

4.0 Conclusion


The Town of Cobourg Affordable and Rental Housing Community Improvement Plan provides a suite of incentives intended to stimulate the development of purpose built rental housing (affordable and market rate), transitional and emergency housing, second units and mixed income housing throughout the Town. In doing so, the incentives are one tool that will assist in addressing housing needs identified through the County and Town's Affordable Housing Strategies.

The adoption of this CIP by Council will provide the legislative basis and framework for implementing a suite of incentives designed to address affordable and rental housing needs in the community in addition to setting a framework for addressing needs related to Brownfield development and sustainable and accessible design. The success of this CIP is rooted in a Council commitment to prioritize and fund affordable housing initiatives, as well as other initiatives as the case may be, and the uptake and commitment from housing developers and providers.

Ultimately, through the creation of additional affordable and rental housing options throughout the Town supported by the CIP incentives, the community and County as a whole will benefit.

APPENDIX **A**

Chart of Current Town of Cobourg
Planning Application Fees

| | |
|---|--|
|  | THE CORPORATION OF THE TOWN OF COBOURG |
| | BY-LAW NUMBER <u>030-2016</u> |

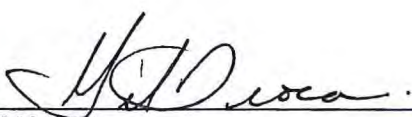
A BY-LAW TO ESTABLISH A TARRIFF OF FEES FOR THE PROCESSING OF APPLICATIONS MADE IN RESPECT OF PLANNING MATTERS

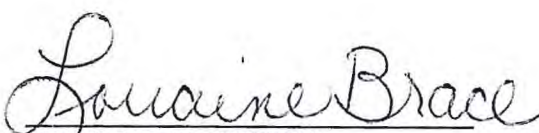
WHEREAS Section 69(1) of the *Planning Act*, R. S. O. 1990, c. P. 13, as amended, provides in part that a council of a municipality may establish a tariff of fees for the processing of applications made in respect of planning matters;

NOW THEREFORE the Municipal Council of the Corporation of the Town of Cobourg enacts as follows:

1. That it is hereby established a tariff of fees for the processing of applications made in respect of planning matters, as shown on Schedule "A" attached hereto and forming part of this By-law.
2. THAT this By-law shall come into effect as of June 1, 2016, with annual adjustments automatically being implemented in accordance with Schedule "A".
3. That By-law 003-2008 shall be repealed effective 11:59 pm on May 31, 2016

READ a first, second and third time and finally passed in Open Council this 2nd day of May, 2016.


 MAYOR


 MUNICIPAL CLERK

SCHEDULE "A" TO BY-LAW No. 030-2016
TOWN OF COBOURG PLANNING APPLICATION FEES 2016 – 2020
Pursuant to Section 69(1) of the Planning Act, R.S.O. 1990, c.P. 13 as amended

| Type of Application/Service | Existing Fee (approved in 2008) | Proposed Fee 2016 | Proposed Fee 2017 | Proposed Fee 2018 | Proposed Fee 2019 | Proposed Fee 2020 | Explanatory Notes |
|---|---|---|---|---|---|---|---|
| Official Plan Amendment (OPA) | \$5,000.00 | \$7,000.00 | \$7,500.00 | \$8,000.00 | \$8,500.00 | \$9,000.00 | Major Residential ¹ |
| | \$7,500.00 | \$10,000.00 | \$11,000.00 | 12,000.00 | \$13,000.00 | \$14,000.00 | Major Commercial ² |
| | \$3,500.00 | \$4,000.00 | \$4,500.00 | \$5,000.00 | \$5,500.00 | \$6,000.00 | Other |
| Zoning By-law Amendment (ZBA) | \$3,500.00 | \$5,000.00 | \$6,000.00 | \$7,000.00 | \$8,000.00 | \$9,000.00 | Major Residential |
| | \$3,500.00 | \$5,000.00 | \$6,000.00 | \$7,000.00 | \$8,000.00 | \$9,000.00 | Major Commercial |
| | \$2,500.00 | \$3,000.00 | \$3,500.00 | \$4,000.00 | \$4,500.00 | \$5,000.00 | Other |
| Combined OPA/ZBLA | OPA fee + 50% of ZBA | OPA fee + 50% of ZBA | OPA fee + 50% of ZBA | OPA fee + 50% of ZBA | OPA fee + 50% of ZBA | OPA fee + 50% of ZBA | Accounts for some overlap in process and services rendered |
| Draft Plan Review of a Plan of Subdivision/Condominium/Condominium Conversion | \$3,000.00 + \$30.00 per lot, block or unit (in the case of a condominium conversion) to a maximum of \$7,500.00 (based on 150 lots, blocks or units) | \$5,000.00 + \$35 per lot or unit (in the case of a condominium conversion) to a maximum of \$15,000.00 | \$5,500.00 + \$40 per lot or unit (in the case of a condominium conversion) to a maximum of \$17,000.00 | \$6,000.00 + \$45 per lot or unit (in the case of a condominium conversion) to a maximum of \$19,000.00 | \$6,500.00 + \$50 per lot or unit (in the case of a condominium conversion) to a maximum of \$21,000.00 | \$7,000.00 + \$55 per lot or unit (in the case of a condominium conversion) to a maximum of \$23,000.00 | Includes 'one-window' processing of the draft plan, application and reports, circulation, review, analysis, discussions, preparation of memoranda, reports, and public notices, and formulation of draft conditions and attendance at meetings |
| Changes to Draft Plan/Conditions of Draft Approval | \$2,000.00 | \$3,000.00 | \$3,500.00 | \$4,000.00 | \$4,500.00 | \$5,000.00 | Major draft plan changes/re-design and/or significant changes to a condition requiring re-circulation, analysis, reports and/or public notice, draft conditions and attendance at meetings |
| | \$500.00 | \$750.00 | \$1,000.00 | \$1,250.00 | \$1,500.00 | \$1,750.00 | Minor 'red-line' adjustments to a draft plan and/or changes to draft conditions, analysis and reports |
| Clearance of Draft Conditions of Approval and Final Approval of a Plan of Subdivision | \$1,500.00 + \$30.00 per lot, block or unit to a maximum of \$6,000.00 (based on 150 lots, blocks or units) | \$5,000.00 + \$35 per lot or unit + \$500.00 per submission >= 3 rd submission (NEW) | \$5,500.00 + \$40 per lot or unit + \$600.00 per submission >= 3 rd submission | \$6,000.00 + \$45 per lot or unit + \$700.00 per submission >= 3 rd submission | \$6,500.00 + \$50 per lot or unit + \$800.00 per submission >= 3 rd submission | \$7,000.00 + \$55 per lot or unit + \$900.00 per submission >= 3 rd submission | Includes general processing of the detailed engineering drawings, plans and reports, plans review, discussions, preparation of memoranda and/or reports, attendance at meetings, review of draft conditions, compilation of clearances, preparation of Subdivision Agreement, review and approval of M-Plan, and subdivision monitoring |
| Extension to Draft Plan Approval | N/A | \$2,000.00 (NEW) | \$2,250.00 | \$2,500.00 | \$2,750.00 | \$3,000.00 | Includes analysis of conditions, circulation and preparation of a planning report for Council approval and attendance at meetings |
| Condominium Exemption and Final Approval of a Plan of Condominium | \$500.00 + \$30.00 per unit to a maximum of \$2,000.00 | \$750.00 + \$35 per unit | \$1,000 + \$40 per unit | \$1,250.00 + \$45 per unit | \$1,500.00 + \$50 per unit | \$1,750.00 + \$55 per unit | Includes processing of application, review of draft and final condominium plans and related documentation, attendance at meetings, and execution of documents |
| Part Lot Control By-law Exemptions | \$500.00 + \$30.00 per part lot | \$750.00 + \$35 per part lot | \$1,000.00 + \$40 per part lot | \$1,250.00 + \$45 per part lot | \$1,500.00 + \$50 per part lot | \$1,750.00 + \$55 per part lot | Includes processing of Block and/or R-Plans, review discussions, preparation of memoranda and/or reports, attendance at meetings, and registration of By-law |
| Removal of a Holding (H) Symbol | \$500.00 | \$550.00 | \$600.00 | \$650.00 | \$700.00 | \$750.00 | Includes preparation and circulation of notices, by-laws, reports and attendance at meetings |

¹ Major Residential consists of development in excess of 25 dwelling units

² Major Commercial consists of development in excess of 1,400 sq m GFA

| Type of Application | Existing Fee 2008-2015 | Proposed Fee 2016 | Proposed Fee 2017 | Proposed Fee 2018 | Proposed Fee 2019 | Proposed Fee 2020 | Explanatory Notes |
|--|--|--|---|---|--|---|--|
| Site Plan Approval | \$1,500.00 + \$30.00 per unit \$3,500.00 \$750.00 \$1,000.00 \$2,000.00 | \$3,000.00 + \$35.00 per unit* \$4,500.00* No Fee (NEW) \$1,100.00* \$2,500.00* *+ \$500.00 per submission >= 3 rd submission (NEW) | \$3,500.00 + \$40 per unit* \$5,000.00* No Fee \$1,200.00* \$2,750.00* *+ \$600.00 per submission >= 3 rd submission | \$4,000.00 + \$45 per unit* \$5,500.00* No Fee \$1,300.00* \$3,000.00* *+ \$700.00 per submission >= 3 rd submission | \$4,500.00 + \$50 per unit* \$6,000.00* No Fee \$1,400.00* \$3,250.00* *+ \$800.00 per submission >= 3 rd submission | \$5,000.00 + \$55 per unit* \$6,500.00* No Fee \$1,500.00* \$3,500.00* *+ \$900.00 per submission >= 3 rd submission | Major Residential Major Commercial Industrial Site Plan Amendment (excluding Major Residential and Major Commercial) Other |
| Consents for Severance | \$1,000.00 per new lot \$200.00 Minor | \$1,500.00 per new lot + \$500.00 per Consent Certificate (NEW) | \$1,750.00 per new lot + \$500.00 per Consent Certificate | \$2,000.00 per new lot + \$500.00 per Consent Certificate | \$2,250.00 per new lot + \$500.00 per Consent Certificate | \$2,500.00 per new lot + \$500.00 per Consent Certificate | Includes general processing of the application and plans, review, discussions, preparation of memoranda, reports, and notices, attendance at meetings, formulation of decisions, administration of conditions, and review and approval of legal title documentation |
| Minor Variance | \$500.00 | \$600.00 | \$700.00 | \$800.00 | \$900.00 | \$1,000.00 | Easements, rights-of-way, leases, lot line adjustments, etc. |
| Compliance Letters (building, zoning, vehicle inspection, chip trucks, etc.) | \$75.00 | \$80.00 | \$85.00 | \$90.00 | \$95.00 | \$100.00 | Includes general processing of the application and plans, review, discussions, preparation of memoranda, reports, and notices, attendance at meetings, formulation of decisions, and administration of conditions |
| Preconsultation | N/A | \$500.00 per pre-consultation (NEW) | \$550.00 per pre-consultation | \$600.00 per pre-consultation | \$650.00 per pre-consultation | \$700.00 per pre-consultation | Includes general review of planning records, zoning, agreements, and preparation of correspondence |
| | | | | | | | Includes general planning review of development concepts, reports, application and plans, discussions, preparation of memoranda, reports, and/or correspondence, and discussions in advance of formal submission of planning application(s) – the fee will be credited to applicant if/when formal application is submitted within 6 months of the first pre-consultation, to a maximum of 2 pre-consultations (ie. credit does not apply to any pre-consultations after the second) |

SCHEDULE FOR REFUNDS TO PLANNING APPLICATION FEES 2016 - 2020

| Type of Application | Service Rendered | Existing Refund | Proposed Refund |
|--|--|-----------------|-----------------|
| Official Plan Amendments, Zoning By-law Amendments, Plans of Subdivision, and Site Plan Approval | If an application has been submitted to the Planning Department but no administrative functions have been performed | 90% | 90% |
| | If a report has been prepared and/or other administrative functions have been performed on an application, but the application has not been considered by the Planning and Sustainability Advisory Committee | 50% | 30% |
| | If the application and report has been considered by the Planning and Sustainability Advisory Committee but has not proceeded to Council and/or a Public Meeting | 40% | 20% |
| | If the application and report have been considered by Council and/or a Public Meeting has been held | 25% | 10% |
| | If Council has passed an implementing By-law | No Refund | No Refund |
| Consents, Minor Variances | If an application has been submitted but no administrative functions have been performed | 90% | 90% |
| | If a report has been prepared and/or other administrative functions have been performed on an application, but the application has not been considered by the Committee of Adjustment | 50% | 30% |
| | If the application and report have been considered by the Committee of Adjustment | No Refund | No Refund |

APPENDIX **B**

Loan Repayment Schedule for
Second Unit, Sustainability and Urban Design Program

Draft

Loan Repayment Schedule for Second Suite Loan Program

| Year* | Loan Payment Required** |
|---|---|
| 1 | 15% of the total loan |
| 2 | 15% of the total loan |
| 3 | 15% of the total loan |
| 4 | 15% of the total loan |
| 5 | 15% of the total loan |
| Lump Sum Payment at End of Year 5 | 25% (if applicant has not missed any loan payments, this final 25% portion of payment will be forgiven at the end of the loan period, i.e. paid as a grant) |
| *after monthly payments start | |
| ** Monthly loan payments will start six (6) months after loan advancement | |

Draft

APPENDIX C

Marketing and Communications Plan

Draft

The Marketing and Communications Plan

The following Marketing and Communications Plan is meant to be a guide for the Town of Cobourg to promote the opportunities and incentives available to the community through the Affordable and Rental Housing Community Improvement Plan (CIP) during the implementation period, once it becomes adopted by Municipal Council.

A. Target Markets

A.1 Primary Target Markets

The following have been identified as the primary market targets of the Affordable and Rental Housing Community Improvement Plan:

- a. **Property owners and operating businesses (i.e., tenants)** located within the Affordable and Rental Housing Community Improvement project area;
- b. **Potential investors** in the community;
- c. Landowners/ Developers;
- d. Builders; and,
- e. Not-for-profit organizations

A.2 Secondary Target Markets

In addition to these primary target markets, there may be other secondary marketing considerations that will apply, including (but not limited to):

- a. **Business Associations**, which can serve as an information source about the Affordable and Rental Housing Community Improvement Plan and its programs and incentives;
- b. The **general public**;
- c. Local realtors; and,
- d. The Town of Cobourg **Municipal Council**, who will receive regular updates and annual reports on program up-take and on-the-ground results.

The specific communications and marketing messages to be conveyed to each of these market segments are outlined in the Table 1 below.

Table 1: Communications and Marketing Messages Conveyed to Target Markets

KEY MESSAGE #1: The purpose of the Affordable and Rental Housing CIP is to assist in the development of affordable housing in the Town of Cobourg by providing incentive-based programs which encourage the creation of affordable housing units.

KEY MESSAGE #2: These housing actions are focused on encouraging a more diverse housing supply including options for smaller households, options which are affordable to households with low and moderate incomes, and rental housing options.

KEY MESSAGE #3: The Affordable and Rental Housing CIP is also intended to assist in the provision of development in the community that is sustainable and accessible through the use of incentive-based programs.

KEY MESSAGE # 4: The CIP is in alignment with the County and Town Affordable Housing Strategy and Council's mandate for the provision of affordable and rental housing

| Target Market | Communications & Marketing Messages |
|--|--|
| Property Owners/Operating Businesses, developers, landowner/builders and not-for-profit organizations in the CIPA ⇒ | <ul style="list-style-type: none">- The Affordable and Rental Housing CIP can help assist in the development of affordable and rental housing by encouraging the creation of affordable housing units.- In order to encourage private investment in affordable housing, this CIP will provide the Municipality with a tool to offer financial incentives that will exempt or reduce planning, building, Development Charges and/or other development-related fees, and provide a Tax Increment Grant to eligible properties within the CIP area.- The opportunities to create affordable housing may include new development, redevelopment of underutilized properties or conversion from non-residential uses.- The Affordable and Rental Housing CIP encourages a more diverse housing supply within Cobourg, including second units.- The Affordable and Rental Housing CIP may also be utilized to encourage development, re-development and retrofits that are sustainable and accessible through a variety of incentive-based programs.- There is an efficient application and approvals process.- The Affordable and Rental Housing CIP can help achieve strategic business development and operating goals. |
| Potential Investors in Community ⇒ | <ul style="list-style-type: none">- The Affordable and Rental Housing CIP is just one more way in which the Town of Cobourg has strategically prepared for and is actively encouraging local investment, the development of affordable housing and job growth, and the achievement of sustainability and accessibility objectives. |
| Realtors ⇒ | <ul style="list-style-type: none">- The Affordable and Rental Housing CIP enhances the attractiveness of available and diverse Town properties and will encourage the creation of affordable housing units. |

| | |
|-----------------------------------|--|
| | - Realtors can help spread the word about the opportunities available under the Affordable and Rental Housing CIP. |
| Business Associations ⇒ | - Business Associations can help spread the word about the opportunities available under the Affordable and Rental Housing CIP, which will benefit their members. |
| General Public ⇒ | - The Town is actively encouraging housing diversity and sustainable and accessible development through affordable housing and incentive-based programming through the Affordable and Rental Housing CIP. |
| Council ⇒ | - The provision of affordable housing is a priority within the Town of Cobourg with recognition that the primary barrier to affordable housing is financial - Extent to which the Affordable and Rental Housing CIP is achieving the vision and goals identified in Council's Strategic Plan. |

B. Communication and Marketing Materials

The following communication and marketing materials may be developed by the Town of Cobourg to promote the Affordable and Rental Housing CIP and related opportunities:

- ❑ **WEBSITE:** A section on the Town of Cobourg's website (www.cobourg.ca) devoted to the Affordable and Rental Housing CIP, including information on financial incentives and the application process;
- ❑ **INFORMATION PACKAGE:** The information package (print and electronic) would be sent to property-owners and tenant businesses.
- ❑ **COUNCIL UPDATES:** Regular updates to be provided to Council on the implementation phase and successes as well as specific opportunities available through the Affordable and Rental Housing CIP.
- ❑ **INFORMATION BOOTHS/DISPLAYS:** Information booths, tables and displays could set up strategically at local events within the community, appropriate conferences and throughout municipal buildings to encourage broad promotion of the Affordable and Rental Housing CIP.
- ❑ **NEWSPAPER/RADIO ADS:** Branded advertisements will introduce the Affordable and Rental Housing CIP to business owners and the general public. The ads will work to inform and redirect interested parties to the website for more information.
- ❑ **ANNUAL PROGRESS REPORTS:** Could be prepared to outline the success of the Affordable and Rental Housing CIP over the period of one year and to serve as case studies for future applicants as well as better inform the 5-year progress review of the CIP.

B.2 Other Promotional Opportunities

Targeting Specific Businesses & Properties: The Town of Cobourg may also identify specific target businesses and properties where improvements would be most desirable, and arrange short visits with the business owners/property managers to ensure awareness and encourage take-up.

It's recommended that these activities be scheduled as part of the initial implementation launch of the new Affordable and Rental Housing CIP program and repeated annually as a reminder of the many opportunities available.

B.3 Assignment of a 'CIP Expert'

The Town of Cobourg may also identify the need to assign a staff member the specific role of the Affordable and Rental Housing CIP Expert that business owners, property managers and the general public could go to for key information related to the program.

Table 2: Communications and Marketing Messages Conveyed to Target Markets

This table shows the interrelationship between the target markets and the communication and marketing materials outlined above.

| Communication Vehicles | Property Owners & Operating Businesses, developers, landowner/builders, and not-for-profit organizations | Potential Investors | Realtors | Business Associations | General Public | Council |
|-----------------------------|--|---------------------|----------|-----------------------|----------------|---------|
| Website | ★ | ★ | ★ | ★ | ★ | |
| Information Package | ★ | ★ | ★ | ★ | | |
| Council Updates | | | | | | ★ |
| Information Booths/Displays | ★ | ★ | ★ | ★ | ★ | |
| Newspaper/Radio Ads | ★ | ★ | ★ | ★ | ★ | |
| Annual Progress Reports | ★ | | | | ★ | ★ |



MHBC
P L A N N I N G
U R B A N D E S I G N
& L A N D S C A P E
A R C H I T E C T U R E

KITCHENER
WOODBIDGE
LONDON
KINGSTON
BARRIE
BURLINGTON

MEMO

KITCHENER
WOODBIDGE
LONDON
KINGSTON
BARRIE

| | |
|----------|--|
| To: | Glenn McGlashon, Town of Cobourg |
| From: | Dana Anderson, FCIP, RPP |
| Date: | October 12, 2020 |
| File: | 08109H |
| Subject: | Response to Public Comments and Final Affordable Housing CIP |

Further to the Statutory Public Meeting held on September 28, 2020 for the Town of Cobourg's draft Affordable Housing Community Improvement Plan ('Affordable Housing CIP'), we are pleased to provide a summary of and response to public feedback received to address questions and concerns.

We appreciate there were a number of comments in support of the CIP and many comments on additional matters, while not directly related to the CIP, important to understand and consider in the broader context of the CIP. Where specific comments were provided in relation to the proposed CIP programs, we have provided a response herein. We have also incorporated some minor changes into the final draft CIP for Council's consideration in response to the public oral and written submissions. These are highlighted.

A copy of the final draft CIP for approval is attached.

1. Public Comments and Responses

Would tiny homes be eligible for any programs under the CIP?

Tiny homes may represent a form of housing, given its size and flexibility that can be utilized as a housing form to provide for an affordable housing option. In terms of the current CIP programs proposed, tiny homes could conceivably be eligible for certain CIP programs based on whether they result in affordable rental or homeownership units.

A tiny home could be implemented as a second unit (i.e. a 'garden suite' or 'coach house') and therefore take advantage of the second unit program.

The Town's Zoning By-law update process will need to examine unit and home size relative to lot sizes from a land use and regulatory perspective. Tiny homes are not currently recognized specifically in policy or in any zoning regulations. Incorporating tiny home regulations into Zoning By-laws, based on smaller lot sizes and smaller unit sizes, could align with recommendations set out in the County and Town Affordable Housing Strategy which recommends policy and regulation updates to accommodate innovative housing forms.

How can sustainable construction and servicing features be secured in the CIP?

We understand the importance of recognizing and rewarding sustainable construction and servicing through the draft Affordable Housing CIP. Sustainable components of construction and servicing including Low Impact Development, energy conservation measures and net zero emission requirements are all important components of sustainable development, in addition to the design of the affordable housing units themselves. **The draft Affordable Housing CIP has been modified to broaden the sustainability design grant/loan program to include project components such as construction, design and servicing matters.**

Response to questions around CIP program implementation

A number of individuals and organizations provided written comments in response to the draft Affordable Housing CIP. We have addressed some specific questions in these submission below:

Q: A question was asked about cost recovery of grants and other funds that would be allocated under the draft Affordable Housing CIP.

A: The CIP has been equipped with a detailed monitoring program to track effectiveness of the CIP and its programs relative to the goals and objectives; determine the CIP's utilization and assess whether adjustments are needed; track the number of affordable housing units created; and monitor the economic and social impact associated with projects receiving incentives. Monitoring of cost recovery and return on investment is an important consideration and will continue to be evaluated by Town staff over time as more projects are funded through the draft Affordable Housing CIP.

A suggestion was provided to establish a 'Roundtable on Affordable Housing for All'. We recognize the importance of local leadership driven by community members and recommend that this component be prioritized for future consideration by Town staff.

Q: A question was asked to clarify that the Town could pursue the purchase of land or the use of surplus land to advance affordable rental and ownership housing objectives.


A: Staff did respond that the CIP by-law had been amended to address this issue and ensure the Town can leverage the programs under the CIP where lands have been made available for an affordable housing project. As expressed at the public meeting, the intention of the program is to allow maximum

use of the program in conjunction with other programs and levels of funding from all levels of government (Federal, Provincial and County).

2. Revisions to the Draft CIP

Key revisions to the draft Affordable Housing CIP are listed below:

- The Universal Design Grant/Loan Program and Sustainable Design Grant/Loan Programs have been expanded in scope to include **residential development projects** in addition to commercial, institutional and mixed use projects.
- Additionally, the Sustainable Design Grant/Loan program has been expanded in scope to include **sustainable construction, design and servicing components of residential**, commercial and mixed-use projects.

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|  | THE CORPORATION OF THE TOWN OF COBOURG |
| | BY-LAW NUMBER <u>-2020</u> |

**A BY-LAW TO DESIGNATE A COMMUNITY IMPROVEMENT PROJECT AREA
FOR THE TOWN OF COBOURG**

WHEREAS Section 28(1) of Part IV of the *Planning Act*, R.S.O 1990, c. P.13 (“the *Planning Act*”), defines a “community improvement project area” as “a municipality or an area within a municipality, the community improvement of which in the opinion of council is desirable because of age, dilapidation, overcrowding, faulty arrangement, unsuitability of buildings or for any other environmental, social or community economic development reason”;

AND WHEREAS Section 28(2) of the *Planning Act* empowers the council of a municipality where there is an Official Plan in effect that contains provisions relating to community improvement, to designate the whole or any part of the municipality covered by the official plan as a Community Improvement Project Area;

AND WHEREAS the Town of Cobourg Official Plan contains Community Improvement policies which permit the entire municipality to be designated as a Community Improvement Project Area;

AND WHEREAS the Council of the Corporation of the Town of Cobourg deems it expedient and in the interest of the municipality to designate the entire municipality of the Town of Cobourg as a Community Improvement Project Area.

NOW THEREFORE the Council of the Corporation of the Town of Cobourg, pursuant to its authority under S. 28(2) of the *Planning Act*, enacts as follows:

1. THAT the lands illustrated in Schedule “A” to this by-law are hereby designated as a Community Improvement Project Area to be known as the “Affordable & Rental Housing Community Improvement Project Area”.
2. THAT this by-law shall have effect immediately upon final passing subject to the provisions of the Planning Act, R.S.O. c. P. 13, as amended.

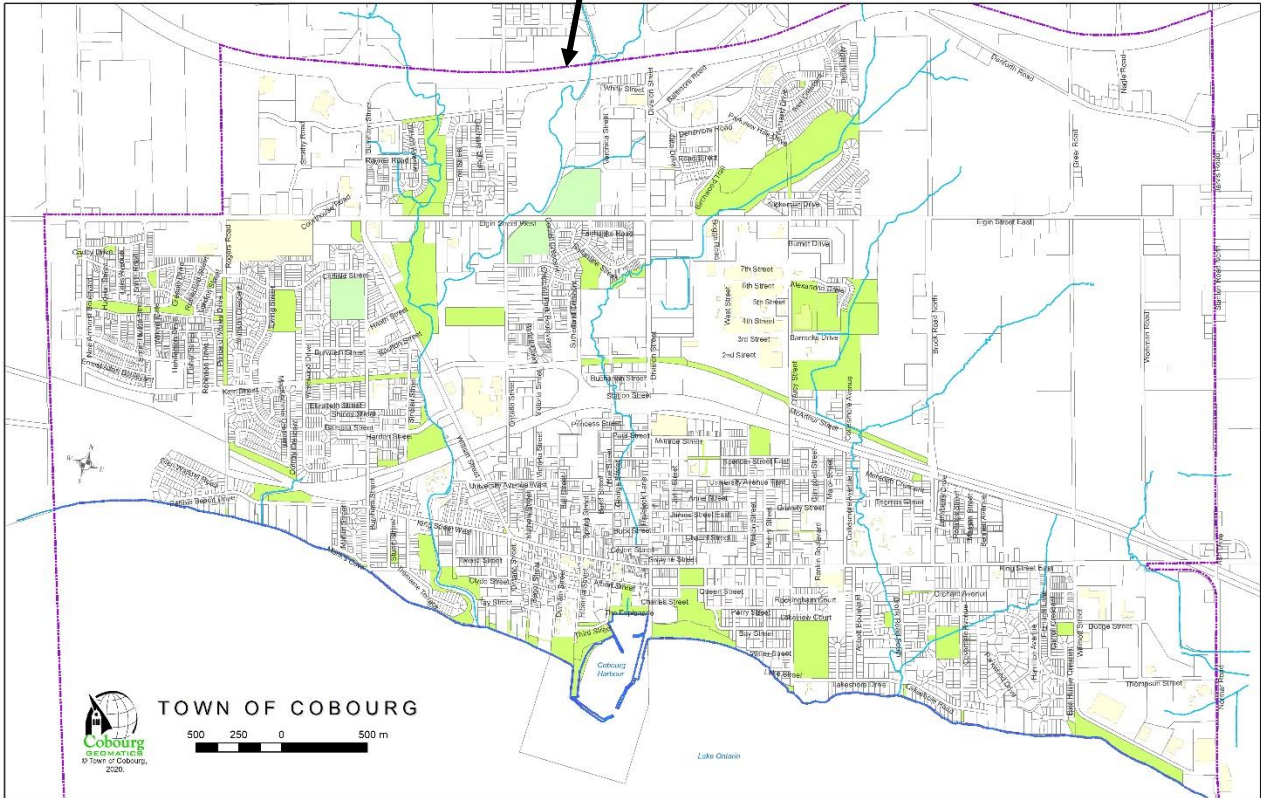
Passed in Open Council this 23rd day of November, 2020.

MAYOR

MUNICIPAL CLERK


Schedule “A”

Affordable & Rental Housing
Community Improvement Project Area*



*The area designated as the Affordable & Rental Housing Community Improvement Project Area includes all lands within the Town of Cobourg municipal boundary

 - Community Improvement Project Area

| | |
|---|--|
|  | THE CORPORATION OF THE TOWN OF COBOURG |
| | BY-LAW NUMBER <u>-2020</u> |

A BY-LAW TO ADOPT AN AFFORDABLE & RENTAL HOUSING COMMUNITY IMPROVEMENT PLAN FOR THE TOWN OF COBOURG

WHEREAS By-Law No. _____ - 2020 being a By-law to designate the Affordable & Rental Housing Community Improvement Project Area, was passed by the Council of the Corporation of the Town of Cobourg on the 23rd day of November, 2020 pursuant to its authority under to Section 28(2) of Part IV of the *Planning Act*, R.S.O 1990, c. P.13 (the “*Planning Act*”),;

AND WHEREAS the Council of the Corporation of the Town of Cobourg has provided for the preparation of the Affordable & Rental Housing Community Improvement Plan, pursuant to its authority under Section 28(4) of the *Planning Act*;

AND WHEREAS the Affordable & Rental Housing Community Improvement Plan conforms to the Town of Cobourg Official Plan;

AND WHEREAS the Council of the Corporation of the Town of Cobourg held a Public Meeting with respect to the Affordable & Rental Housing Community Improvement Plan on September 28, 2020, pursuant to its authority under Section 17 of the *Planning Act*;

NOW THEREFORE the Council of the Corporation of the Town of Cobourg, pursuant to its authority under Sections 17 and 28 of the *Planning Act*, enacts as follows:

1. The Affordable & Rental Housing Community Improvement Plan (CIP), consisting of the attached text, figures, tables, and appendices, is adopted and is attached hereto as Schedule “A”.
2. THAT this by-law shall have effect immediately upon final passing subject to the provisions of the *Planning Act*.

Passed in Open Council this 23rd day of November, 2020.


MAYOR

MUNICIPAL CLERK

Schedule “A”

Affordable & Rental Housing Community Improvement Plan (CIP),
MHBC, October 2020

[document to be inserted/attached here]

| | |
|---|---|
|  | THE CORPORATION OF THE TOWN OF COBOURG |
| | COBOURG HERITAGE ADVISORY COMMITTEE |
| TO: | Brent Larmer, Municipal Clerk/Manager of Legislative Services |
| FROM: | Adriane Miller, Recording Secretary |
| MEETING DATE: | November 4, 2020 |
| SUBJECT: | Affordable and Rental Housing CIP |


The following Motion was adopted at the November 4, 2020 Cobourg Heritage Advisory Committee Meeting:

Moved by Member A. Commins

THAT the final Affordable and Rental Housing CIP (October, 2020) and Response to Public Comments Memo dated October 12, 2020 and prepared by MHBC be received for information purposes; and further,

THAT Council be advised that the Planning & Development Advisory Committee (PDAC) has duly considered the final Affordable and Rental Housing CIP (October, 2020) and Response to Public Comments Memo dated October 12, 2020 and prepared by MHBC, and hereby recommends that Council approve the Affordable and Rental Housing CIP (October, 2020).

CARRIED

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|---|---|
|  | THE CORPORATION OF THE TOWN OF COBOURG |
| | COBOURG HERITAGE ADVISORY COMMITTEE |
| TO: | Brent Larmer, Municipal Clerk/Manager of Legislative Services |
| FROM: | Adriane Miller, Recording Secretary |
| MEETING DATE: | November 4, 2020 |
| SUBJECT: | Notice of Consent and Minor Variance -105 Havelock Street |

The following Motion was adopted at the November 4, 2020 Cobourg Heritage Advisory Committee Meeting:


Moved by Member N. Beatty

WHEREAS the Cobourg Heritage Advisory Committee has reviewed the Consent and Minor Variance Application 105 Havelock Street;

NOW THEREFORE the Cobourg Heritage Advisory Committee hereby advises that it has no objection to the application, however the Committee recommends to/advises the Owner that:

- i) new development shall conform to the policies of the George Street Heritage Conservation District Plan and Guidelines for Infill Development in Heritage Conservation Districts and be subject to the approval of a Heritage Permit;
- ii) a Certified Heritage Professional (CAHP) or an Architect with significant heritage experience be enlisted for the design of the new dwelling on the severed lot; and
- iii) a Cultural Heritage Impact Assessment (CHIA) be prepared by a CAHP prior to approval of any new development on the severed lot.

CARRIED

| | | |
|---|---|---------|
|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT | |
| TO: | Mayor and Council | |
| FROM: | Laurie Wills | |
| TITLE: | Director of Public Works | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Staff Working Group for Responding to Technical Road Safety Matters | |
| REPORT DATE: | November 4, 2020 | File #: |

1.0 STRATEGIC PLAN

N/A

2.0 PUBLIC ENGAGEMENT

N/A

3.0 RECOMMENDATION

That Council Authorize the Municipal Clerk to initiate a Staff working group for reviewing and responding to technical road safety related matters (Road Safety Response Team) and further that Council adopt the Terms of Reference as attached.

4.0 ORIGIN

Public concerns and comments received by staff and members of Council regarding road safety related issues such as speeding, parking, intersection safety, pedestrian crossings, etc.

5.0 BACKGROUND

Both Municipal Councillors, Public Works and the Police Service frequently receive concerns, questions and suggestions from members of the community in relation to technical road safety matters. These concerns range from speeding, no stopping, parking, decreased speed limit requests and the like.

In order to respond fully to these concerns, the correspondence must be shared with the correct department(s) in order to ensure that all aspects of the concern has been considered and addressed appropriately and that the person is responded to in a timely manner. In order to do this with any consistency, it is critical that there is a formal process and procedure in place to receive, investigate, and respond to road safety matters.

Ultimately the goal of the Response Team will be to streamline a response to road safety concerns as currently there is confusion as to where or who these complaints should be directed and there is risk that concerns get over looked or decisions are made without consulting with all of the affected departments. Communication with the concerned citizen can also become convoluted when a request is forwarded to several departments and potentially not copied on the response. With a centralized Response Team email address in place, members of Council and Staff can now advise citizens to prepare a detailed written summary of their concern and submit it directly to the Response Team email address and there is no further action required of the that Council or Staff member. Council deputations can also be received for information and be deferred to the Response Team for their action, saving staff resources from having to report back to Council on the resolution unless there is a recommended action from the Response Team.

6.0 ANALYSIS

Staff are proposing that an internal working group be formed that would be made up of representatives from Police, Public Works (Roads and Parking), and Legislative Services and other departments depending on the issue at hand. The process is expected to be as follows:

- ✓ Concerns raised from a citizen in relation to road safety, speeding, changes to road speed limits, parking, etc. would be required to be submitted in writing to an assigned Town email address (ie. Roadsafety@cobourg.ca).
- ✓ All concerns will be received and forwarded to the agenda for the next scheduled meeting date. The schedule is important as the citizen will be informed of when the matter will be discussed. The schedule is also important to allow sufficient time for each impacted department to conduct their respective studies/investigation on the subject matter.
- ✓ Each of the concerns will be circulated to the team members who would then perform their respective studies/investigations.
- ✓ Each department brings their findings and reports back to the Response Team for discussion at the next scheduled meeting.
- ✓ The Response Team determines a resolution to the concern.
- ✓ The concerned citizen receives a response back from the Response Team through the Team email address.

Should the resolution be that changes are required/recommended and are strictly operational in nature, Staff will proceed with implementation.

Should the resolution be that changes are required/recommended that require Council approval, the appropriate Staff member will prepare a report to Council detailing the required/recommended change including any budgetary requirements for Council's consideration.

It is expected that the Response Team will be scheduled to meet every 6 weeks so as to permit staff sufficient time between meetings to conduct their required studies in preparation. Additional meetings may also be scheduled in between scheduled meetings should an urgent matter arise.

A new template will also be available on the Town's 'Report a Problem' website whereby road safety related matters will be directly forwarded to the Response Team's email recipient.

The Director of Public Works shall provide an annual report to Council summarizing the statistics of the cases received in the previous year.

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

There is no financial implications associated with the Response Team. Staff are regularly using Zoom to meet remotely which has proven to save a tremendous amount of time rather than physically commuting between Town facilities to meet communally.

Aside from the staffing/departments already mentioned, there may also occasionally be some communication pieces required and a GIS based tracking system will be utilized requiring GIS staff assistance for the initial set up and support.

8.0 CONCLUSION

12.0 AUTHORIZATION/SIGNATURES



Tracey Vaughan
CAO

APPENDIX “A”

SCHEDULE ‘B’ – 4 COUNCIL AND STAFF MEETING GROUPS



Municipal Road Safety Response Team Terms of Reference

| | |
|-----------------------------|---|
| Reporting to: | Council |
| Composition: | Director of Public Works, Chair Manager of Roads & Sewers Engineering and Public Transit Administrator Representative from Legislative Services Representative from Cobourg Police Services Representative from the Planning Department Other staff and agency representatives, as needed |
| Term of Appointment: | No Term |

1.0 Purpose

The mandate of the Road Safety Response Team is to:

- Review road safety related issues as may be identified by a member of Council, as directed by Council, or through written submissions by any member of the public;
- Respond to the inquiry in a timely manner; and
- Present recommendations to Council, as needed.

2.0 Action Plan:

- The Response Team is a technical review team comprised of municipal staff from a variety of disciplines and has no independent authority; its role is to provide recommendations principally to Town

Council or where appropriate to Town Departments respecting technical and operational matters.


- The Response Team shall develop procedures to address the needs of the community and the Corporation.
- All road safety related matters will be circulated to the Response Team members however, only substantive issues will be directed to the Response Team for review; Public Works staff shall address all non-substantive operational issues and requirements directly.
- Concerned citizens shall be permitted to address the Response Team as a delegation, if they choose.
- The Response Team shall provide an annual report to Council summarizing the statistics of the cases reviewed and responded to.

3.0 Staff Support

- Engineering and Public Transit Administrator will provide administrative support for the Response Team.
- GIS Coordinator will provide technical support for the online tracking system of traffic related concerns.
- Communications Manager will provide support related to media releases, as needed.

4.0 Meeting Schedule

- Six (6) week schedule or as required.
- Meeting time to be set by Response Team.

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|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT | |
| TO: | Mayor John Henderson and Members of Council | |
| FROM: | Teresa Behan | |
| TITLE: | Deputy Director, Community Services Division | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Rotary Harbourfront Park – Outdoor Ice Surface | |
| REPORT # | | File #: |

1.0 **STRATEGIC PLAN**

The Town of Cobourg Strategic Plan (2019-2022) includes the following Strategic Actions:

- **People – Encourage Healthy Lifestyle across all age groups by promoting and raising awareness about public health and active transportation**
 - Invest in programs, services and infrastructure to make Cobourg more accessible; and
- **Programs – The Town provides efficient and effective corporate, community, business and recreational services for its residents, businesses and visitors**
 - Implement a comprehensive management plan for all of the Town's assets

2.0 **PUBLIC ENGAGEMENT**

None

3.0 **RECOMMENDATION**

THAT Council receive this report for information purposes; and

FURTHER THAT Council provide direction to Staff by approving one of the following recommendations to be implemented for the 2020-2021 Outdoor Rink Season:

Option A: THAT Council authorize municipal staff to cancel the planned installation of the Outdoor Rink / Transit shelter opening at Rotary Harbourfront Park annually scheduled for mid- December due to the ongoing COVID-19 pandemic;

Option B: THAT Council authorize municipal staff to open the outdoor rink as soon as weather permits, that signs be posted for social distancing rules and that the transit shelter remain closed for the 2020-2021 season;

Option C: THAT Council authorize municipal staff to open the outdoor rink as soon as the weather permits and that the transit shelter also be opened for the duration of the outdoor rink being operated for the 2020-2021 season.

4.0 **ORIGIN**

Community Services Division

5.0 **BACKGROUND**

The Town of Cobourg's Recreation and Culture Department has been operating through the COVID-19 pandemic with reduced staffing levels and a scaled back programming schedule since March 2020. The decision had been made to not operate the Fountain in Rotary Harbourfront Park, or transit shelter this summer.

Each winter the outdoor ice surface is installed in Rotary Harbourfront Park in December and is open until approximately March (largely dependent on weather conditions). It is a recreational opportunity for local residents and tourists to skate outside, free of charge, through the winter season. Though it is not staff supervised, the Parks department maintain the rink daily, with ice resurfacing and safety checks. By-Law Officers and Cobourg Police perform intermittent checks at the site to ensure users are being respectful of others, while also complying with amenity rules to ensure a healthy and safe experience for all users.

6.0 **ANALYSIS**

Staff have completed a municipal scan with respect to outdoor ice surfaces and was able to confirm that most municipalities will try to open their outdoor rinks weather permitting.

However many municipalities have not yet reached formal decisions yet regarding their outdoor rink and are still reviewing the use of these amenities for the 2020/2021 winter season.

7.0 **FINANCIAL IMPLICATIONS**

| Options | Operating Cost Start-up and Hydro | Additional Staff | Additional Cost (Signs, Enhanced Cleaning Products etc) | Total Cost or Savings |
|---------------------------------------|-----------------------------------|------------------|---|-----------------------|
| A - Do not open | (\$27,000) | None | None | (\$27,000) |
| B - Ice rink only | \$27,000 | None | \$1,000 | \$28,000 |
| C - Ice rink and transit shelter open | \$30,000 | \$20,240* | \$5,000 | \$55,240 |

If Council chooses to pursue option A: not installing and operating the ice at this time, it will result in cost savings of \$ 27,000.00. Seasonally, the outdoor ice surface costs roughly \$10,000 to install and maintain for roughly 4 months (weather permitting) with utilities averaging \$17,000 per season.

Should Council decides option B; to open the outdoor ice surface but keep the transit shelter closed, there will be minimal cost increases to ensure that the appropriate COVID

signage is in place, and that benches are put in place for people to put on and take off their skates. The cost of opening is already included in the approved 2020 municipal budget.

If council decides on option C: to open the rink and the transit shelter, additional staff would have to be hired to monitor and provide enhanced COVID cleaning protocols for this area. The outdoor rink / transit shelter operating hours are 6:00 am until 10:00 pm seven days a week. Staffing the transit shelter would require an additional 112 staffing hours a week resulting in an additional operating cost of approximately \$ 19,152.00 for twelve weeks.

8.0 **CONCLUSION**


That Cobourg Council decide on their preferred option for service delivery with respect to the outdoor rink, and direct staff to implement Council's decision for the 2020/2021 season.


9.0 **POLICIES AFFECTING THIS PROPOSAL**

N/A

10.0 **COMMUNICATION RESULTS**

A press release will be sent out from the Communications Department and promoted on the appropriate social media channels.

| Title: | Signing Official: | Signature: | Date: |
|-------------------------------------|--------------------------|--|------------------|
| Deputy Director, Community Services | T. Behan | Electronic | November 4, 2020 |
| Chief Administrative Officer | T. Vaughan |  | |

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|  COBOURG | THE CORPORATION OF THE TOWN OF COBOURG | |
| | STAFF REPORT COMMITTEE OF THE WHOLE | |
| TO: | Mayor, Deputy Mayor and Council Members | |
| FROM: | Mike Vilneff, | |
| TITLE: | Fire Chief | |
| DATE OF MEETING: | November 16, 2020 | |
| TITLE / SUBJECT: | Budget Pre-Approval | |
| REPORT DATE: | November 2, 2020 | File #: |

1.0 STRATEGIC PLAN

N/A

2.0 PUBLIC ENGAGEMENT

N/A

3.0 RECOMMENDATION

THAT Council receive the report for information purposes; and

FURTHER THAT Council approve the 2021 Budget pre-approval request for the Town of Cobourg Fire Station renovations in the amount of \$240,000.

4.0 ORIGIN

Not Applicable

5.0 BACKGROUND

The Cobourg Fire Department is working towards becoming a more equitable and diverse workplace and the current Fire Hall Station has highlighted some of the opportunities that will hinder the opportunity for us to be more inclusive. The Station was originally built in 1975, with an addition in 2002 to increase office and training spaces. The current Station has one locker room, bunk room, shower, and washroom, designed for staff only, on the second floor. A public washroom was added on the main floor in 2002 with the addition.

As we move towards being more inclusive in the workplace, it is important to have the appropriate spaces for staff members to be able to fully participate in the workplace. By including a second locker room, bunk room, shower, and washroom, the Town of Cobourg's Fire Department will be able to expand the workforce to meet future needs.

These new facilities will be gender inclusive by having spaces for all gender identities and expressions to be able to participate in the necessary steps to being employed, including hygiene and storing their personal attire. The environment will be inclusive to any person who wishes to become a member of the Fire Department in the future, while supporting an equitable hiring environment.

It should be noted that while these areas for improvement were realized after a hire in March 2020, they are meant to be inclusive to all persons in the future. The Station's limitations may be deterring persons from applying to the Fire Department in Cobourg.

6.0 ANALYSIS

In March 2020, permission was granted by Interim CAO Davey to secure the services of an architect to look at the station and to provide some alternatives and costings to renovate some areas to allow for additional locker rooms, multiple washroom/shower facilities, and multiple bunkroom areas. This will allow for the expansion of the Fire Department in the future to keep our community safe as well as have a more inclusive and equitable workplace.

Piccini Architect from Port Hope was selected and has provided both preliminary drawings as well as costings for the project.

The overall project would include the following;

- Demolition and reconstruction of existing washroom/locker/shower area into locker areas with two washroom/shower rooms
- Relocating bunk room to the main floor and installation of privacy walls
- Modifications to the Personal Protective Equipment area to allow for additional fire fighters (to incorporate more than just the one that was hired in 2020)

Modifications to an existing storage area to accommodate a Gross Decontamination shower area; and

- Modification to the Duty office to accommodate additional fire fighters on shift

7.0 FINANCIAL IMPLICATIONS/BUDGET IMPACT

Cost estimates for each area have been broken out by the architect for the purpose of clarity and transparency. The breakdown can be seen in the attached letter from Piccini Architect.

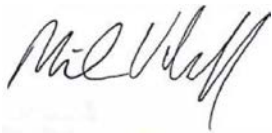
Based on the estimate of \$217,000 and adding in the architectural/engineering fees, we are seeking \$240,000 in Capital funding for 2021 pre-budget approval request to complete the renovations.

8.0 CONCLUSION

By renovating the Station, we will start the process of the Fire Department working towards becoming a more equitable, diverse, and inclusive workplace. This will allow us to start demonstrating the commitment we have to ensuring the workplace is inclusive to all those who want to be a part of the Fire Department.

Once this project is approved, we can make the adjustments not only for any immediate needs we have but also for the future to have more inclusion in the workplace.

9.0 AUTHORIZATION/SIGNATURES



Mike Vilneff,
Fire Chief



Tracey Vaughan,
Chief Administrative Office



October 15, 2020

Cobourg Fire Department
Attention: Mr. Mike Vilneff, Fire Chief, CEMC
111 Elgin Street East
Cobourg, ON K9A 1A1

Re: Alterations to the Cobourg Fire Station
111 Elgin Street East, Cobourg, Ontario
Project No. 20.323

Dear Mike:

I am pleased to include with this letter the latest drawings for the alterations and renovations to the Fire Station for your review. The highlights of the drawings are as follows:

- 1) New Sleeping Quarters 101, in the former Boardroom/Emergency Operations Room. This room consolidates the fold-down beds that were dispersed throughout the station.
- 2) Altered Office 102. The entry door is re-located to accommodate an additional workstation.
- 3) Altered Workshop 103. To accommodate the enlarged PPE Room, it was necessary to re-locate some of the equipment in the maintenance work shop. The new layout relocates the existing washer and dryer, and shows an additional dryer.
- 4) New PPE Room 104. The former PPE Room has been expanded to provide equipment racking for up to 20 fire fighters. An additional door is provided for improved access to the truck bays.
- 5) New Gross Decontamination Showers 105. A redundant room, formerly a mechanical room, is renovated to include 2 showers for gross decontamination.
- 6) New Washrooms 201 and 202. The former washroom and shower is completely re-designed into two separate "single-use at a time" rooms.
- 7) New Locker Rooms 204 and 205. The additional locker room is added to accommodate a female fire fighter, and the locker count is increased to 19 from the former total of only 14 lockers.

We have prepared a budget estimate of the cost of construction for the improvements listed above. Please regard the estimate as "very preliminary", as it is not based on detailed construction drawings, or a quantity take-off of material and labour. In addition, the current situation with regards to COVID 19 has increased the cost of construction due to construction material shortages.

The preliminary construction cost estimate is as follows.

October 15, 2020
Cobourg Fire Department
Attention: Mr. Mike Vilneff, Fire Chief, CEMC
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| | | |
|--|---------------------|-------------|
| New Sleeping Quarters 101: | 505 sf. @ \$100/sf. | = \$ 50,500 |
| Altered Office 102: | Allowance | = 15,000 |
| Altered Workshop 103: | Allowance | = 10,000 |
| New PPE Room 104: | 252 sf. @ \$125/sf. | = 31,500 |
| New Gross Decontamination Showers 105: | Allowance | = 10,000 |
| New Washrooms 201 & 202 and Locker Rooms 204 & 205: | 445 sf. @ \$225/sf. | = 100,125 |
| Total, excluding HST: | | =\$217,125 |

Once you have reviewed the drawings, let me know if you have any questions, or if there are any revisions you would like us to make. Architectural and engineering fees for the construction cost above would typically cost between 10% and 15% of the cost of construction. Those fees would then be reduced by approximately 15% to 20%, since the design development work is essentially complete.

I trust you will find this information helpful in making the decision to move forward with these improvements to the station.

Sincerely,

PICCINI ARCHITECT



Reno Piccini
B.E.S., B.Arch., O.A.A.

Enclosed: A101, Existing Ground Floor Plan.
A102, Existing Second Floor Plan.
A103, Proposed Ground Floor Plan.
A104, Proposed Second Floor Plan.



Unfinished Business Listing Council Motions/Staff Direction

Draft
 On Track
 Behind
 Overdue
 Complete

| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
|---|--|------------|--------------------|
| Meeting 2019-01-28 | Council Meeting Link | | |
| <p>Motion - Social Planning and/or Community Development Advisory Committee.</p> <p>Department/Division Responsible:</p> <p>Legislative Services/ Planning & Development</p> | <p>Minutes:</p> <p>FURTHER THAT Council direct the Municipal Clerk to research the framework and terms of reference of a social planning and/or community development advisory committee with input from the Town's Planning Division to determine how affordable housing and other community health priorities fits within a municipality's strategic plan. The research will be due back to Council no later than June 2019.</p> | 09/14/2020 | 50% |
| Meeting 2019-05-13 | Council Meeting Link | | |
| <p>Motion – Traditional land acknowledgement statement to be read at the beginning of all Municipal Council Meetings.</p> <p>Department/Division Responsible:</p> <p>Legislative Services</p> | <p>Minutes:</p> <p>THAT Council adopt a traditional land acknowledgement statement to be read at the beginning of its meetings; and</p> <p>FURTHER THAT Council direct Staff to consult with Alderville First Nations to draft a traditional land acknowledgement statement that reflects the traditional territory of the Anishnabek, Huron-Wendat, Haudenosaunee (Iroquois), Ojibway/Chippewa peoples, as well as this territory that is covered by the Williams Treaty.</p> | 09/14/2020 | 50% |



**Unfinished Business Listing
Council Motions/Staff Direction
As of October 5, 2020**

● Draft ● On Track ● Behind ● Overdue ● Complete

| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
|--|--|------------|--------------------|
| Meeting 2019-09-23 | Council Meeting Link | | |
| Motion - Long Service Recognition Policy Department/Division Responsible: Human Resources | Minutes: THAT Council refer Policy #HR-AP-A18 – Long Service Recognition Policy to General Government Services for revisions and to be brought back to Council at a later date. | N/A | 80% |
| Meeting 2019-12-02 | Council Meeting Link | | |
| Motion - Emergency Shelters Downtown Cobourg (County of Northumberland and CPSB). Department/Division Responsible: Multiple Departments/ Organizations | Minutes: THAT Council discuss the delegation with Northumberland County; and FURTHER THAT Council request that the Northumberland Affordable Housing Committee provide input and analysis on the recommendations presented by the delegation; and FURTHER THAT Council request that the Cobourg Police Service Board provide information on the level of crime and disruption in the immediate area of Transition House; and FURTHER THAT Council request information of Northumberland County regarding the recent change of operation of Transition House and any alternative options for low barrier housing in the Cobourg area; and FURTHER THAT Council request that all information is returned to Council by February 18, 2020 | 05/11/2020 | 30% |



Unfinished Business Listing Council Motions/Staff Direction As of October 5, 2020

● Draft ● On Track ● Behind ● Overdue ● Complete

| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
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| Meeting 2020-01-27 | Council Meeting Link | | |
| <p>Motion - unfinished business item 'Wheels Transit Options for Boarding/Disembarking'. Report and Accessible Transit Service Policy.</p> <p>Department/Division Responsible:</p> <p>Legislative Service/ Public Works</p> | <p>Minutes:</p> <p>FURTHER THAT Council instruct staff to draft an accessible transit service policy, in consultation with the Accessibility Advisory Committee and the proposed Accessibility Coordinator, for presentation to Council by June 1, 2020; and</p> <p>FURTHER THAT the issues raised by the delegations from Troy Mills and the Golden Plough Lodge Family Council be considered when drafting the policy.</p> | 11/16/2020 | |
| Meeting 2020-01-27 | Council Meeting Link | | |
| <p>Motion – Staff Report on Innisfil Ridesharing Transit Model</p> <p>Department/Division Responsible:</p> <p>Legislative Services</p> | <p>Minutes:</p> <p>FURTHER THAT Council instruct Staff to investigate the Innisfil ridesharing transit model and provide a report on its viability in Cobourg, to be presented to Council by June 22, 2020.</p> | 11/16/2020 | |



**Unfinished Business Listing
Council Motions/Staff Direction
As of October 5, 2020**

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| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
|--|---|-------------------------|--------------------|
| Meeting 2020-01-06 | Council Meeting Link | | |
| Motion - Private Transportation Regulating By-law Department/Division Responsible: Legislative Services | <u>Minutes:</u> THAT Council authorize Staff to incorporate regulations through by-law to regulate 'Transportation Network Companies' that provide an alternative transportation service within the Town of Cobourg in order to be prepared when this industry arrives in the Town of Cobourg; and FURTHER THAT Council approve the staff recommendations to modernize the Taxicab Regulations that are outlined in the staff report and authorize the preparation of a by-law to be endorsed and presented to Council for adoption at a Regular Council Meeting to incorporate the changes into a new 'Private Transportation Regulating Bylaw'; and FURTHER THAT Council direct Staff to develop and present detailed options to Council regarding regulations to help support the introduction of Accessible Taxicabs in the Town of Cobourg and direct Staff to invite and engage new and existing businesses to operate Accessible Taxis in the Town of Cobourg; | Regular Council Meeting | |
| Meeting 2020-01-06 | Council Meeting Link | | |
| Motion - Joint Animal Control Municipal Services Board (JACMSB) - Notice of Agreement Termination. Department/Division Responsible: Legislative Services | <u>Minutes:</u> THAT Council direct the Municipal Clerk to provide a report to Council within the two (2) year notice period and prior to the exiting of the agreement to explain and provide an overview on the proposed operational model by the Town's By-law Enforcement Department in order to provide all Animal Control Enforcement internally for the residents of the Town of Cobourg | 2021-2022 | |



Unfinished Business Listing Council Motions/Staff Direction As of October 5, 2020

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| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
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| Meeting 2020-01-06 | Council Meeting Link | | |
| <p>Motion – Report regarding parking meters, violations and fines - on the feasibility of the suggestions provided in the delegation.</p> <p>Department/Division Responsible:</p> <p>Legislative Services</p> | <p>Minutes:</p> <p>Judy Sherwin, Cobourg Resident, regarding parking meters, violations and fines in the Town of Cobourg.</p> <p>THAT Council refer the delegation to Staff for a report back to Council or the feasibility of the suggestions provided in the delegation.</p> | N/A | |
| Meeting 2020-04-27 | Council Meeting Link | | |
| <p>Motion – Flood Reduction and Mitigation Strategy</p> <p>Department/Division Responsible:</p> <p>Chief Administrative Officer/ Treasurer</p> | <p>Minutes:</p> <p>WHEREAS at the Committee of the Whole Meeting on April 20, 2020, Council considered a Notice of Motion from Councillor Emily Chorley and Councillor Nicole Beatty, regarding a Flood Mitigation and Response Plan for the Town of Cobourg; and</p> <p>THEREFORE IT BE RESOLVED THAT the Town of Cobourg Council directs staff to draft a Flood Mitigation and Response Plan, in consultation with the Ganaraska Region Conservation Authority (GRCA) and other relevant agencies, for Council's consideration as soon as possible and no later than September 14, 2020.</p> | 01/30/2021 | |



Unfinished Business Listing Council Motions/Staff Direction As of October 5, 2020

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 On Track
 Behind
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 Complete

| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
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| Meeting 2020-02-24 | Council Meeting Link | | |
| <p>Motion – MOU between the Cobourg Public Library and the Town of Cobourg</p> <p>Department/Division Responsible:</p> <p>Chief Administrative Officer/ Treasurer</p> | <p>Minutes:</p> <p>THAT Council instruct Staff to draft a Memorandum of Understanding (MOU) to clearly define the roles and responsibilities, and relationship between the Town of Cobourg and the Cobourg Public Library Board; and</p> <p>FURTHER THAT the Council Coordinator of Arts, Culture and Tourism, Deputy Mayor Séguin, Interim CAO, Municipal Clerk and the CEO and Chair of the Cobourg Public Library Board be present during discussions between the Town of Cobourg and the Cobourg Public Library Board when drafting the terms of the MOU; and</p> <p>FURTHER THAT the MOU be finalized by June 1, 2020, and brought to the Cobourg Public Library Board for approval prior to the MOU being presented to Council for final approval.</p> | 09/14/2020 | |
| Meeting 2020-06-29 | Council Meeting Link | | |
| <p>Motion - Diversity, Equity and Inclusion Policy for the Town of Cobourg</p> <p>Department/Division Responsible:</p> <p>Legislative Services</p> | <p>Minutes:</p> <p>NOW THEREFORE BE IT RESOLVED THAT Council direct Staff to create supporting governance structures with internal and external stakeholders from the Black, Indigenous and People of Colour, women, people with disabilities, newcomers to Canada, the Lesbian, Gay, Bisexual, Trans, Queer, Two-Spirit, Intersex, and Asexual peoples, as well as those who identify as pansexual, questioning, non-binary, and other gender and sexual minorities (2SLGBTQIAP+) community and other visible minorities; in order to identify and develop priorities, strategies and initiatives to support the Equity, Diversity and Inclusion effort in the Town of Cobourg; and</p> | 12/07/2020 | |



Unfinished Business Listing Council Motions/Staff Direction As of October 5, 2020

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| | <p>FURTHER THAT Council direct Staff to engage Cobourg's diverse community to help create potential draft terms of reference to advise Council and make recommendations to provide a monitoring and measuring role to help ensure that the Town applies a diversity, equity and inclusion lens to its policies, services and programs; and</p> <p>FURTHER THAT Council direct Staff to make an application to join the Coalition of Inclusive Municipalities (CIM) as a commitment to investing time and resources toward creating a more welcoming and inclusive community in which the CIM network brings together municipalities that want to improve their policies against racism, discrimination, exclusion and intolerance and together, the municipalities undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies; and</p> <p>FURTHER THAT Council direct Staff to bring forward a report to a December Council Meeting or an earlier meeting presenting a status update on the recommendations approved and outlined within the Staff Report.</p> | | |
| Meeting 2020-07-27 | Council Meeting Link | | |
| <p>Motion – Legal opinion on the Town's ability, to regulate on-water activities in the Cobourg Harbour.</p> <p>Department/Division Responsible:</p> <p>Community Services</p> | <p>Minutes:</p> <p>WHEREAS at the Committee of the Whole Meeting on July 20, 2020 Council considered a memo from the Secretary of the Parks and Recreation Advisory Committee regarding a recommendation surrounding the Aquatic Safety Audit referred to the Committee at the May 11, 2020 Council Meeting - Request for Legal Opinion.</p> <p>NOW THEREFORE BE IT RESOLVED THAT a definitive legal opinion from an independent legal counsel with expertise in riparian rights be obtained regarding the municipality's ability, if any, to regulate on-water activities in the harbour; and FURTHER THAT the legal opinion be obtained before any further attempt to regulate on water activities; and FURTHER THAT the 2015 legal opinion on this matter be made available to the public.</p> | N/A | |



**Unfinished Business Listing
Council Motions/Staff Direction
As of October 5, 2020**

● Draft ● On Track ● Behind ● Overdue ● Complete

| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
|---|---|----------|--------------------|
| Meeting 2020-07-27 | Council Meeting Link | | |
| <p>Motion – Striking a joint working group to create a consolidated safety procedure and emergency manual – Aquatic Safety Audit.</p> <p>Department/Division Responsible:</p> <p>Community Services</p> | <p>Minutes:</p> <p>WHEREAS at the Committee of the Whole Meeting on July 20, 2020 Council considered a memo from the Secretary of the Parks and Recreation Advisory Committee regarding a recommendation surrounding the Aquatic Safety Audit referred to the Committee at the May 11, 2020 Council Meeting - Aquatic Safety Audit – Working Group;</p> <p>NOW THEREFORE BE IT RESOLVED THAT in order to create a consolidated safety procedure and emergency manual, Council instructs staff to strike a joint working group comprised of two staff members and one representative of each user group, including:</p> <ul style="list-style-type: none">• Survivor Thrivers• Cobourg Yacht Club/Learn to Sail• Cobourg Dragon Boat & Canoe Club• Coast Guard• Green Canoe• Northumberland YMCA• Seasonal marina boaters (Boaters Council)• Anglers/commercial charters• Cobourg Surf and Paddleboard Club AND <p>FURTHER THAT the working group be tasked with drafting a safety procedure/emergency manual for submission to Council and the Parks and Recreation Advisory Committee ahead of the 2021 boating season.</p> | N/A | |



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Council Motions/Staff Direction
As of October 5, 2020**

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| Motion/Item | Details/Minutes Text | Due Date | Current Completion |
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