



The Corporation of The Town of Cobourg
REGULAR COUNCIL MEETING
AGENDA

Monday, November 23, 2020, 6:00 p.m.
Council Chambers, Victoria Hall, Cobourg

	Pages
1. <u>CALL TO ORDER</u>	
2. <u>MOMENT OF REFLECTION</u>	
3. <u>ADDITIONS TO THE AGENDA</u>	
4. <u>DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST</u>	
5. <u>ADOPTION OF MINUTES OF THE PREVIOUS MEETING</u>	
5.1. Adoption of the November 2 , 2020 Regular Council Minutes.	12
<u>Action Recommended:</u> THAT Council adopt the minutes of the Regular Council meeting held on November 2, 2020.	
5.2. Adoption of the Public Planning Meeting Minutes for the proposed Zoning By-law Amendment for the re-development of 265-327 Elgin Street East, Cobourg	25
<u>Action Recommended:</u> THAT Council adopt the minutes of the Public Planning Meeting held on November 9, 2020.	
6. <u>PRESENTATIONS</u>	
7. <u>DELEGATIONS</u>	
8. <u>DELEGATION ACTIONS</u>	
9. <u>REPORTS</u>	
9.1. General Government Services	
9.1.1. Committee of the Whole meeting notes held on November 16 , 2020 at 1:30 P.M.	29
<u>Action Recommended:</u> THAT Council approve the minutes of the Committee of the Whole meeting notes held on November 16 , 2020 at 1:30 P.M.	
9.1.2. Committee of the Whole meeting notes held on November 16	31

, 2020 at 6:00 P.M.

Action Recommended:

THAT Council approve the minutes of the Committee of the Whole meeting held on November 16, 2020 at 6:00 P.M. for information purposes.

- 9.1.3. Memo from the Accessibility Coordinator, regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024. 42

Action Recommended:

THAT Council receive the report from the Accessibility Coordinator for information purposes.

- 9.2. Planning and Development Services
- 9.3. Public Works Services
- 9.4. Parks and Recreation Services
- 9.5. Protection Services
- 9.6. Arts, Culture and Tourism Services

10. MOTIONS

- 10.1. General Government Services

- 10.1.1. Motion from the Committee of the Whole regarding the Town of Cobourg Service Delivery Review for the Town of Cobourg. 55

Action Recommended:

WHEREAS at the Special Committee of the Whole Meeting held on Monday November 16 2020, Council considered the Town of Cobourg Service Delivery Review as prepared and presented by KPMG;

NOW THEREFORE BE IT RESOLVED THAT Council accept the Town of Cobourg Service Delivery Review attached to this motion as Appendix "A" and direct the Chief Administrative Officer to prepare a implementation report to be presented to Council on January 25, 2020 based on the opportunities as outlined within the Service Delivery Report.

- 10.1.2. Motion from the Committee of the Whole regarding the Comprehensive Insurance Program - November 1, 2020 to November 1, 2021. 175

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on

Monday November 16, 2020, Council considered a memo from the Treasurer/Director of Corporate Services, regarding the Town of Cobourg Comprehensive Insurance Program;

NOW THEREFORE BE IT RESOLVED THAT Council accept and approve the recommendation of the Town of Cobourg 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.

- 10.1.3. Motion from the Committee of the Whole, regarding the Closed Session Meeting Protocol Guidelines and the Closed Meeting Investigation Policy and Procedures.

176

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Municipal Clerk/Manager of Legislative Services, regarding the Closed Session Meeting Protocol Guidelines and the Closed Meeting Investigation Policy and Procedures for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council approve the Town of Cobourg Municipal Council Closed Session Meeting Protocol and Guidelines attached to the motion as Appendix "A" 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 attached to the motion as Appendix "B" 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.

- 10.1.4. Motion from the Regular Council, regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024.

191

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024; and

FURTHER THAT at the Regular Council Meeting on Monday November 23, 2020, Council considered an updated memo regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024 and the report on the public engagement participation;

NOW THEREFORE BE IT RESOLVED THAT Council adopt the Multi-Year Accessibility Plan 2020 to 2024 for the Town of Cobourg attached to this motion as Appendix "A" as required pursuant to Section 4 of Ontario Regulation 191/11 Integrated Accessibility Standards as well as to renew commitment to Persons with Disabilities who live, work, visit, and play in Cobourg; and

FURTHER THAT Council direct Staff to bring forward status reports to Council Meetings on an annual basis presenting an update on the Multi-Year Accessibility Plan 2020 to 2024; and

FURTHER THAT Council direct Staff to bring forward reports to Council Meetings on an "as needed" basis presenting status updates and concerns from the Accessibility Advisory Committee; and

FURTHER THAT Council direct Staff to bring forward accessibility costs on a project by project basis in 2021 for maintenance, upgrades, and new initiatives related to Accessibility as outlined in the Multi-Year Accessibility Plan 2020 to 2024 with initial budget amounts to be presented at the 2021 Budget review process for Council deliberations; and

FURTHER THAT Council direct Staff to bring forward annual budgetary considerations for accessibility related concerns during the 2022 budget consideration period.

- 10.1.5. Motion from the Regular Council, regarding the Accessible Customer Service Policy.

234

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the proposed updated Accessible Customer Service Policy for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council

approve and adopt the Town of Cobourg Accessible Customer Service Policy as attached to the motion as Appendix "A".

- 10.1.6. Motion from the Regular Council, regarding the Integrated Accessibility Standards Policy.

243

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the proposed updated Integrated Accessible Standards Policy for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council approve and adopt the Integrated Accessible Standards Policy for the Town of Cobourg as attached to the motion as Appendix "A".

10.2. Planning and Development Services

- 10.2.1. Motion from the Committee of the Whole, regarding the Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP).

254

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Director of Planning and Development, regarding the Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP);

NOW THEREFORE BE IT RESOLVED THAT Council adopt 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, 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; and

FURTHER THAT Council prioritize and expedite approvals for development projects that increase the supply of purpose-built rental housing, smaller unit sizes, secondary units, and mixed-ratio builds, and support of transitional

housing initiatives as part of the CIP's 2021 intake; and

FURTHER THAT Council direct staff to put together an inventory of potential municipal owned surplus lands, buildings and/or facilities by March 22, 2021 for it to consider as potential support for Section 3.8.8 Donation or Sale of Surplus Lands of the Affordable and Rental Housing Community Improvement Plan; and

FURTHER THAT Council direct staff to work with the Northumberland Affordable Housing Committee and other organizations where applicable to investigate partnership opportunities for implementing programs that are created through the Affordable and Rental Housing Community Improvement Plan.

- 10.2.2. Motion from the Committee of the Whole, regarding approval of Heritage Permit HP-2020-031, 520 William Street, Cobourg, Building C - Certo Building.

255

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020 Council considered a memo from the Secretary of the Cobourg Heritage Advisory Committee regarding a Heritage Permit Application, 520 William Street, Building "C" (Certo building), Cobourg. (HP-2020-031) (submitted by Keith Colterman of Historic Carpentry Inc. on behalf of FV Pharma);

NOW THEREFORE BE IT RESOLVED THAT Council endorse the recommendation of the Heritage Advisory Committee and grant a Heritage Permit HP-2020-031, to permit the proposed roof replacement, building stabilization and masonry restoration of Building "C" (Certo building) at property known municipally as 520 William Street, Cobourg, subject to the finalization of details by Building and Heritage staff.

- 10.3. Public Works Services
10.4. Parks and Recreation Services

- 10.4.1. Motion from the Committee of the Whole, regarding the Town of Cobourg Outdoor Rink at Rotary Harbour Waterfront Park.

256

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on

Monday November 16, 2020 Council considered a memo from the Deputy Director of Community Services, regarding the Town of Cobourg Outdoor Rink at Rotary Harbour Waterfront Park;

NOW THEREFORE BE IT RESOLVED 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.

10.5. Protection Services

- 10.5.1. Motion from the Committee of the Whole, regarding 2021 Budget Pre-Approval Request - Town of Cobourg Fire Department Renovations. 257

Action Recommended:

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020 Council considered a memo from the Fire Chief, regarding, a 2021 Budget Pre-Approval Request - Town of Cobourg Fire Department Renovations;

NOW THEREFORE BE IT RESOLVED THAT Council approve the request from the Cobourg Fire Chief for 2021 Budget Pre-Approval for the completion of renovations at the Cobourg Fire Station in the amount of \$240,000.

10.6. Arts, Culture and Tourism Services

11. BYLAWS

11.1. General Government Services

- 11.1.1. By-law No.072-2020, being a by-law to amend By-Law No. 008-2019 to include the Terms of Reference for the Municipal Corporate Review Protocol Working Group and Town of Cobourg Road Safety Response Team. 258

Action Recommended:

THAT Council adopt By-law No.072-2020, being a By-law to to amend By-Law No. 008-2019 to include the Terms of Reference for the Municipal Corporate Review Protocol Working Group and Town of Cobourg Road Safety Response Team.

11.2. Planning and Development Services

- 11.2.1. By-law No.073-2020, being a by-law to Designate a Community Improvement Project Area for the Town of Cobourg. 263

Action Recommended:

THAT Council adopt By-law No.073-2020, being a By-law to Designate a Community Improvement Project Area for the Town of Cobourg.

- 11.2.2. By-law No.074-2020, being a by-law to Adopt an Affordable and Rental Housing Community Improvement Plan (CIP) for the Town of Cobourg. 265

Action Recommended:

THAT Council adopt By-law No.074-2020, being a By-law to Adopt an Affordable and Rental Housing Community Improvement Plan (CIP) for the Town of Cobourg.

11.3. Public Works Services

- 11.3.1. By-law No.075-2020, being a by-law to establish Town of Cobourg land known municipally as Kerr Street as a Public Highway. 313

Action Recommended:

THAT Council adopt By-law No.075-2020, being a By-law to establish Town of Cobourg land known municipally as Kerr Street as a Public Highway.

11.4. Parks and Recreation Services

11.5. Protection Services

11.6. Arts, Culture and Tourism Services

11.7. General Government Services

THAT the following bylaw(s) be passed:

1. Bylaw 072-2020 being a by-law to amend By-Law No. 008-2019 to include the Terms of Reference for the Municipal Corporate Review Protocol Working Group and Town of Cobourg Road Safety Response Team;
2. Bylaw 073-2020 being a by-law to Designate a Community Improvement Project Area for the Town of Cobourg;
3. Bylaw 074-2020 being a by-law to Adopt an Affordable and Rental Housing Community Improvement Plan (CIP) for the Town of Cobourg;
4. Bylaw 075-2020 being a by-law to establish Town of Cobourg land known municipally as Kerr Street as a Public Highway.

Action Recommended:

THAT leave be granted to introduce bylaws 072-2020 to 075-2020 and to dispense with the reading of the bylaws by the Municipal Clerk and that the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed

12. PETITIONS

13. COMMITTEE/BOARD MINUTES (INFORMATION PURPOSES ONLY)

- 13.1. Planning and Development Committee Meeting Minutes - June 16, 2020 315

14. CORRESPONDENCE

- 14.1. Correspondence and Resolution from the Ganaraska Region Conservation Authority (GRCA), regarding Bill 229 Schedule 6 - Proposed Amendments to the Conservation Authorities Act. (Public Works Services). 317

Action Recommended:

THAT Council receive the correspondence/resolution from the Ganaraska Region Conservation Authority (GRCA), regarding Bill 229 Schedule 6 - Proposed Amendments to the Conservation Authorities Act.

15. NOTICE OF MOTION

16. COUNCIL/COORDINATOR ANNOUNCEMENTS

- 16.1. Members of Council present verbal reports on matters within their respective areas of responsibility:

- Mayor John Henderson
- Deputy Mayor Séguin, General Government Services Coordinator
- Councillor Beatty, Planning and Development Services Coordinator
- Councillor Darling, Public Works Services Coordinator
- Councillor Chorley, Parks and Recreation Services Coordinator
- Councillor Burchat, Protection Services Coordinator
- Councillor Bureau, Arts, Culture and Tourism Services Coordinator

17. 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.

17.1. Municipal Council Unfinished/Outstanding Business Tracking Table

18. CLOSED SESSION

Action Recommended:

THAT Council meet in Closed Session in accordance with Section 239 of the Municipal Act S.O. 2001 regarding:

- 18.1. s. 239(2)(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:
 - 1. Provincial/Federal Support Initiative - Policetech Accelerator.
- 18.2. s. 239(2)(b) personal matters about an identifiable individual, including municipal or local board employees:
 - 1. Applications for the Sustainability and Climate Change Advisory Committee.
 - 2. Applications for the Planning and Development Advisory Committee; AND
 - 3. Applications for the Cobourg Heritage Advisory Committee

19. MOTIONS

- 19.1. Planning and Development Services
 - 19.1.1. Motion to Appoint Members to the Cobourg Heritage Advisory Committee. 319
 - 19.1.2. Motion to Appoint Members to the Planning and Development Advisory Committee. 320
- 19.2. Arts, Culture and Tourism Services
 - 19.2.1. Motion to Appoint Members to the Sustainability and Climate Change Advisory Committee. 321

20. CONFIRMATORY BY-LAW

- 20.1. Bylaw 076-2020, being a bylaw to confirm the proceedings of the Council Meeting of Monday November 23, 2020. 322

Action Recommended:

THAT leave be granted to introduce Bylaw 076-2020 and to dispense with the reading of the Bylaw by the Municipal Clerk to confirm the proceedings of Council of the Town of Cobourg at its Regular Council

Meeting held on Monday November 23, 2020 and the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed.

21. ADJOURNMENT



The Corporation of The Town of Cobourg
REGULAR COUNCIL MEETING
MINUTES

November 2, 2020, 6:00 p.m.
Electronic Participation

Members Present: Mayor John Henderson
Deputy Mayor Suzanne Séguin
Councillor Nicole Beatty
Councillor Aaron Burchat
Councillor Adam Bureau
Councillor Emily Chorley
Councillor Brian Darling

Staff Present: Tracey Vaughan, Chief Administrative Officer
Ian Davey, Treasurer/Director of Corporate Services
Glenn McGlashon, Director of Planning and Development
Laurie Wills, Director of Public Works
Teresa Behan, Deputy Director of Community Services
Brent Larmer, Municipal Clerk/Manager of Legislative Services
Krystal Christopher, Deputy Clerk

1. **CALL TO ORDER**

His Worship Mayor Henderson called the Meeting to Order at 6:00 P.M.

2. **MOMENT OF REFLECTION**

The Mayor asked that Council and Members of the Public to pause for a Moment of Reflection.

3. ADDITIONS TO THE AGENDA

3.1 Correspondence, AMCTO, regarding Bill 218 - Proposed Changes to the Municipal Elections Act.

Resolution 412-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Aaron Burchat

THAT the matter be added to the Agenda.

Carried

4. DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST

There were no Declarations of Pecuniary Interest Declared by Members of Council.

5. ADOPTION OF MINUTES OF THE PREVIOUS MEETING

5.1 Adoption of the October 13, 2020 Regular Council Minutes

Resolution 413-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Nicole Beatty

THAT Council adopt and approve the minutes of the Regular Council Meeting held on Tuesday October 13, 2020.

Carried

5.2 Adoption of the October 20, 2020 Special Council Minutes

Resolution 414-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Brian Darling

THAT Council adopt and approve the minutes of the Special Council Meeting held on Tuesday October 20, 2020.

Carried

6. PRESENTATIONS

7. DELEGATIONS

8. DELEGATION ACTIONS

9. **REPORTS**

9.1 **General Government Services**

9.1.1 **Committee of the Whole meeting notes held on Monday
October 26, 2020.**

Resolution 415-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Adam Bureau

THAT Council approve the minutes of the Committee of the Whole Meeting held on October 26, 2020.

Carried

9.1.2 **Memo from the Treasurer/Director of Corporate Services,
regarding Northam Industrial Park - Commercial Lease
Agreements.**

I. Davey provided an overview of the report and briefly spoke to the tenants, tenure and terms of the lease agreements.

Resolution 416-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Adam Bureau

THAT Council receive the memo from the Treasurer/Director of Corporate Services for information purposes; and

FURTHER THAT authorize the preparation of three (3) by-laws to be endorsed and presented to Council for adoption at a Regular Council Meeting to authorize the Mayor and Municipal Clerk to execute three (3) Commercial Lease Agreements with Baxter Bakery Cobourg Inc., Horizons Plastics International Inc. and Parkland Fuel Corporation.

Carried

9.1.3 Ganaraska Conservation 2021 Preliminary Budget

Resolution 417-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Nicole Beatty

THAT Council receive the Ganaraska Region Conservation Authority (GRCA) 2021 Preliminary Budget for information purposes.

Carried

9.2 Planning and Development Services

9.3 Public Works Services

9.4 Parks and Recreation Services

9.5 Protection Services

9.6 Arts, Culture and Tourism Services

10. MOTIONS

10.1 General Government Services

10.1.1 Motion from the Committee of the Whole, regarding Remote/Electronic Meetings for the remainder of 2020.

Resolution 418-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Aaron Burchat

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Municipal Clerk/Manager of Legislative Services, regarding, the continuing of Remote/Electronic Meetings for the remainder of 2020;

NOW THEREFORE BE IT RESOLVED THAT Council Meetings, Advisory Committee Meetings and Quasi-Judicial Committee Meetings be held remotely until the end of 2020; and

FURTHER THAT Council direct the Municipal Clerk to bring forward a Staff Report by December 2020 with recommendations for Council Meetings in 2021.

Carried

10.2 Planning and Development Services

10.3 Public Works Services

10.3.1 Motion from the Committee of the Whole regarding Free Parking within Downtown Cobourg.

Resolution 419-20

Moved by Councillor Brian Darling

Seconded by Councillor Nicole Beatty

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Director of Public Works, regarding approval to resume Parking Fare collection Downtown and in Parking Lots in Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council extend the suspension of parking fee collection and By-law Enforcement of Downtown Parking Meters and Parking Lots until January 4, 2021; and

FURTHER THAT staff bring a report to the Committee of the Whole meeting on January 4, 2021 regarding the resumption parking fee collection in the Town of Cobourg.

Carried

10.4 Parks and Recreation Services

10.5 Protection Services

10.6 Arts, Culture and Tourism Services

10.6.1 Motion from the Committee of the Whole, regarding the Community Climate Action Plan Approval in Principle.

Resolution 420-20

Moved by Councillor Adam Bureau

Seconded by Councillor Nicole Beatty

WHEREAS at the Regular Council Meeting on Monday October 13, 2020, Council considered a presentation from Judy Smith,

Environmental Officer, Northumberland County, regarding the Town of Cobourg Community Climate Action Plan, Update 2020; and

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020 Council considered a follow-up delegation from Judy Smith, Environmental Officer, Northumberland County, requesting Municipal Council to accept the Town of Cobourg Community Climate Action Plan in Principle;

NOW THEREFORE BE IT RESOLVED THAT Council approve in principle, to accept the Environmental Officer for the County of Northumberland, Judy Smith's Community Climate Action Plan Update 2020 as a vision document only.

Carried

10.6.2 Motion to Appoint Members to the Civic Awards Advisory Committee

Resolution 421-20

Moved by Councillor Adam Bureau

Seconded by Councillor Brian Darling

WHEREAS at the Regular Council Meeting on September 9, 2019, Council received a report from the Records and Committee Coordinator, regarding the Civic Awards Advisory Committee; and

WHEREAS at the Regular Council Meeting on September 9, 2019, Municipal Council approved By-law 058-2019, being a by-law to amend by-law No. 008-2019 to include the Terms of Reference for the Civic Awards Advisory Committee and to dissolve and remove the Community Civic Awards Ad Hoc Committee;

NOW THEREFORE BE IT RESOLVED Municipal Council appoint the following members to the Civic Awards Advisory Committee:

- Mayor John Henderson
- Councillor Adam Bureau
- Beth Selby
- Debbie Verschuren
- Duncan Walker
- Jennifer Ashley
- Lynn McMillian

- Olinda Casimiro
- Reva Nelson

Carried

11. BYLAWS

11.1 General Government Services

11.1.1 By-law No.066-2020, being a by-law to enter into a Lease Assignment Agreement and a Lease Amending and Extension Agreement with Baxter's Bakery (Cobourg) Inc. and the Corporation of the Town of Cobourg (Northam Industrial Park, Cobourg).

Resolution 422-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Aaron Burchat

THAT Council adopt By-law No.066-2020, being a By-law to authorize the Mayor and Municipal Treasurer to execute on behalf of the Corporation a Lease Assignment Agreement and a Lease Amending and Extension Agreement with Baxter's Bakery (Cobourg) Inc. in Northam Industrial Park, 740 Division Street, Cobourg.

Carried

11.1.2 By-law No.067-2020, being a by-law to enter into a Lease Agreement with Horizon Plastics International Inc. and the Corporation of the Town of Cobourg (Northam Industrial Park, Cobourg).

Resolution 423-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Brian Darling

THAT Council adopt By-law No.067-2020, being a By-law to authorize the Mayor and Municipal Treasurer to execute on behalf of the Corporation a Lease Agreement with Horizon Plastics International Inc. in Northam Industrial Park, 740 Division Street, Cobourg.

Carried

11.1.3 By-law No.068-2020, being a by-law to enter into a Lease Renewal Agreement with Parkland Fuel Corporation and the Corporation of the Town of Cobourg (Northam Industrial Park, Cobourg).

Resolution 424-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Aaron Burchat

THAT Council adopt By-law No.068-2020, being a By-law to authorize the Mayor and Municipal Treasurer to execute on behalf of the Corporation a Lease Renewal Agreement with Parkland Fuel Corporation in Northam Industrial Park, 740 Division Street, Cobourg.

Carried

11.2 Planning and Development Services

11.2.1 By-law No.069-2020, being a By-law to Designate Lands not subject to Part Lot Control (Lot 10, Plan 39M-923, 1318 & 1320 Alder Road – Parkview Hills, Leblanc Enterprises)

Resolution 425-20

Moved by Councillor Nicole Beatty

Seconded by Councillor Aaron Burchat

THAT Council adopt By-law No.069-2020, being a By-law to designate lands not subject to Part Lot Control (Lot 10, Plan 39M-923, 1318 & 1320 Alder Road, Cobourg – Parkview Hills, Leblanc Enterprises).

Carried

11.3 Public Works Services

11.3.1 By-law No.070-2020, being a by-law to dedicate Part 1 and Part 2 of Reference Plan 39R-1406 as a Public Highway within the Town of Cobourg (22-24 University Avenue West, Cobourg).

Resolution 426-20

Moved by Councillor Brian Darling

Seconded by Councillor Adam Bureau

THAT Council adopt By-law No.070-2020, being a By-law to dedicate Part 1 and Part 2 of Reference Plan 39R-1406 as a Public Highway within the Town of Cobourg.

Carried

11.4 Parks and Recreation Services

11.5 Protection Services

11.6 Arts, Culture and Tourism Services

11.7 General Government Services

Resolution 427-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Adam Bureau

THAT leave be granted to introduce bylaws 066-2020 to 070-2020 and to dispense with the reading of the bylaws by the Municipal Clerk and that the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed.

Carried

12. PETITIONS

13. COMMITTEE/BOARD MINUTES (INFORMATION PURPOSES ONLY)

14. CORRESPONDENCE

14.1 Correspondence, Hon. Steve Clark, Minister of the Ministry of Municipal Affairs and Housing (MMAH), regarding the Place to Grow: Growth Plan, for the Greater Golden Horseshoe (General Government Services).

Resolution 428-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Nicole Beatty

THAT Council receive the correspondence from the Ministry of Municipal Affairs and Housing for information purposes.

Carried

- 14.2 Letter dated October 13, 2020 from Rick Miller requesting that Council proclaim November 9, 2020 to be "Marie Dressler Celebration Day" (General Government).**

Resolution 429-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Aaron Burchat

THAT Council receive the letter from the Marie Dressler Foundation for information purposes; and

FURTHER THAT the Mayor and Municipal Council proclaim November 9, 2020 as "Marie Dressler Celebration Day" within the Town of Cobourg.

Carried

- 14.3 Resolution, County of Northumberland, regarding the upload of Courthouse Road to the upper-tier County of Northumberland Jurisdiction (Public Works).**

Resolution 430-20

Moved by Councillor Brian Darling

Seconded by Councillor Aaron Burchat

THAT Council receive the Council Report, Council Resolution and County Council By-law No. 2020-43 for information purposes.

Carried

14.4 Correspondence from the Cobourg Library Board, regarding the Town of Cobourg and Cobourg Library Board Memorandum of Understanding (MOU) (Arts, Culture and Tourism Services).

Resolution 431-20

Moved by Councillor Adam Bureau

Seconded by Councillor Nicole Beatty

THAT Council receive the correspondence from the Cobourg Public Library Board for information purposes.

Carried

14.5 Correspondence, Maria Gomez, Director, West Northumberland Physician Recruitment, regarding the 2021 Financial Funding Request. (General Government).

Resolution 432-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Adam Bureau

THAT Council receive the 2021 Physician Retention and Recruitment Committee for information purposes and refer the request to the 2021 Town of Cobourg Municipal Budget process.

Carried

14.6 Correspondence, Association of Municipal Clerks and Treasurers of Ontario, regarding Bill 218 - Proposed Changes to the Municipal Elections Act. (General Government).

Brent Larmer, Municipal Clerk / Manager Legislative Services, provided an overview of the proposed amendments to the *Municipal Elections Act* and its impacts on the Town of Cobourg. Mr. Larmer spoke to the proposed changes to the rank ballot system, nomination date and the timeline for Clerk's to establish procedures. Mr. Larmer noted that Elections Ontario will be providing the municipal voters list, however, will not take effect until the 2026 municipal election. Further, Mr. Larmer spoke to the importance of maintaining status quo for timelines as the effects of the pandemic will cause more municipalities to consider online and telephone voting. Mr. Larmer suggested the provincial government provide regulations and standards for online/telephone voting to assist municipalities when

preparing for the 2022 election and that further consultation with municipalities be conducted.

Members of Council provided comments regarding the subject matter and raised questions, to which Mr. Larmer responded.

Resolution 433-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Emily Chorley

WHEREAS on October 27, 2020, the Ontario Government introduced into the Ontario Legislature Bill 218, an Act to enact the Supporting Ontario's Recovery and Municipal Elections Act, 2020, which included amendments to the Municipal Elections Act, 1996 and to revoke a regulation; and

WHEREAS after a public review of the Municipal Elections Act, that included input from the public, municipal councils and staff from across the province, in 2016, the Province of Ontario passed the Municipal Elections Modernization Act, 2016, in which an amendment included the move of nomination day to the fourth Friday in July of an Election year and the option for a municipality to introduce a Ranked Ballot Election;

NOW THEREFORE BE IT RESOLVED THAT Council endorse the correspondence from the Association of Municipal Clerks and Treasurers of Ontario (AMCTO) attached to this resolution regarding the concerns of the proposed amendments brought forward by Bill 218 with respect to the lack of consultation on the recommended changes to legislation that affects municipal councils and voters; and

FURTHER THAT Council, request the Provincial Government continue with the 2016 process requiring that municipalities be consulted with respect to changes that affect voting processes as outlined in the Municipal Elections Act; and

FURTHER THAT that a letter be sent to the Premier of Ontario, the Honourable Doug Ford; the Minister of Municipal Affairs and Housing, Minister Steve Clark, Ministry of the Attorney General, Minister Doug Downey, Member of Provincial Parliament (MPP) David Piccini, the Association of Municipal Clerks and Treasurers of Ontario (AMCTO), Association of Municipalities of Ontario (AMO), the County of Northumberland, and all other Lower-Tier Councils within the County.

Carried

15. **NOTICE OF MOTION**

16. **COUNCIL/COORDINATOR ANNOUNCEMENTS**

16.1 Members of Council present verbal reports on matters within their respective areas of responsibility:

17. **UNFINISHED BUSINESS**

17.1 Municipal Council Unfinished/Outstanding Business Tracking Table.

18. **CONFIRMATORY BY-LAW**

18.1 Bylaw 071-2020, being a bylaw to confirm the proceedings of the Council Meeting of November 2, 2020.

Resolution 434-20

Moved by Deputy Mayor Suzanne Séguin

Seconded by Councillor Emily Chorley

THAT leave be granted to introduce Bylaw 071-2020 and to dispense with the reading of the Bylaw by the Municipal Clerk to confirm the proceedings of Council of the Town of Cobourg at its Regular Council Meeting held on Monday November 2, 2020 and the same be considered read and passed and that the Mayor and the Municipal Clerk sign the same and the Seal of the Corporation be thereto affixed.

Carried

19. **ADJOURNMENT**

Resolution 435-20

Moved by Councillor Emily Chorley

THAT the meeting be Adjourned

Carried

Municipal Clerk B. Larmer

Mayor J. Henderson



The Corporation of The Town of Cobourg
Public Planning Meeting
MINUTES

November 9, 2020, 5:00 p.m.
Electronic Participation

Members Present: Mayor John Henderson
Deputy Mayor Suzanne Séguin
Councillor Nicole Beatty
Councillor Aaron Burchat
Councillor Adam Bureau
Councillor Emily Chorley
Councillor Brian Darling

Staff Present: Tracey Vaughan, Chief Administrative Officer
Glenn McGlashon, Director of Planning and Development
Brent Larmer, Municipal Clerk/Manager of Legislative Services
Krystal Christopher, Deputy Clerk

1. CALL TO ORDER

Chair, Councillor Beatty, called the Meeting to Order at 5:02 P.M.

2. INTRODUCTION

Chair, Councillor Beatty, explains the general purpose of the Public Meeting, which is to hear submissions regarding the proposed Zoning By-law Amendment for the re-development of the 0.80 ha site known municipally as 265-327 Elgin Street East, Cobourg (see Key Map on reverse). The re-zoning would facilitate the phased re-development of the existing 9 semi-detached buildings into 4, two-storey 10-plex buildings, resulting in an increase from 18 to 40 units, with 28 units being subsidized (a net increase of 10 subsidized units) and 12 units at market rent. The Subject Lands are currently designated Residential Area in the Town of Cobourg's Official Plan (2017) and Residential Type Three (R3) Zone in the Town of Cobourg's Comprehensive Zoning By-law No. 85-2003.

3. **DECLARATION OF PECUNIARY INTREST**

There were no Declarations of Pecuniary Interest declared by Members.

4. **NOTIFICATION PROCEDURE**

The Municipal Clerk advised that the Notice was published in the local newspaper, posted on the Municipal Website www.cobourg.ca and circulated to neighboring property owners in accordance with the provisions of *the Planning Act*. In addition, notice in the form of an Application Notice Sign was installed on the Elgin Street East and D'Arcy Street frontages in accordance with Council's procedures.

5. **ZONING BY-LAW AMENDMENT 265-327 ELGIN STREET EAST – ELGIN PARK RE-DEVELOPMENT**

5.1 **Rebecca Carmen, Housing Services Manager, Northumberland County and Nick Swerdfeger, Barry Bryan Associates, to provide background and an explanation of application for Zoning By-Law Amendment 265-327 Elgin Street East – Elgin Park Redevelopment**

R. Carmen and N. Swerdfeger provided an overview of the application for Zoning By-law Amendment 265-327 Elgin Street East and spoke to the current status of access to affordable housing in Northumberland County. The presentation highlighted the site plan design, design phasing, accessibility, amenities, parking, sustainability, tenant engagement and next steps.

Members of Council raised questions regarding the proposed application, to which R. Carmen and N. Swerdfeger responded.

5.2 **Memo from the Manager of Planning, Notice of Complete Application for Zoning By-Law Amendment 265-327 Elgin Street East – Elgin Park Re-development, Northumberland County Housing Corp., Barry Bryan Associates**

Glenn McGlashon, Director of Planning and Development, briefly spoke to the Application for Zoning By-Law Amendment 265-327 Elgin Street East – Elgin Park Re-development and provided details on the status of the application.

G. McGlashon noted that additional background information associated with the application may be found by accessing the following Planning & Development webpage link: <https://www.cobourg.ca/en/business-and-development/Planning-Applications.aspx>

6. PUBLIC SUBMISSIONS

Chair, Councillor Beatty, Coordinator of Planning and Development Services, explained the order of public submissions and requested all persons addressing the public meeting to state their name and address for the official record of the public meeting

The Town of Cobourg received the following Public Submissions:

Dan Bulger, Cobourg Resident Submission (Elgin Street East, Cobourg)

Dan Bulger provided comments regarding the reason the site plan location was selected and the impact of the roadways for properties located north of the project site.

Miriam Mutton, Cobourg Resident Submission- Attachment 'A' (George Street, Cobourg)

Miriam Mutton provided comments in support of the zoning by-law amendment and spoke to intensification, sustainability and the project improving the quality of living for residents. Ms. Mutton raised concerns with the demolishing of all existing homes, the design of the homes, parking and the quality of outdoor living space for residents. Ms. Mutton provided suggestions regarding laundry facilities, outdoor space, landscaping and usage of all available space.

Gil Brocanier, Cobourg Resident Submission (Westwood Drive, Cobourg)

Gill Brocanier provided comments in support of the zoning by-law amendment and provided reasons the site was selected for the application. Mr. Brocanier spoke to identifying the needs of residents to apply to new developments, Cobourg's transit system, intensification and utilization of the current property.

WRITTEN COMMENTS/SUBMISSIONS RECEIVED BY THE MUNICIPAL CLERK AS OF PRINTING OF AGENDA

Brent Larmer, Municipal Clerk noted written submissions were received from Miriam Mutton which is attached to the agenda.

WRITTEN SUBMISSIONS RECIEVED FROM COMMENTING AGENCIES

Glenn McGlashon, Director of Planning and Development Services, advised that no formal comments or objections were received for the application.

7. FURTHER NOTICE

Chair, Councillor Beatty, Coordinator of Planning and Development Services, advised that persons requiring notice of passage of the proposed approval of the

Zoning By-law Amendment are to advise the Municipal Clerk of their name and address to ensure receipt of notice.

8. ADJOURNMENT

Moved by Councillor Adam Bureau

THAT the meeting be Adjourned (6:19 P.M.)

Carried



**The Corporation of The Town of Cobourg
COMMITTEE OF THE WHOLE COUNCIL MEETING
MINUTES**

**November 16, 2020, 1:30 p.m.
Electronic Participation**

Members Present: Mayor John Henderson
Deputy Mayor Suzanne Séguin
Councillor Nicole Beatty
Councillor Aaron Burchat
Councillor Adam Bureau
Councillor Emily Chorley
Councillor Brian Darling

Staff Present: Tracey Vaughan, Chief Administrative Officer
Ian Davey, Treasurer/Director of Corporate Services
Glenn McGlashon, Director of Planning and Development
Teresa Behan, Deputy Director of Community Services
Laurie Wills, Director of Public Works
Brent Larmer, Municipal Clerk/Manager of Legislative Services
Krystal Christopher, Deputy Clerk

1. **CALL TO ORDER**

His Worship Mayor Henderson called the Meeting to Order at 1:32 P.M.

2. **ADDITIONS TO THE AGENDA**

3. **DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST**

There were no Declarations of Pecuniary Interest Declared by Members of Council.

4. **PRESENTATIONS**

5. **DELEGATIONS**

6. **DELEGATION ACTIONS**

7. **GENERAL GOVERNMENT SERVICES**

7.1 **KPMG Final Town of Cobourg Service Delivery Review Report**

Oscar Poloni, KPMG, provided an overview of the service delivery review final report and spoke to the key findings, service usage by demographic group, implementation strategies and monitoring progress. Mr. Poloni also spoke to the potential opportunities for the Town to increase operating efficiencies, residential taxation and financial indicators.

Members of Council engaged in a discussion regarding the report and raised questions. Mr. Poloni and staff responded to questions arising from the discussion.

Moved by Deputy Mayor Suzanne Séguin

THAT Council receive the Town of Cobourg Service Delivery Report, as prepared and presented by KPMG for information purposes; and

FURTHER THAT Council direct the Chief Administrative Officer to prepare an implementation report to be presented to Council on January 25, 2020 based on the opportunities as outlined within the Service Delivery Report and the direction provided by Municipal Council if any.

Carried

8. **COMMITTEE OF THE WHOLE OPEN FORUM**

8.1 **Open Forum - Submissions from Public.**

No members of the public requested to provide comment.

9. **ADJOURNMENT**

Moved by Councillor Adam Bureau

THAT the meeting be Adjourned. (3:31 P.M.)

Carried



**The Corporation of The Town of Cobourg
COMMITTEE OF THE WHOLE COUNCIL MEETING
MINUTES**

**November 16, 2020, 6:00 p.m.
Electronic Participation**

Members Present: Mayor John Henderson
Deputy Mayor Suzanne Séguin
Councillor Nicole Beatty
Councillor Aaron Burchat
Councillor Adam Bureau
Councillor Emily Chorley
Councillor Brian Darling
eSCRIBE Contributor, eSCRIBE

Staff Present: Tracey Vaughan, Chief Administrative Officer
Ian Davey, Treasurer/Director of Corporate Services
Glenn McGlashon, Director of Planning and Development
Laurie Wills, Director of Public Works
Teresa Behan, Deputy Director of Community Services
Brent Larmer, Municipal Clerk/Manager of Legislative Services
Krystal Christopher, Deputy Clerk

1. CALL TO ORDER

His Worship Mayor Henderson called the Meeting to Order at 6:02 P.M.

2. ADDITIONS TO THE AGENDA

2.1 Notice of Hearing of the Committee of Adjustment for the severance of a new lot for the lands known as 105 Havelock Street, Cobourg;

2.2 Notice of Hearing of the Committee of Adjustment for the severance of a new lot for the lands known as 163 Ontario Street, Cobourg;

2.3 Memo from the Secretary, Cobourg Heritage Advisory Committee, regarding 520 William Street, Cobourg, Building C (Certo Building).

Councillor Beatty requested item 8.1 be moved to be dealt with as soon as the agenda allows as the planner on the matter has another commitment.

Moved by Deputy Mayor Suzanne Séguin

THAT the matters be added to the Agenda; and

FURTHER THAT Item 8.1 be moved to be dealt with prior to Government Services

Carried

3. DISCLOSURE OF PECUNIARY (FINANCIAL) INTEREST

3.1 Mayor John Henderson - Memo from the Secretary, Cobourg Heritage Advisory Committee, regarding 520 William Street, Cobourg, Building C (Certo Building)

Mayor Henderson noted that Keith Colterman of Historic Carpentry Inc. is currently on contract regarding his current residence for a storm window replacement. Due to COVID-19, this agreement will continue into Spring 2021.

4. PRESENTATIONS

5. DELEGATIONS

6. DELEGATION ACTIONS

7. GENERAL GOVERNMENT SERVICES

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

Moved by Deputy Mayor Suzanne Séguin

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.

Carried

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

Ian Davey, Treasurer / Director of Corporate Services provided a brief overview of the report and spoke to the policy details of the insurance program. Ryan Lowe, McDougall Insurance, spoke to the comprehensive insurance coverage and noted the change to comprehensive and property coverage in the new policy.

Moved by Deputy Mayor Suzanne Séguin

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.

Carried

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

Moved by Deputy Mayor Suzanne Séguin

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.

Carried

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

Brent Larmer, Municipal Clerk / Manager Legislative Services, provided an overview of the report and spoke to the purpose of the corporate policy review, the creation of a staff working group, ongoing policy reviews and applying a diversity and inclusion lens to the policy review.

Members of Council raised questions regarding the report to which Mr. Larmer responded

Moved by Deputy Mayor Suzanne Séguin

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.

Carried

7.5 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.

Brent Larmer, Municipal Clerk / Manager Legislative Services, provided a brief overview of the report and spoke to the Integrity Commissioner's services and budget for next year.

Moved by Deputy Mayor Suzanne Séguin

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

Carried

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

Moved by Deputy Mayor Suzanne Séguin

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.

Carried

8. PLANNING AND DEVELOPMENT SERVICES

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

Glenn McGlashon, Director of Planning and Development, provided an overview of the report and spoke to the impacts of the pandemic on the projects timeline, public engagement and incentivizing new affordable housing units.

Dana Anderson, Planner, MHBC, spoke to purpose base rentals, incentive programs, sustainable housing and incorporating tiny home developments into the program.

Members of Council raised questions regarding the report to which G. McGlashon and D. Anderson responded.

Moved by Councillor Nicole Beatty

THAT Council receive the Staff Report for information purposes; and

FURTHER 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 at a Regular Council Meeting.

FURTHER THAT Council prioritize and expedite approvals for development projects that increase the supply of purpose-built rental housing, smaller unit sizes, secondary units, and mixed-ratio builds, and support of transitional housing initiatives as part of the CIP's 2021 intake; and

FURTHER THAT Council direct staff to put together an inventory of potential municipal owned surplus lands, buildings and/or facilities by March 22, 2021 for it to consider as potential support for Section 3.8.8 Donation or Sale of Surplus Lands of the Affordable and Rental Housing Community Improvement Plan; and

FURTHER THAT Council direct staff to work with the Northumberland Affordable Housing Committee and other organizations where applicable to investigate partnership opportunities for implementing programs that are created through the Affordable and Rental Housing Community Improvement Plan

Carried

8.2 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.

Moved by Councillor Nicole Beatty

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,

Carried

8.3 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).

Moved by Councillor Nicole Beatty

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.

Carried

8.4 Notice of Hearing of the Committee of Adjustment for a Consent for Severance – New Lot and a Minor Variance from Comprehensive Zoning By-law No. 85-2003 on lands known municipally as 105 Havelock Street, Cobourg

Moved by Deputy Mayor Suzanne Séguin

THAT the report be received for information purposes.

Carried

8.5 Notice of Hearing of the Committee of Adjustment for the severance of a new lot for the lands known as 163 Ontario Street, Cobourg

Moved by Councillor Nicole Beatty

THAT the report be received for information purposes.

Carried

8.6 Memo from the Secretary, Cobourg Heritage Advisory Committee, regarding 520 William Street, Cobourg, Building C (Certo Building)

Mayor John Henderson declared a conflict on this item. (Mayor Henderson noted that Keith Colterman of Historic Carpentry Inc. is currently on contract regarding his current residence for a storm window replacement. Due to COVID-19, this agreement will continue into Spring 2021.)

Moved by Councillor Nicole Beatty

THAT Council endorse the recommendation of the Cobourg Heritage Advisory Committee and grant a Heritage Permit Application HP-2020-031, submitted by Keith Colterman of Historic Carpentry Inc. on behalf of FV Pharma, for the proposed roof replacement, building stabilization and masonry restoration of Building “C” (Certo building) as specified in the engineered design drawings in *Appendix “A”*, be approved and implemented subject to the finalization of details by Building and Heritage staff.

Carried

9. PUBLIC WORKS SERVICES

9.1 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.

Laurie Wills, Director of Public Works, provided an overview of the report and spoke to the purpose of the working group, complaint tracking and improving efficiencies of current complaint process.

Moved by Councillor Brian Darling

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.

Carried

10. PARKS AND RECREATION SERVICES

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

Moved by Councillor Emily Chorley

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 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.

Carried

11. PROTECTION SERVICES

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

Mike Vilneff, Fire Chief provided an overview of the report and spoke to the request for funding to renovate the Cobourg Fire Department. Mr. Vilneff spoke to potential government funding to assist with the project and the need to renovate the Fire Department due to the inability to accommodate female firefighters.

Members of Council engaged in a discussion regarding the report and the funding required to complete the project. Mr. Vilneff, Ian Davey, Treasurer/Director Corporate Services and Tracey Vaughan, CAO, responded to questions arising from the report.

Moved by Councillor Aaron Burchat

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.

Amended

Moved by Councillor Emily Chorley

THAT Council authorize the preparation of the Tender documents pending final approval of Council and proceed with the tender call to receive competitive bids under the Town's Purchasing Policy;

AND FURTHER THAT the final bid be brought forward to Council with a staff recommendation for the 2021 budget deliberations.

Defeated

Moved by Councillor Aaron Burchat

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.

Carried

12. **ARTS CULTURE AND TOURISM SERVICES**

13. **UNFINISHED BUSINESS**

13.1 **Municipal Council Unfinished/Outstanding Business Tracking Table.**

Brent Larmer, Municipal Clerk/ Manager Legislative Services, provided an update regarding the Transit Accessibility Policy, Land Acknowledgement Statement and the report on a Ridesharing Transit Model.

14. **COMMITTEE OF THE WHOLE OPEN FORUM**

14.1 **Open Forum - Submissions from Public.**


No public submissions were received.

15. **ADJOURNMENT**

Moved by Councillor Brian Darling

THAT the meeting adjourn (8:56 P.M.)

Carried

 COBOURG	THE CORPORATION OF THE TOWN OF COBOURG	
	STAFF REPORT Regular Council Meeting	
TO:	Mayor and Council Members	
FROM:	Jamie Kramer	
TITLE:	Accessibility Coordinator	
DATE OF MEETING:	November 23 rd , 2020	
TITLE / SUBJECT:	The Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024	
REPORT DATE:	November 16, 2020	File #:

1.0 STRATEGIC PLAN

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

The Multi-Year Accessibility Plan falls under **Action #5: Invest in programs, services, and infrastructure to make Cobourg more accessible**. All work has been done in consultation with the Accessibility Advisory Committee.

- Review and update the Town of Cobourg's Accessibility Policy.
- Develop and Implement a continuation of the Multi-Year Accessibility Plan.
- Implement the Multi-Year Accessibility Plan and provide an annual report to Council on the progress.

2.0 PUBLIC ENGAGEMENT

The initial draft was created with the assistance of the Chair of the Accessibility Advisory Committee.

A draft was sent to the Accessibility Advisory Committee for their October 21st, 2020 meeting.

A draft was provided to the Mayor and members of Council on October 26th to provide insights and suggestions.

A draft was provided to the public on EngageCobourg from October 27th until November 12th to provide insights and suggestions for moving forward. This was communicated to a variety of different groups including the Accessibility Advisory Committee.

A final version was presented to the Accessibility Advisory Committee at their meeting on November 18th, 2020.

All suggestions and recommendations were used to create the final draft of the Multi-Year Accessibility Plan.

3.0 RECOMMENDATION

THAT Council review the memo from the Accessibility Coordinator for information purposes; and

FURTHER THAT Council adopt the revised version of the Accessible Customer Service Policy; and

FURTHER THAT Council adopt the revised version of the Integrated Accessibility Standards Policy; and

FURTHER THAT Council adopt the Multi-Year Accessibility Plan 2020 to 2024 for the Town of Cobourg as required pursuant to Section 4 of Ontario Regulation 191/11 Integrated Accessibility Standards as well as to renew commitment to Persons with Disabilities who live, work, visit, and play in Cobourg; and

FURTHER THAT Council direct Staff to bring forward status reports to Council Meetings on an annual basis presenting an update on the Multi-Year Accessibility Plan 2020 to 2024; and

FURTHER THAT Council direct Staff to bring forward reports to Council Meetings on an “as needed” basis presenting status updates and concerns from the Accessibility Advisory Committee; and

FURTHER THAT Council direct Staff to bring forward accessibility costs on a project by project basis for 2021 for maintenance, upgrades, and new initiatives related to Accessibility as outlined in the Multi-Year Accessibility Plan 2020 to 2024 with initial budget amounts to be presented at the 2021 Budget review process for Council deliberations; and

FURTHER THAT Council direct Staff to bring forward annual budgetary considerations for accessibility related concerns during the 2022 budget consideration period.

4.0 ORIGIN AND LEGISLATION

On June 13, 2005, the AODA received Royal Assent and is now law. The AODA requires the Government of Ontario to work with the disability

community and the private and public sectors to jointly develop standards to be achieved within stages of five (5) years or less, leading to an accessible Ontario in twenty (20) years, or by 2025. The aims of this act were realized through accessibility standards setting items to be addressed.

The *Accessibility for Ontarians with Disabilities Act, 2005* was enacted to serve as a framework for the establishment of accessibility in five (5) different areas:

1. **Customer Service**, to help remove barriers for People with Disabilities so they can access goods, services, or facilities,
2. **Information and Communications**, to help organizations make their information accessible to People with Disabilities,
3. **Transportation**, to make it easier for everyone to travel in the province,
4. **Employment**, to help making hiring and employee support practices more accessible, and
5. **Design of Public Spaces**, to help organizations make new and redevelopment outdoor public areas accessible.

The standards support the principles of the AODA to ensure dignity, integration, independence, and equal opportunity and each standard has specific timelines for implementation. The AODA is in place for the purpose of ensuring that People with Disabilities are not discriminated against. Implementation for both public and private sectors is to be phased in over time to achieve the objectives of a fully accessible province by 2025.

While the last pieces of implementation occur before 2025, the legislation will remain as law, with the need for the Town of Cobourg to remain in compliance with the AODA and the Integrated Standards. Further, there may be updates to the AODA and/or the Integrated Standards near 2025, especially as some of the standards are using compliance metrics that have since changed. For example, there is a newer international standard for website compliance (WCAG 2.1 came into effect in 2018 and there is a draft of WCAG 2.2).

In addition, the Government of Canada passed the *Accessible Canada Act* and is developing the Standards, which may impact how Ontario adapts their understanding of accessibility in the future.

Part of the requirements for the Town of Cobourg to be compliant with the AODA is to have a Multi-Year Accessibility Plan. Under Section 4 of the Integrated Accessibility Standards, the Town of Cobourg must:

- Establish, implement, maintain and document a multi-year accessibility plan, which outlines the organization's strategy to prevent and remove barriers and meet its requirements under this Regulation;
 - Post the accessibility plan on their website, if any, and provide the plan in an accessible format upon request; and
 - Review and update the accessibility plan at least once every five years.
- O. Reg. 191/11, s. 4 (1).

In addition, the Town of Cobourg must:

- Establish, review and update their accessibility plans in consultation with persons with disabilities and if they have established an accessibility advisory committee, they shall consult with the committee. O. Reg. 191/11, s. 4 (2).
- Prepare an annual status report on the progress of measures taken to implement the strategy referenced in clause (1) (a), including steps taken to comply with this Regulation; and
- Post the status report on their website, if any, and provide the report in an accessible format upon request. O. Reg. 191/11, s. 4 (3); O. Reg. 413/12, s. 3 (1).

The Multi-Year Accessibility Plan 2020 to 2024 begins the process of meeting those legislative requirements. The current draft version takes into consideration:

- Legislative requirements,
- Accessibility Advisory Committee priorities, and
- Feedback gathered from residents of the Town of Cobourg.

Barrier Types and Definitions

The AODA outlines five (5) types of barriers that Persons with Disabilities may encounter when accessing goods and services in Ontario. These are:

1. **Attitudinal Barriers:** Behaviours, perceptions, and assumptions that discriminate against Persons with Disabilities. These barriers often emerge from a lack of understanding, which can lead people to ignore, to judge, or to have misconceptions about a Person with a Disability.
2. **Organizational or Systemic Barriers:** Policies, procedures, or practices that unfairly discriminate and can prevent individuals from participating fully in a situation. Organizational or Systemic barriers are often put into place unintentionally.
3. **Architectural or Physical Barriers:** Elements of buildings or outdoor spaces that create barriers to Persons with Disabilities. These barriers relate to elements such as the design of a building's stairs or doorways, the layout of rooms, or the width of halls and sidewalks.
4. **Information or Communication Barriers:** Occur when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered. These barriers relate to both the sending and receiving of information.
5. **Technology Barriers:** A device or technological platform is not accessible to its intended audience and cannot be used with an assistive device. Technology can enhance the user experience, but it

can also create unintentional barriers for some users. Technology barriers are often related to **Information or Communication Barriers**.

Accessibility Advisory Committee

Ontario's accessibility laws require the Town of Cobourg to have an accessibility advisory committee to advise Council on preparing accessibility plans and achieve the actions within the plan. It is legislated that a majority of members must be People with Disabilities.

The following information outlines the Town of Cobourg's Accessibility Advisory Committee.

Composition

Seven (7) Members; One (1) Councilor/Coordinator and six (6) Citizens appointed by Council.

Authority

- [Town of Cobourg Procedural By-law 003-2016](#),
- [Town of Cobourg Accessibility Customer Service Policy](#),
- [Town of Cobourg Integrate Accessibility Standards Policy](#),
- The [Ontarians with Disabilities Act, 2001 \(ODA\)](#), and
- The [Accessibility for Ontarians with Disabilities Act, 2005 \(AODA\)](#).

Purpose

The role of the Accessibility Advisory Committee is to provide sound advice and recommendations to the Cobourg Municipal Council on matters relating to the goal of ensuring that individuals with disabilities shall be assured access to basic services generally available in the community.

Mandate

The Accessibility Advisory Committee shall:

- Review and advise the Cobourg Municipal Council on matters relating to the accessibility of municipal buildings, facilities, programs, and services,
- Review and provide input in a timely manner on site plans, draft plans of subdivisions, and planning policies and drawings described in Section 41 of the *Planning Act* that may have an impact on accessibility,
- Raise the profile of accessibility issues in the community and promote initiatives that support a universally accessible community,
- Review current and proposed federal, provincial, or municipal policies relating to accessibility,
- Assist in the implementation and monitoring of general public awareness regarding accessibility,
- Consult and co-operate with other agencies and organizations involved with accessibility issues, and

- Keeping current about Council-approved policies and Town related initiative that may impact the community and the needs of People with Disabilities in Cobourg.

The Committee shall provide advice on the implementation of the *Ontarians with Disabilities Act, 2001* and the *Accessibility for Ontarians with Disabilities Act, 2005*, as required through regulation in the following:

- Development of accessibility plans for the municipality and the goals and objectives for the year,
- Advise Council annually, as required by the AODA, regarding the preparation, implementation, and effectiveness of the Town of Cobourg annual accessibility plan,
- Provide feedback on the accessibility plans for municipality administered, contracted, or licensed transit providers in consultation with Persons with Disabilities,
- Provide advice on the identification, removal, and prevention of barriers to People with Disabilities in the Town By-laws, policies, facilities, programs, and services, and
- Perform all other functions that are specified in the *Accessibility for Ontarians with Disabilities Act, 2005* and/or its regulations, including consultation requirements as outlined in the *Design of Public Spaces Standards* in the *Integrated Accessibility Standards*.

The Cobourg Accessibility Advisory Committee will also:

1. Annually complete a status report delivered to Council and the public in order to outline the progress of measures taken to implement the Multi-Year Accessibility Plan and the accessibility objectives for that year.

Additionally, an annual review of the Plan will be conducted with the Plan being updated as required to include any new identified priority action items and/or as new legislation is brought forward.

5.0 BACKGROUND

On October 26, 2020, a draft version of the Multi-Year Accessibility Plan 2020 to 2024 was presented at the Committee of the Whole meeting. The draft Plan was then released to the public via Engage Cobourg to participate in understanding the public's priorities to ensure we are focusing attention and resources in the areas that matter most to our citizens.

Between March to July 2016, a draft of the Multi-Year Accessibility Plan was provided to the Accessibility Advisory Committee along with an Integrated Accessibility Standards Policy and Customer Service Policy. In 2017, Council approved in principle the Multi-Year Accessibility Plan 2016-2019.

Since then, work has been conducted to undertake the accessibility of the Town of Cobourg.

The [Accessibility webpage on the Town of Cobourg's website](#) has been updated to reflect new information on an ongoing basis.

This report, and the attached documents, are the requirements for the Town of Cobourg to be in compliance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

6.0 ANALYSIS

Disability impacts the lives of many Ontarians, and the numbers of people with disabilities is increasing as the population ages.¹ Today, over 15% of Ontario's population has a disability, including more than 40% of people over age 65.² About 1.85 million people in Ontario have a disability. That's one in seven people.³ Over the next 20 years, as the population ages, the number will rise to one in five Ontarians.⁴ More than half of the population has a friend or a loved-one with a disability, and is influenced by them when deciding which businesses to solicit.⁵

Improving accessibility is not only the right thing to do, it's also the smart thing to do.⁶ The Royal Bank of Canada estimates that people with disabilities have discretionary spending power of about \$25 billion annually across Canada.⁷

The AODA was introduced in 2005 with the goal of removing barriers to make it easier for persons with disabilities to participate in their workplaces and communities.⁸ The legislation introduced various standards related to information, communications, transportation, public spaces, customer service and employment, which have been rolling out progressively over the last 14 years.⁹

Under the *Accessibility for Ontarians with Disabilities Act, 2005*, the Town of Cobourg is responsible for complying with the "public sector" standards and timelines. In 2020, that includes:

1. **December 31, 2020:** the deadline for organizations with twenty (20) or more employees in Ontario to file an Accessibility Compliance Report, and
2. **January 1, 2021:** the deadline for organizations with fifty (50) or more employees in Ontario to make website and web content accessible.

¹ ExcellenceCanada. "Accessibility Legislation in Ontario." *AccessibilityConsultants*, 2020, accessibilityconsultants.ca/resources/legislation.

² Ibid.

³ Ibid.

⁴ Ibid.

⁵ Ibid.

⁶ Ibid.

⁷ Ibid.

⁸ Lemay, Anne. "2020 Accessibility To-Do List (Ontario)." *Gowling WLG*, 15 Jan. 2020, gowlingwlg.com/en/insights-resources/articles/2020/2020-accessibility-to-do-list-ontario/.

⁹ Ibid.

While these are new deadlines to meet, there are compliance standards to meet year over year during new or redesigned aspects of the Town, including transportation, built environments, and employment standards. As new barriers to accessibility are reported to the Town, we actively work to identify, remove, or resolve them using the resources we have; however, unexpected impacts may cause a setback to the quality of life for Persons with Disabilities in Cobourg or a violation of the AODA.

Further, the Town of Cobourg's Strategic Plan 2019 to 2022 outlines the importance of investing in programs, services, and infrastructure to make Cobourg more accessible. The elements within this report, the Multi-Year Accessibility Plan, and updated policies work towards achieving this goal. It should be noted that while not explicitly stated, accessibility is a part of all the Pillars in the Strategic Plan.

Multi-Year Accessibility Plan 2020 to 2024

The Multi-Year Accessibility Plan 2020 to 2024 takes into consideration the needs of the community, through consultation with the Accessibility Advisory Committee, as well as best practices in accessibility. It draws on the achievements of other communities as well to shape the Objectives, including:

1. [City of Cambridge's Multi-Year Accessibility Plan 2018-2021](#),
2. [City of Toronto's Multi-Year Accessibility Plan 2020-2025](#),
3. [March of Dimes' Multi-Year Accessibility Plan](#),
4. [Norfolk Country's Multi-Year Accessibility Plan 2018-2022](#),
5. [Ontario Public Service's Multi-Year Accessibility Plan 2017-2021](#),
6. [Region of Peel's Multi-Year Accessibility Plan 2018-2025](#),
7. [Town of Bracebridge's Multi-Year Accessibility Plan 2019-2024](#), and
8. [Township of Zorra's Multi-Year Accessibility Plan 2019-2022](#).

There are no costs attached to any of the "Objectives" or "Actions to Take" in the Multi-Year Accessibility Plan; however, each of them requires resources, including niche knowledge and/or training, which could require financial resources to be allocated.

The Multi-Year Accessibility Plan 2020 to 2024 extends the commitments outlined in the Multi-Year Accessibility Plan 2016 to 2019. It refreshes them based upon feedback from Persons with Disabilities, and renews the commitment of the Town to accessibility.

The Plan outlines fifty-five (55) Actions for the Town of Cobourg to take under eighteen (18) objectives. These are categorized based upon the Standard that they fall under, with additional information about the AODA requirement they make.

The Town of Cobourg's Multi-Year Accessibility Plan will set out how the Town will continue to be an accessible organization over the next five (5) years. The Town will continue to focus on the following six (6) areas:

1. People,

2. Policies, procedures, and best practices,
3. Communications and technology,
4. Transit and transportation,
5. Infrastructure and the built environment, and
6. Training, education, and awareness.

Most organizations have a five (5) year plan for accessibility, which is refreshed on an annual basis, to ensure that evolving needs for accessibility are met. This will also allow for feedback and barrier reports to be taken into consideration and addressed while still ensuring the longevity of accessibility in the Town of Cobourg.

As the AODA's last implementation schedule ends in 2025, the end of the Multi-Year Accessibility Plan was strategically chosen to be 2024 to allow for updates to the Plan to be made when the Ontario Government introduces new legislation for accessibility, as it is anticipated to occur prior to the end of the schedule in 2025. As previously noted, our commitments to accessibility do not end in 2025.

The Action Items in the Multi-Year Accessibility Plan were created in combination with the Accessibility Advisory Committee, as well as what is required to be compliant with the AODA, and to go above and beyond the scope of the law to provide functional and universally accessibility to Persons with Disabilities in Cobourg. These Action Items address the five (5) types of barriers that Persons with Disabilities may encounter when accessing goods and services in Ontario.

The Action Items outline the following information:

- What the action is,
- What resources are required,
- What barrier it addressed,
- Who is responsible for the action,
- What timeframe it will be completed in, and
- What Integrated Standard it complies with.

Action Items are given timeframes for implementation under the following categories:

- **Short Term (2020 to 2021):** Items that will be worked on and completed by the end of 2021.
- **Medium Term (2022 to 2023):** Items that will be worked on and completed by the end of 2023.
- **Long Term (2023 to 2024):** Items that will be worked on and completed by the end of 2024.
- **Ongoing:** Items that will be conducted on an ongoing basis, especially to ensure that they are done to assist with the Town of Cobourg remaining in compliance with the legislation.

- **Annually:** Items that will be done on an annual basis, typically reviewing policies, awareness events, etc.

Some Action Items may combine categories (i.e. Short Term, Ongoing) as the initial work will be completed by the end of the category and will require monitoring, addressing, and reporting on an ongoing basis to remain in compliance with the legislation.

Highlights of Action Items

1. Ensure existing and new information available to the public is up to date, in plain language, and in an accessible format.
2. Provide staff with resources to assist with ending stigma around Disability, especially “invisible” disabilities.
3. Create and present a monthly or bimonthly status report to the Accessibility Advisory Committee and/or Town Council.
4. Review and refine the signage for public areas in the downtown area.
5. Determine opportunities to provide paid employment placements to Persons with Disabilities across the Town.
6. Promote and expand mentoring opportunities internally and externally.
7. Review and refine the Wheels policy and application on an annual basis.
8. Consider the need for the Town of Cobourg to create Facility Accessibility Design Standards.
9. Improve Accessibility in the Downtown core.
10. Continue to recognize businesses making strides in accessibility.

The full Multi-Year Accessibility Plan 2020 to 2024 is attached as **Appendix A**.

2020 Progress

Even with the COVID-19 pandemic, there were still significant strides made for accessibility in 2020. Many initiatives changed in priority status; however, the AAC is still committed to ensuring accessibility in Cobourg.

The following projects have been continued during the course of 2020:

- Reviewed 12 site plans so far during 2020 for:
 - 1111 Elgin Street West,
 - 377 William Street,
 - 415 King Street West,
 - 425 and 425A King Street East,
 - 428-432 King Street East,
 - 545 King Street East,
 - 66 Strathy Road (Smart Centres)
 - Block 94 East Village 10-plex,
 - DePalma Lands Hotel,
 - Lands Generally North of D’Arcy Street and Nickerson Drive,

- South East Corner of New Amherst Boulevard and Charles Wilson Parkway (Part of Block 123, Plan 39M-901), and
- Van Dyk/CTC Lands.
- Created information and awareness campaigns to be used on an ongoing basis for Accessibility Awareness Week.
- The Accessibility Advisory Committee endorsed a motorized winch system for the 2020 budget.
 - This will be installed in the coming months, when it is safe to do so with COVID regulations.
- Worked with the Accessibility Coordinator to update the Multi-Year Accessibility Plan.

With the approval of the Multi-Year Accessibility Plan 2020 to 2024 and Accessibility Policies, there will be two (2) more significant updates and initiatives that have been created to assist with accessibility at the Town of Cobourg.

Accessibility Policies

In addition to the newly update Multi-Year Accessibility Plan, the Accessibility Coordinator also updated the two policies that are required by the AODA:

1. Integrated Accessibility Standards Policy (LEG-ADM17), and
2. Accessible Workplace and Customer Service (HR-AP-A12).

These policies have been attached as **Appendix B** and **Appendix C**, respectively. These policy updates ensure that the Town of Cobourg remains in compliance with the legislation and that the public has the most up-to-date and accessible information.

The Integrated Accessibility Standards Policy has been updated to outline the new requirements under the Customer Service Standard and Design of Public Spaces Standard.

Prior to the hiring of an Accessibility Coordinator, the Accessible Workplace Policy was a Human Resources policy; however, this has changed and been updated to fall under Legislative Services. The Accessibility Coordinator is now responsible for the refinement and implementation of this policy.

The Accessible Workplace Policy has changed to be the “Accessible Workplace and Customer Service Policy” to combine the Policy and Procedure aspects. This allows the public to have access to all the necessary information to understand how the Town of Cobourg will best meet their needs of customer service as well as meet the requirements under the Integrated Accessibility Standards.

Once approved, both of these policies will be available on the website on the Accessibility webpage for the public to view and understand, especially prior to their visit to Town facilities. Further, Staff will receive communications and/or training on the updates to the policies as appropriate. Revisions will occur on

an annual basis, or when new legislation is introduced that affect them. Revisions that are more involved than editing typos, dates, names, titles, etc. will be brought to Town Council for approval.

Next Steps

Once approved by Council, Staff will begin implementing the Objectives and Action Items in the Multi-Year Accessibility Plan and enact the updated policies. This work will be done in tandem with the work being done for the Equity, Diversity, and Inclusion Strategy/Plan that has been requested by Council.

Part of this work will include creating a holistic Inclusion, Diversity, Equity, and Accessibility (IDEA) Lens to assist staff incorporate those elements into the work they do. This will act as a resource in addition to requesting assistance from the Accessibility Coordinator on all projects. This will be done in tandem with, and as part of, the EDI Strategy development and implementation.

Moving forward, the Accessibility Coordinator should be contacted prior to any work being done to provide guidance and insight into how accessibility may be addressed and integrated into new projects, policies, programs, events, celebrations, and procedures at the Town of Cobourg.

In addition, steps and plans will be undertaken to create a public engagement strategy for 2021 to ensure that the full needs of the community are being met with regards to Transportation in Cobourg. This work will be done in collaboration with other departments, Advisory Committees, and initiatives on an ongoing basis to ensure work is not being done twice.

7.0 FINANCIAL IMPLICATIONS/STAFFING/BUDGET IMPACT

While there is no cost to implementing a Multi-Year Accessibility Plan, there are financial implications to ensuring an accessible Cobourg. Many of the issues and complaints raised by the Accessibility Advisory Committee were with regards to transportation, infrastructure, and communications – all of which require resources, either human or financial, to ensure that they are accessible.

It is understandable that with COVID-19, there may be restrictions on budgetary considerations; however, accessibility is a compliance issue as well as a human rights issue.

Staff is proposing that for the year 2021, Council direct Staff to bring forward accessibility costs on a project by project basis. After an initial year of determining the best course of action for budgets, staff will bring forward further budgetary issues as well as what is necessary for the Multi-Year Accessibility Plan in the coming years.

The work would be conducted by the Accessibility Coordinator in tandem with other departments, the Accessibility Advisory Committee, Council, and other stakeholders and rights holders, as necessary.

As the work spans over the course of five (5) years, there is a need for a continuous staffing to oversee the work to be done under the broad scope of accessibility.

As noted in the objectives for the plan, there is the ability to research, leverage, and apply for accessibility related grants through the provincial and/or the federal governments on an ongoing, project-by-project basis.

After an initial year of determining the best course of action for budgets, staff will bring forward further budgetary issues as well as what is necessary for the Multi-Year Accessibility Plan in the coming years.

Currently Staff is requesting an initial budget amount of \$19,4500 to ensure that there is infrastructure for the website compliance that is required for January 1, 2021 as well as creating more accessibility in Customer Service through video remote interpreting services. It will also assist with marketing and campaigns to assist with the Transportation Multi-Year Accessibility Plan in 2021. This budget request will be made at the 2021 Budget deliberations as part of the Legislative Services Budget Presentation.

The work would be conducted by the Accessibility Coordinator in tandem with other departments, the Accessibility Advisory Committee, Council, and other stakeholders and rights holders, as necessary. As the work spans over the course of five (5) years, there is a need for a continuous staffing to oversee the work to be done under the broad scope of accessibility.

8.0 CONCLUSION

With the recommendations outlined, staff are encouraging Council to approve the Multi-Year Accessibility Plan 2020 to 2024. The Multi-Year Accessibility Plan will address accessibility related issues in Cobourg and begin to create a Town that meets and exceeds the needs of Persons with Disabilities.

9.0 AUTHORIZATION ACKNOWLEDGMENT (SENIOR MANAGEMENT/CAO)



Jamie Kramer
Accessibility Coordinator



Brent Larmer
Municipal Clerk/Manager, Legislative Services

Tracey Vaughan
Chief Administrative Officer



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Special Committee of the Whole Meeting held on Monday November 16 2020, Council considered the Town of Cobourg Service Delivery Review as prepared and presented by KPMG;

NOW THEREFORE BE IT RESOLVED THAT Council accept the Town of Cobourg Service Delivery Review attached to this motion as Appendix "A" and direct the Chief Administrative Officer to prepare an implementation report to be presented to Council on January 25, 2020 based on the opportunities as outlined within the Service Delivery Report.

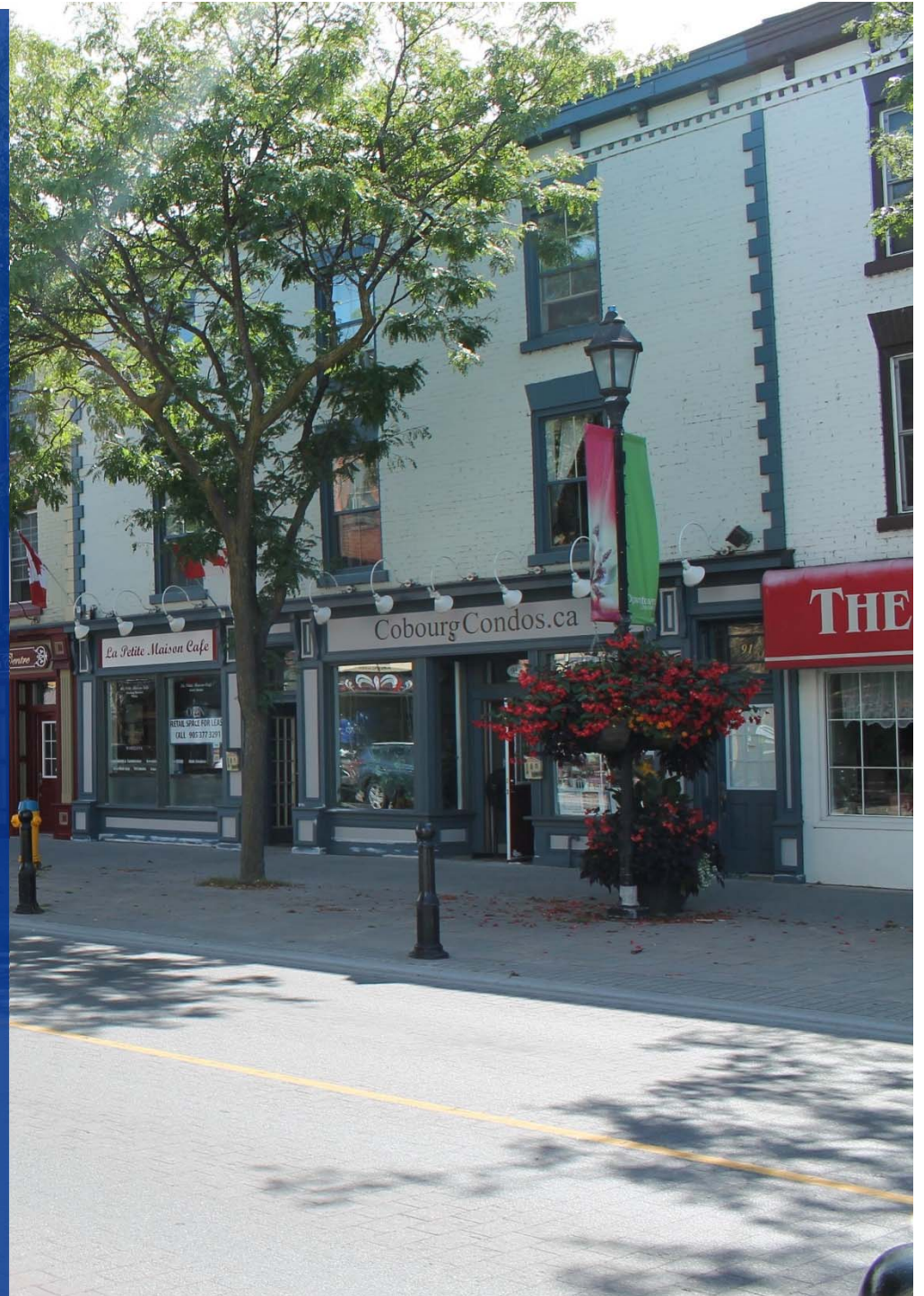


Town of Cobourg

Service Delivery Review

Final Report

November 6, 2020



Executive Summary

A. Background to the Review

The Town of Cobourg (the “Cobourg”) is a lower tier municipality located within the geographic boundaries of Northumberland County (the “County”). With a total reported population of approximately 20,000 residents, the Town is the largest municipality in the County from a population perspective, accounting for approximately 23% of the County’s total population. In order to meet the needs of its residents, the Town budgeted a total of \$40.6 million for the delivery of municipal services (excluding capital and debt servicing costs), of which \$16.3 million would be funded through grants, user fees, reserve contributions and other non-taxation revenue sources, with the remaining portion (\$24.3 million) funded through municipal property taxes.

Consistent with other Ontario municipalities, the Town faces a number of opportunities and challenges that contribute towards fiscal pressures. The combination of regulatory changes, inflation, growth pressures (which are increasing as a result of the Town’s proximity to the Greater Toronto Area), infrastructure reinvestment requirements and service demands (both new services and service level increases) are factors that continue to increase the level of fiscal and other resources required for the Town’s operations. At the same time, there is a desire on the part of Council to ensure that the Town delivers value-for-money to its ratepayers and residents. Accordingly, the Town has engaged KPMG to assist with the completion of a service delivery review (the ‘Review’).

The overall goal of the service review is to provide an avenue through which the community, Council and staff have the opportunity to better understand the services provided by the Town and to assist Council in making better informed, strategic choices regarding those services and the resources required to provide them. In doing so, the outcomes of the Review will support strategies that will sustain service delivery in an efficient and effective manner, as well as demonstrate value-for-money to Council, residents and other stakeholders.

Specific project deliverables of the Review include:

- Establishing an inventory of the Town’s services, including an assessment as to the basis for the Town’s involvement and the current service level for the delivery for the delivery of services;
- Developing performance metrics and benchmarking information for the Town’s services;
- Obtaining insight from the community with respect to municipal services and service levels;
- Identifying and evaluating potential strategies that could be adopted by the Town as a means of enhancing efficiencies, reducing costs and better funding municipal services; and
- Developing a framework for opportunity implementation.

This report summarizes the results of the Review.



Executive Summary

B. Key Themes

Our review of the Town's operations involved four primary approaches to gathering information and identifying potential opportunities for cost reductions and financial reinvestment:

- A review of relevant documentation concerning the Town's operations, including but not limited to financial reports and operational data;
- A comparison of financial and other performance indicators to selected municipalities;
- Consultation with Town personnel through a series of working meetings held during the course of the Review; and
- An online survey for Town residents.

We would like to acknowledge the assistance and cooperation provided by staff of the Town that participated in the Review and would also like to thank the 307 residents of Cobourg that provided their insights and opinions on the Town's services and operations.

Based on the results of our procedures, we have identified a number of key themes that have emerged from the Review which we have summarized below.

- Approximately two-thirds of the Town's operating costs and 71% of its municipal levy requirement relate to services that are considered to be either mandatory or essential in nature. While discretionary services account for \$6.9 million in annual taxation revenue, almost all of this amount (\$6.6 million) is related to discretionary services that are traditionally delivered by municipalities of comparable size. Accordingly, our analysis would suggest that the ability to achieve significant reductions to the municipal levy through outright service eliminations or service level reductions is limited. We also note that Council has not expressed a general willingness to reduce services or service levels; rather, the focus of Council is on maximizing operating efficiencies while maintaining services.
- While the cost of delivering municipal services from an overall perspective (for those services included in the scope of the Review) is generally consistent with selected comparator municipalities of comparable size, our analysis has identified a number of individual services where the net levy requirement varies significantly from the average of the comparable municipalities. Specifically, the amount of taxation funding for corporate-type services – notably clerks, finance and information technology – as well as planning and by-law enforcement is lower than the average of the comparator municipalities, which we consider to be indicative of either (i) the efficiency of the Town in delivering these services; and/or (ii) the need for additional investment in resources. Conversely, services such as animal control, transit, arts and culture and economic and tourism development receive a higher than average level of taxation support, which we believe reflects, at least in part (i) decisions made by the Town to adopt higher service levels than other municipalities (e.g. transit); and (ii) the Town's involvement in services that are influenced by its role as a tourism destination, including but not limited to cultural programming, special events and tourism marketing.

Executive Summary

- Similarly, a comparison of reported full-time staffing levels indicates that the Town's staffing levels for specific services, notably administration and public works, are comparable to the comparator municipalities, with parks and recreation having a higher level of staffing than average. Once again, we believe the difference in staffing levels is due, at least in part, to the Town's focus on and investment in cultural, recreational and other tourism-related activities.
- In order to demonstrate the impact of service levels of municipal costs, particularly for those communities that focus on tourism as an economic priority, we have expanded the comparator group to include four additional municipalities that have a major investment in waterfront and water-based tourism. As noted in our report, our analysis indicates that these municipalities have a similar cost of service delivery as the Town, reflecting the incremental costs associated with higher service levels. In addition, staffing levels also appear to be consistent with the Town's reported full-time staffing complement.
- From a corporate-level perspective, a comparison of key financial indicators to comparable municipalities indicates that:
 - The Town is at the lower end of the range with respect to financial reserves and reserve funds, which may impact its ability over the long-term to adjust to changes in revenues or operating costs.
 - The Town appears to maintain a level of capital reinvestment in its infrastructure that is consistent with the comparator municipalities
 - The Town has the fourth highest level of residential taxes, both from the perspective of lower tier taxes and on a combined tax basis (i.e. Town, County and education), which reflects, at least in part, the services and service levels provided to residents (e.g. full-time firefighters vs. volunteer firefighters).
- We understand there has been a general reluctance to increase user fees for municipal services, resulting in situations where the Town relies on taxation revenue – as opposed to user fees – to a greater proportion for funding municipal services. In most instances, discretionary services that are considered to be non-traditional in nature, including the marina and campground, are fully funded through user fees and do not require any taxation support to cover operating expenses.

Executive Summary

- A significant majority of online survey respondents agree that they enjoy a good quality of life and that Cobourg is a good place to live. However, respondents were less positive with respect to the affordability of municipal taxes and user fees, the Town's ability to demonstrate value for money and their confidence in how the Town makes decisions. The results of the online survey also indicated that recreational and culture services were both the most used municipal services and the most important municipal services, with roads maintenance, parking and transit identified as having the highest percentage of respondents indicating that service levels were too low. Municipal services that appear to have a higher degree of usage by tourists, specifically the marina and campground, had the highest percentage of respondents indicating that service levels were too high.
- From our perspective, the fundamental question arising from the Review is the extent to which the Town wishes to continue with the current level of investment in recreational and cultural programs that, while contributing towards the quality of life for Cobourg residents as well as its position as a tourism destination (with associated economic development benefits), incrementally increase operating costs and, by extension, taxation levels.

Executive Summary

C. Opportunities for Consideration

Based on the results of the Review, we have identified a number of potential opportunities that could be considered by the Town as a means of increasing operating efficiencies, reducing taxation levels or enhancing financial governance.

Category	
Service level reductions	<ul style="list-style-type: none"> Consider a reduction in spending for certain recreational and cultural programs (e.g. special events) as a means of achieving reductions in the municipal levy.
	<ul style="list-style-type: none"> Reconsider the provision of transit services in light of (i) current service levels (limited); (ii) lower than average utilization (passengers per capita); (iii) higher than average levels of taxation support; and (iv) public perception with respect to transit services.
Alternate service delivery	<ul style="list-style-type: none"> Consider discontinuing the Town's involvement in the Joint Animal Control Service Board.
	<ul style="list-style-type: none"> Consider redirecting funding for business attraction from the County to the Town's economic development function.
Increase non-taxation revenues over a multi-year transition period	<ul style="list-style-type: none"> Consider an increase in planning fees to provide for a 50% recovery of operating costs (currently 27%).
	<ul style="list-style-type: none"> Consider an increase in marina fees to provide funding for future capital requirements (currently funding operating costs only).
	<ul style="list-style-type: none"> Consider the implementation of a stormwater management fee as a means of ensuring an adequate stormwater management reserve for operations and capital funding.
	<ul style="list-style-type: none"> Consider adoption of parking technologies to reduce leakage and increase parking revenues.
	<ul style="list-style-type: none"> Consider the implementation of a three-year user fee by-law, with a corresponding user fee policy, that provides for annual increases in user fees based on a benchmark inflation rate (e.g. September CPI).
	<ul style="list-style-type: none"> Consider revisions to the Town's user fee by-law to incorporate fees for booking cancellations.

Executive Summary

Category	
Enhance operating efficiencies and customer service experience	<ul style="list-style-type: none"> Implement strategies to reduce the use of paper documentation, with associated changes to the Town's records retention policy.
	<ul style="list-style-type: none"> Implement operational changes for parks and recreation to enhance ease of payment for customers and reduce revenue leakage.
	<ul style="list-style-type: none"> Implement changes to the Town's financial processes to enhance the effectiveness and efficiency of (i) transaction processing; (ii) financial reporting; and (iii) accounts receivable monitoring.
	<ul style="list-style-type: none"> Delegate approval authority for site plan applications to staff (as permitted under the Planning Act and adopted by other municipalities), reducing the time and effort required for Council approval.
	<ul style="list-style-type: none"> Consider the establishment of a centralized procurement function that would be responsible for (i) standardizing procurement approaches and documents; (ii) managing contract documentation; (iii) performing data analytics on municipal spending; and (iv) incorporating best practices from other municipalities.
Performance measurement enhancements	<ul style="list-style-type: none"> Review the current processes for tracking and reporting key performance indicators in order to ensure consistency across municipal departments.
	<ul style="list-style-type: none"> Develop an enterprise risk management strategy that identifies key corporate level risks, existing capabilities, potential gaps and mitigating measures.

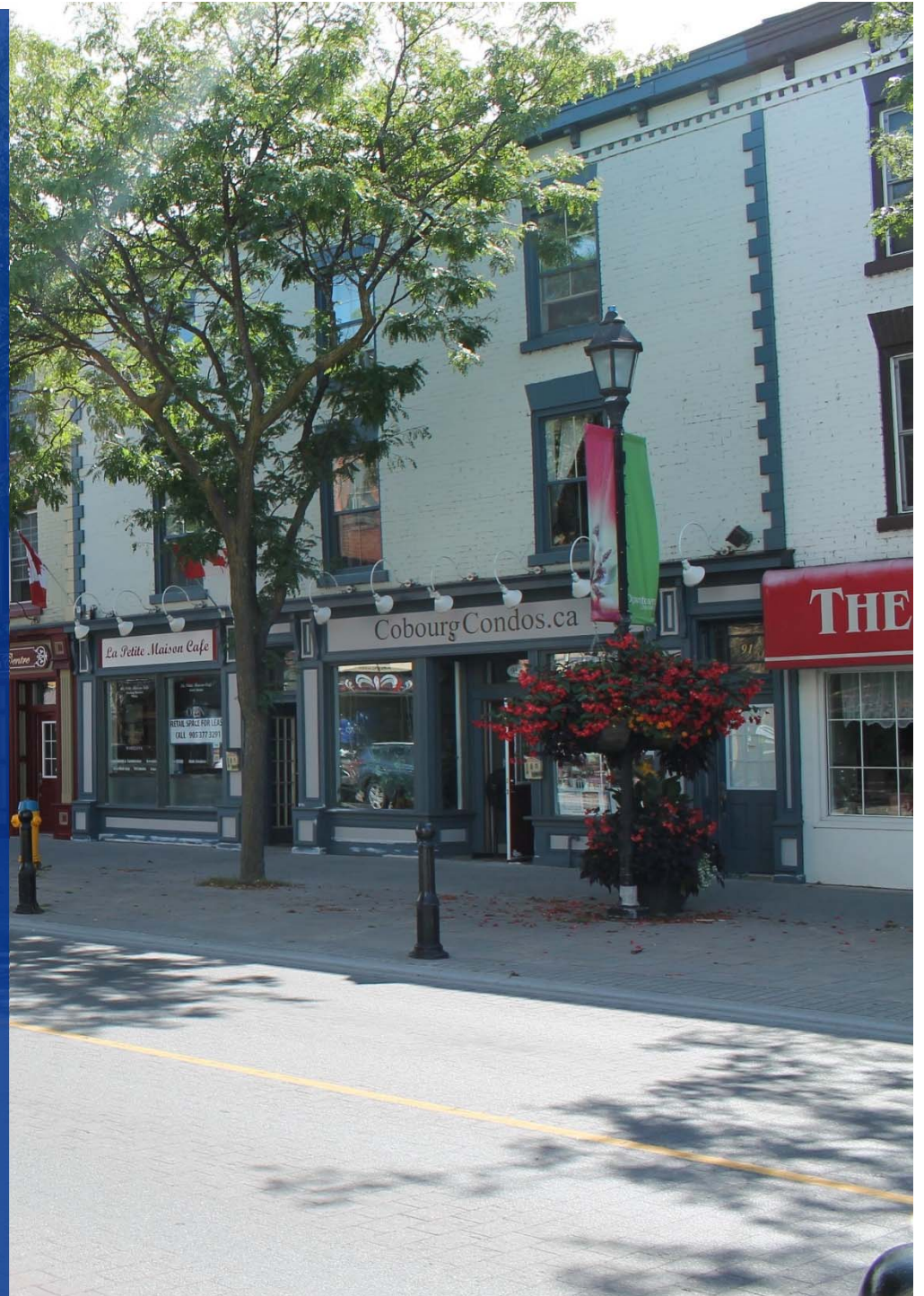




Town of Cobourg

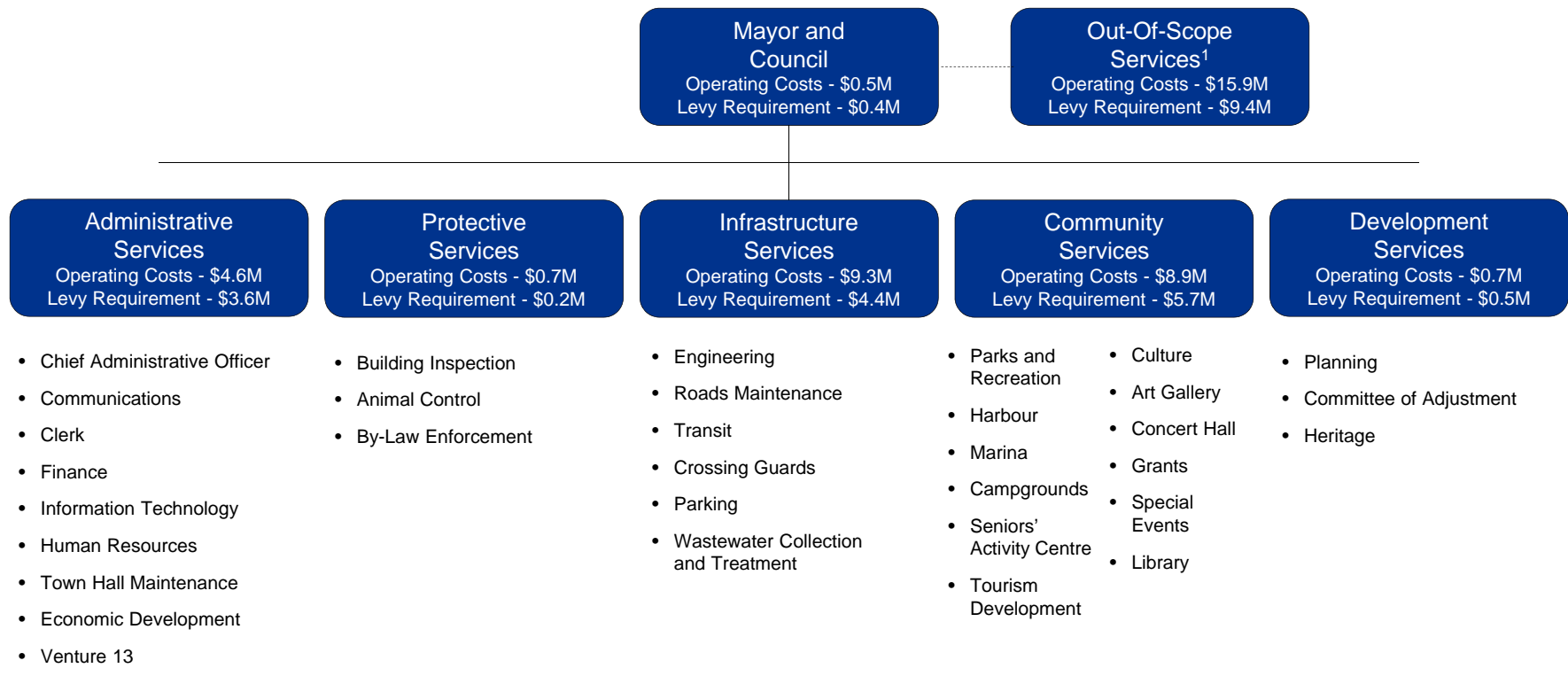
Service Delivery Review

Observations and Findings



Observations and Findings

During the 2020 fiscal year, the Town is budgeted to spend a total of \$40.6 million on the delivery of municipal services, with additional expenditures for capital and debt servicing costs. As noted below, the single area of spending for the Town (38% of in-scope operating costs) is related to Infrastructure Services, with Community Services representing the largest component of in-scope services from a municipal levy perspective, accounting for 38% of the municipal levy requirement for in-scope services.



¹ Pursuant to the terms of reference, police, fire, emergency management and conservation authority were excluded from the scope of review. Additionally, certain corporate costs, such as insurance, interest on long-term debt and contributions to reserves, have been excluded from our analysis.



Observations and Findings

The results of our Review have identified a number of findings, both positive and negative, with respect to the Town and its operating efficiency and financial position and performance.

A. The Town is heavily involved in the delivery of mandatory and essential services, reducing its ability to vary operating costs

In order to provide perspective on the Town's degree of latitude with respect to the services it delivers, we have classified its services into one of four categories, reflecting the rationale for the delivery of the specific service.

- **Mandatory Services** – Services that are explicitly required to be delivered by regulation or legislation, leaving the Town with no discretion in delivering the service.
- **Essential Services** – Services that, while not mandatory, are required to be delivered in order to ensure public health and safety and/or the effective functioning the Town as a corporate body. In certain instances, essential services – once delivered by the Town – are subject to legislation and regulation that mandates service levels and other operational requirements. For example, while there is no mandatory requirement for the Town to deliver wastewater treatment services, it is subject to regulation and legislation as a result of having chosen to deliver these services that limits its latitude of operational discretionary.
- **Traditional Services** – Non-mandatory, non-essential services that are typically delivered by municipalities of comparable size and complexity and for which a public expectation exists that the service will be provided.
- **Other Discretionary Services** – Services that are delivered at the direction of the Town without a formal requirement or expectation, including services that may not be delivered by other municipalities of comparable size and complexity.

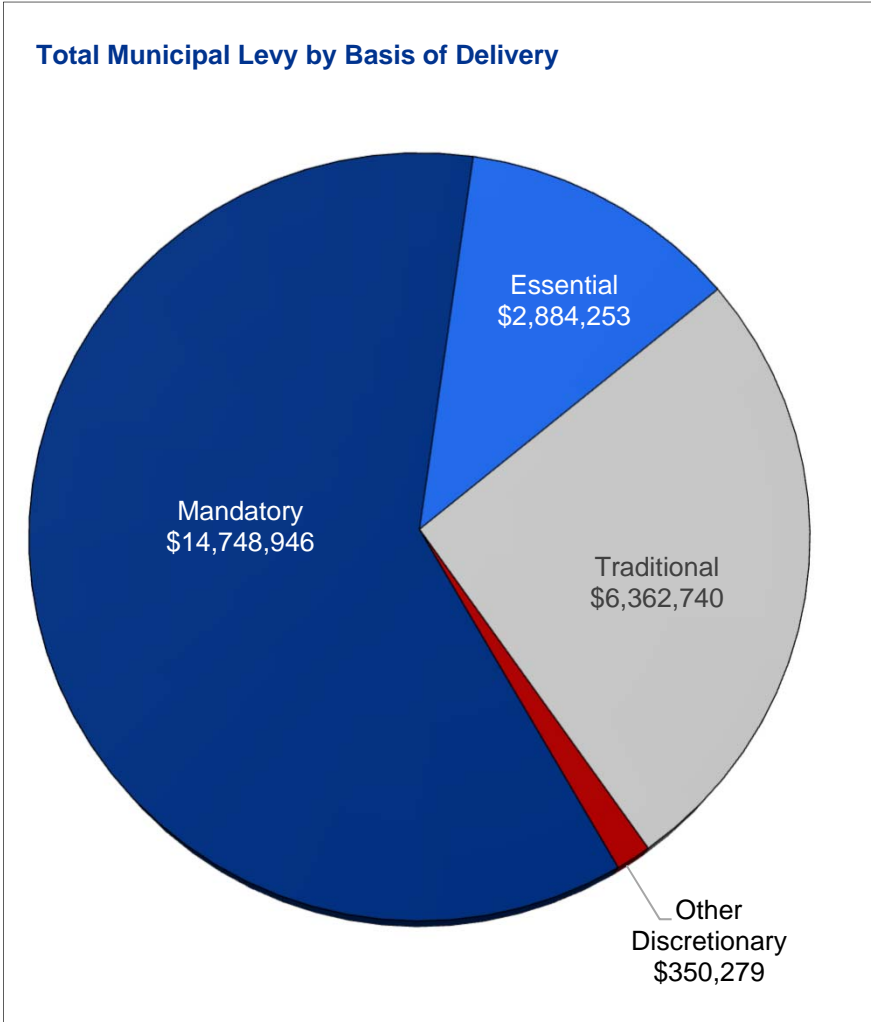
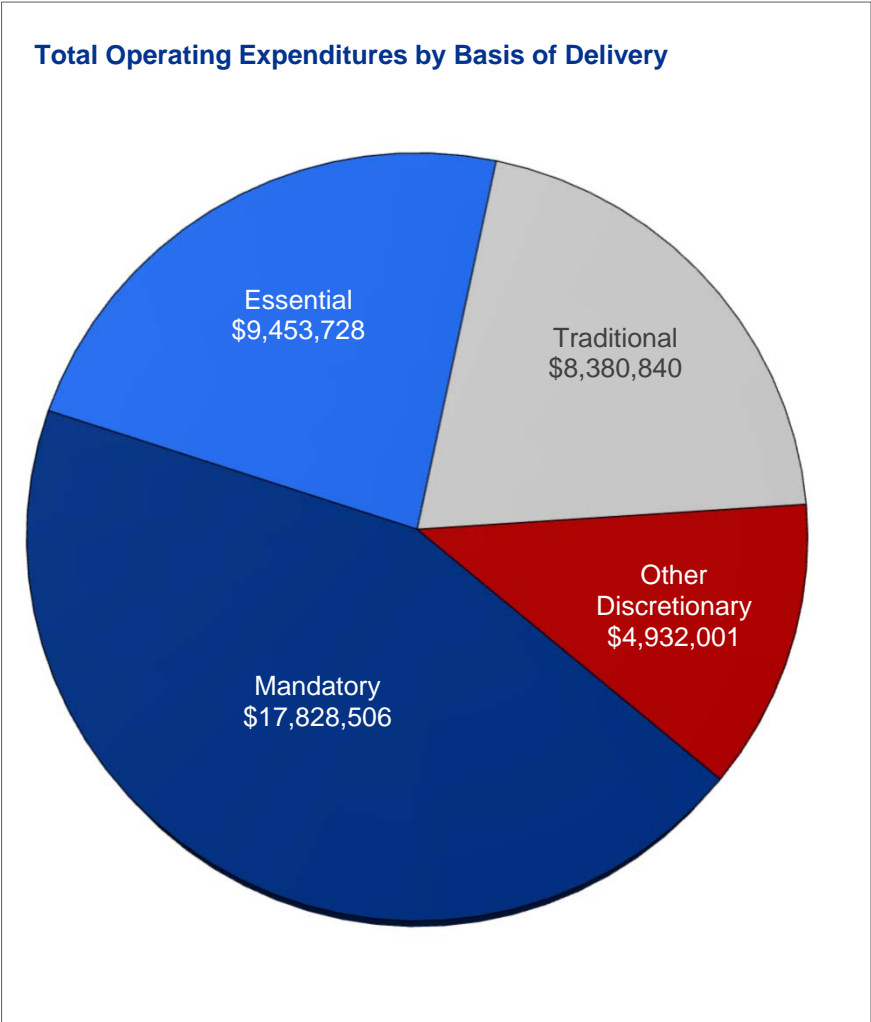
As summarize on the following pages, two-thirds of the Town's budgeted costs are classified as either mandatory or essential services, with a further 21% of operating costs categorized as traditional services. Overall, truly discretionary programs that are not typically delivered by comparable municipalities represent approximately 12% of the Town's budgeted operating costs. With respect to the Town's taxation revenues, 72% of its municipal levy is used to fund mandatory or essential services, with a further 26% used to fund traditional services. The relatively small component of the municipal levy used to fund non-traditional discretionary services (\$350,279 or 1.4% of the total municipal levy) reflects the relatively high degree of non-taxation user fees associated with these services, which fund the greater portion of operating costs.

The Town's ability to realize meaningful reductions in operating costs through outright service eliminations would be limited to the discontinuance of discretionary costs, although the potential elimination of certain traditional discretionary services such as recreational facilities, recreational programming and library services is seen as remote given the value typically placed on these services by residents. However, the Town can make changes to both service levels and how services are delivered, which could potentially result in operating cost reductions.

Please refer to Appendix A for additional details concerning the classification of the Town's operating costs and municipal taxation levy and Appendix B for service profiles describing the nature of the Town's services.

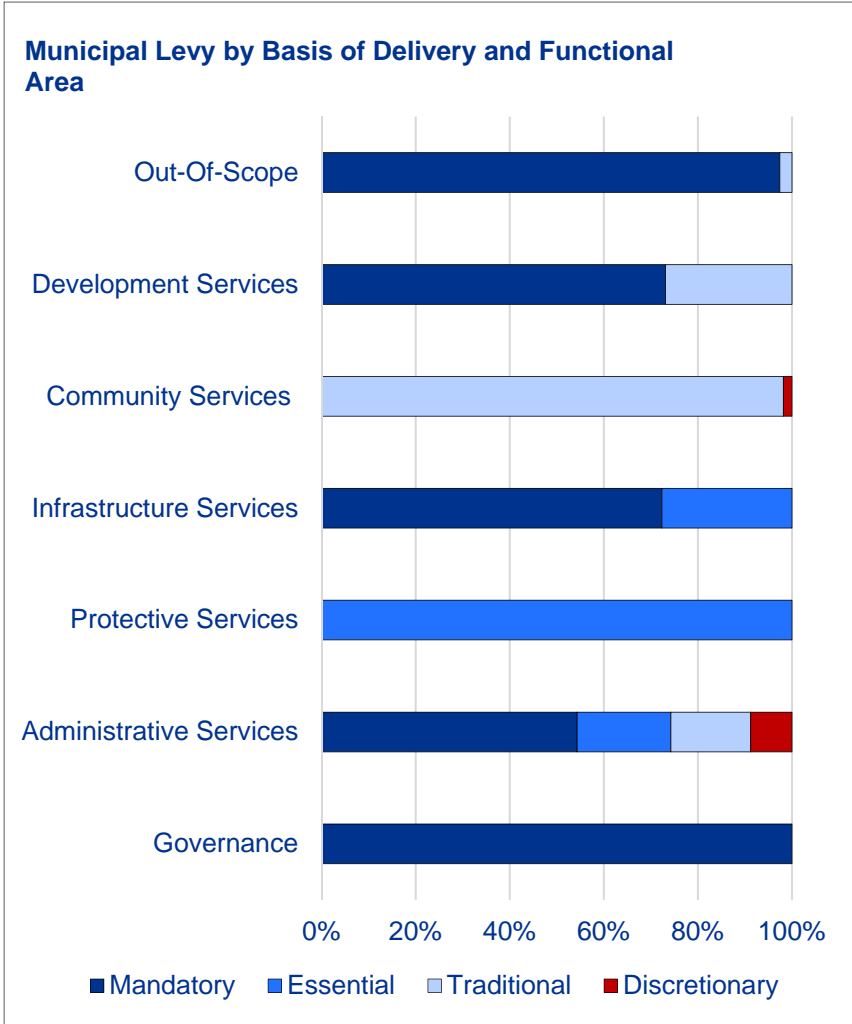
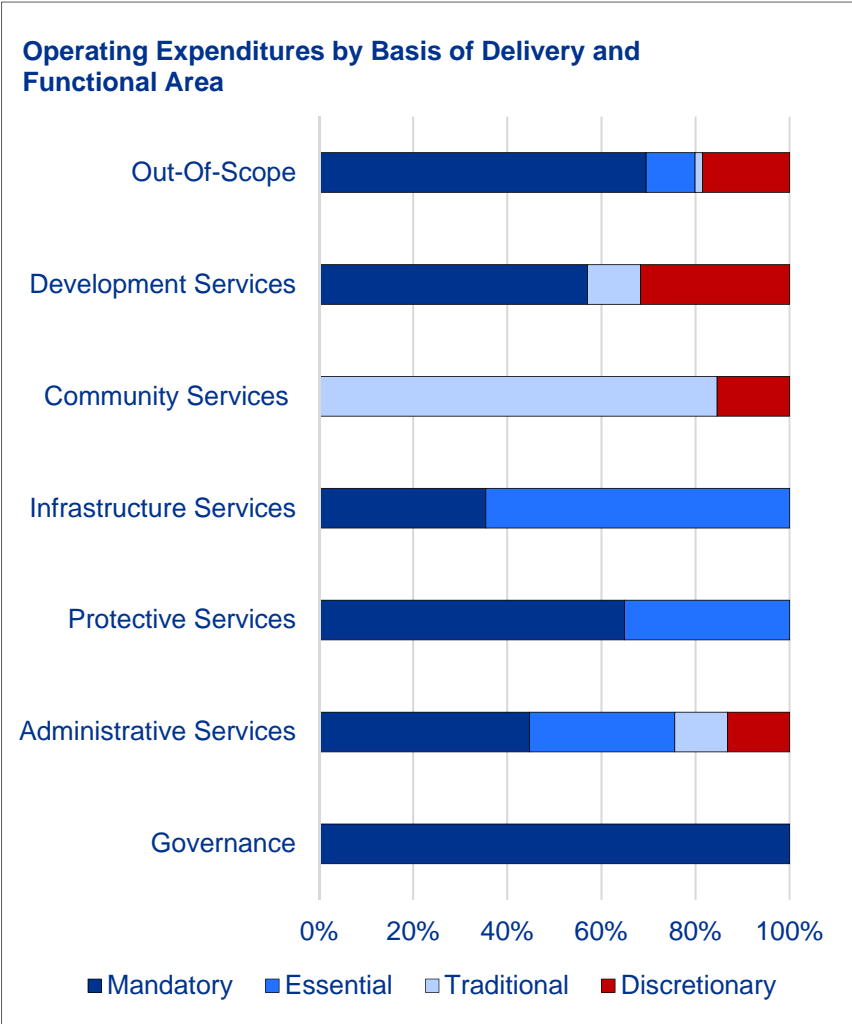


Observations and Findings



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Observations and Findings



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Observations and Findings

B. The Town’s cost to deliver services varies from other municipalities, reflecting financial implications of differing service levels and operating efficiencies

During the course of the Review, we have undertaken a comparison of the level of taxation support used to fund municipal services to a group of comparator municipalities with similar numbers of household, with 2020 budgets used as the basis for the comparison. A total of eight municipalities were selected for inclusion in the comparative analysis.



Municipality	Population	Households	Area (km ²)
Cobourg	19,440	8,958	22.36
Brighton	11,844	5,099	222.71
Essex	20,427	8,694	277.97
Huntsville	19,816	10,524	710.01
Owen Sound	21,341	10,098	24.27
Port Hope	16,753	7,305	278.87
Strathroy-Caradoc	20,867	8,455	270.77
Tecumseh	23,229	8,987	94.64
Tillsonburg	15,872	7,297	22.33

The results of the comparative analysis reflected a degree of variability with respect to the Town’s level of taxation support for certain services in comparison to the selected municipalities.

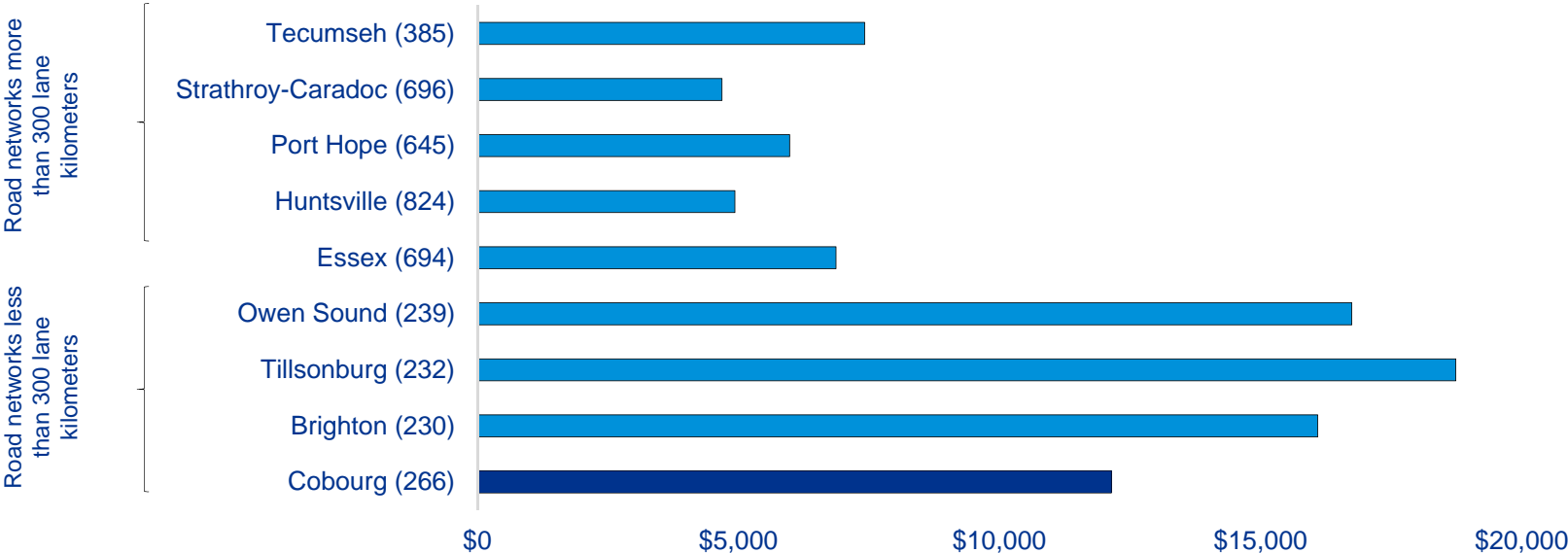
- The Town’s level of taxation support for corporate services, specifically financing, clerks and information technology, were among the lowest, if not the lowest, of the comparator municipalities, which we believe reflects the efficiency of the Town in these areas.



Observations and Findings

- While the level of taxation support for public works was in the mid-range of the comparator municipalities, we believe the analysis is skewed due to differences in the size of the respective municipal road network (which forms the basis for the comparison of public works costs). Where municipalities have a larger road network, the cost per lane kilometer is lower due to two factors (1) the ability to allocate fixed costs over a greater number of lane kilometers, which serves to understate the cost per lane kilometer; and (2) differences in service levels that result in lower operating costs. Specifically, municipalities with larger road networks have a greater percentage of both rural roads (with some municipalities maintaining *gravel* roads) and rural stormwater management infrastructure, which have a lower cost of maintenance compared to a urban road and stormwater networks (as maintained by the Town). As noted below, when only municipalities that have comparable road and stormwater networks to the Town (from the perspective of distance and urbanized nature) are included in the analysis, the Town's cost per lane kilometer is the lowest of the comparator municipalities.

Public Works Tax Support (Excluding Parking and Transit) Per Lane Kilometer (Road Network Length in Brackets)

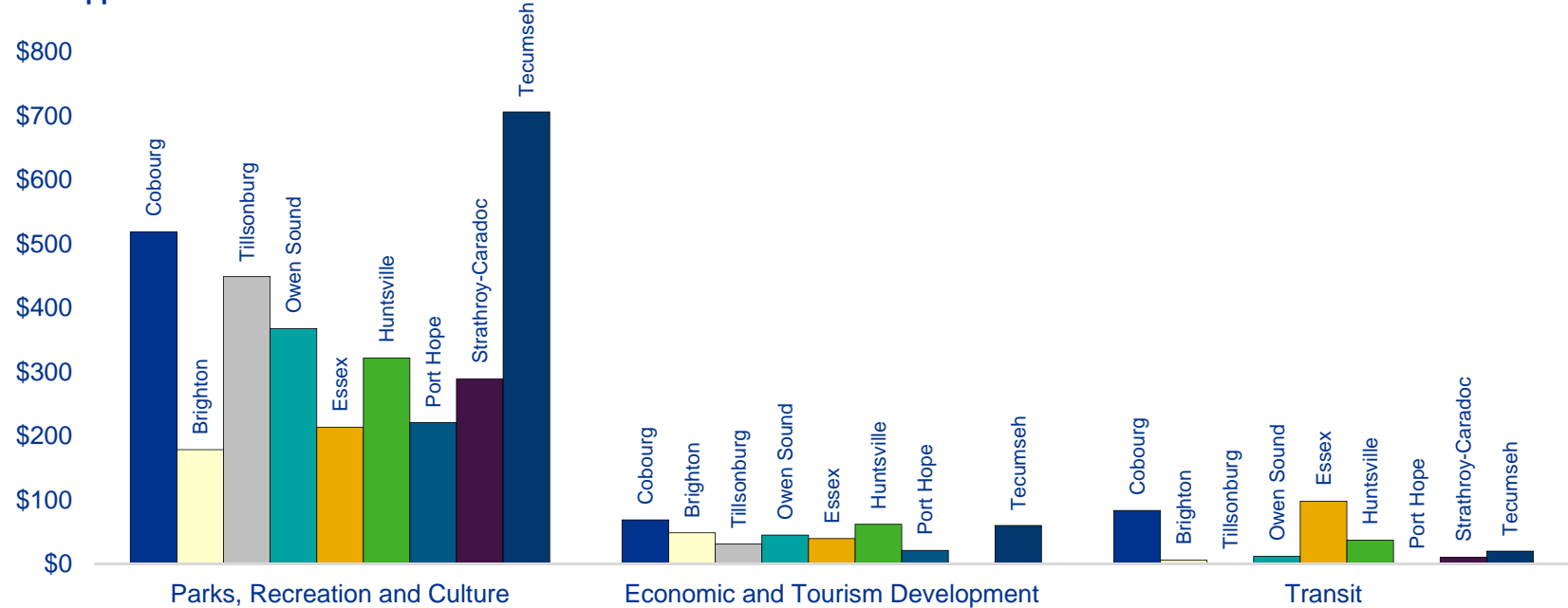


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Observations and Findings

- In comparison to corporate and public works costs, the Town’s level of taxation support for other services that are predominantly customer facing, most notably parks, recreation and culture, transit and economic and tourism development, are higher than the comparator municipalities. While a portion of this variance may be due to operating efficiencies, we suggest that the predominant reason for the differences in the level of municipal taxation support for these services can be attributed to:
 - Decisions made by the Town to adopt higher service levels than other municipalities (e.g. transit, Cobourg Community Centre);
 - The Town’s involvement in services that are influenced by its role as a tourism destination, including but not limited to cultural programming, special events, tourism ambassador program and tourism marketing.

Tax Support Per Household



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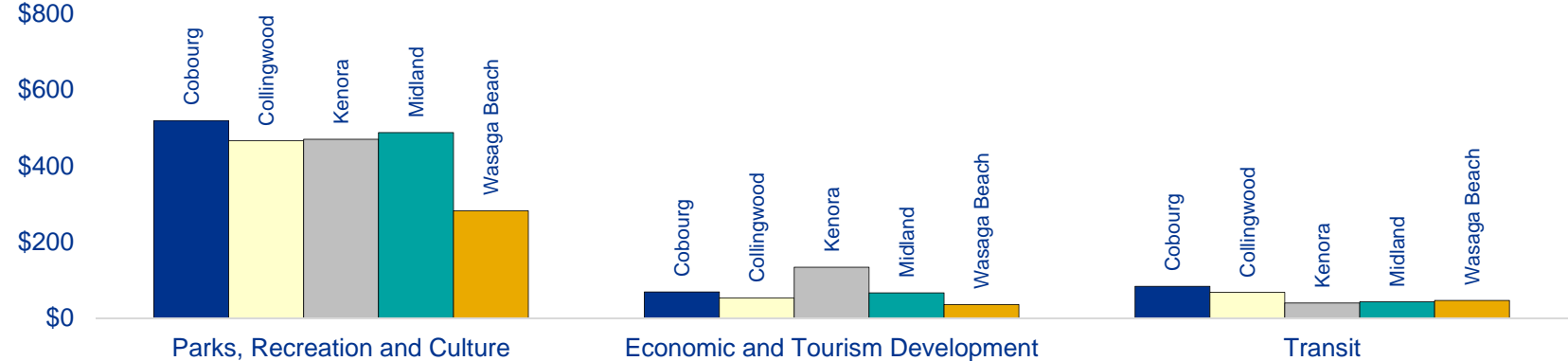
Observations and Findings

- In order to provide additional perspective on the Town’s operations and associated costs, we have expanded the comparator group to include so-called Tier 2 municipalities, which consist of municipalities that have positioned their communities as waterfront tourism destinations. The intention of the expansion of the comparator group is to provide an indication of the apparent financial implications associated with the Town’s tourism destination strategy. The selected Tier 2 municipalities include the following communities:

Municipality	Population	Households	Area (km ²)
Collingwood	21,793	11,617	33.78
Kenora	15,096	7,376	211.59
Midland	16,864	7,739	35.34
Wasaga Beach	20,675	12,516	58.64

As summarized below, the Town’s allocation of taxation support for parks, recreation and culture, economic and tourism development and transit are consistent with the selected Tier 2 municipalities, which we suggest supports the view that the Town’s operating costs and levy are impacted by service levels and the Town’s focus on tourism. As noted on the following page, Tier 2 municipalities incur, on average, provide a higher level of taxation support than the original (or so-called Tier 1) municipalities.

Tax Support Per Household

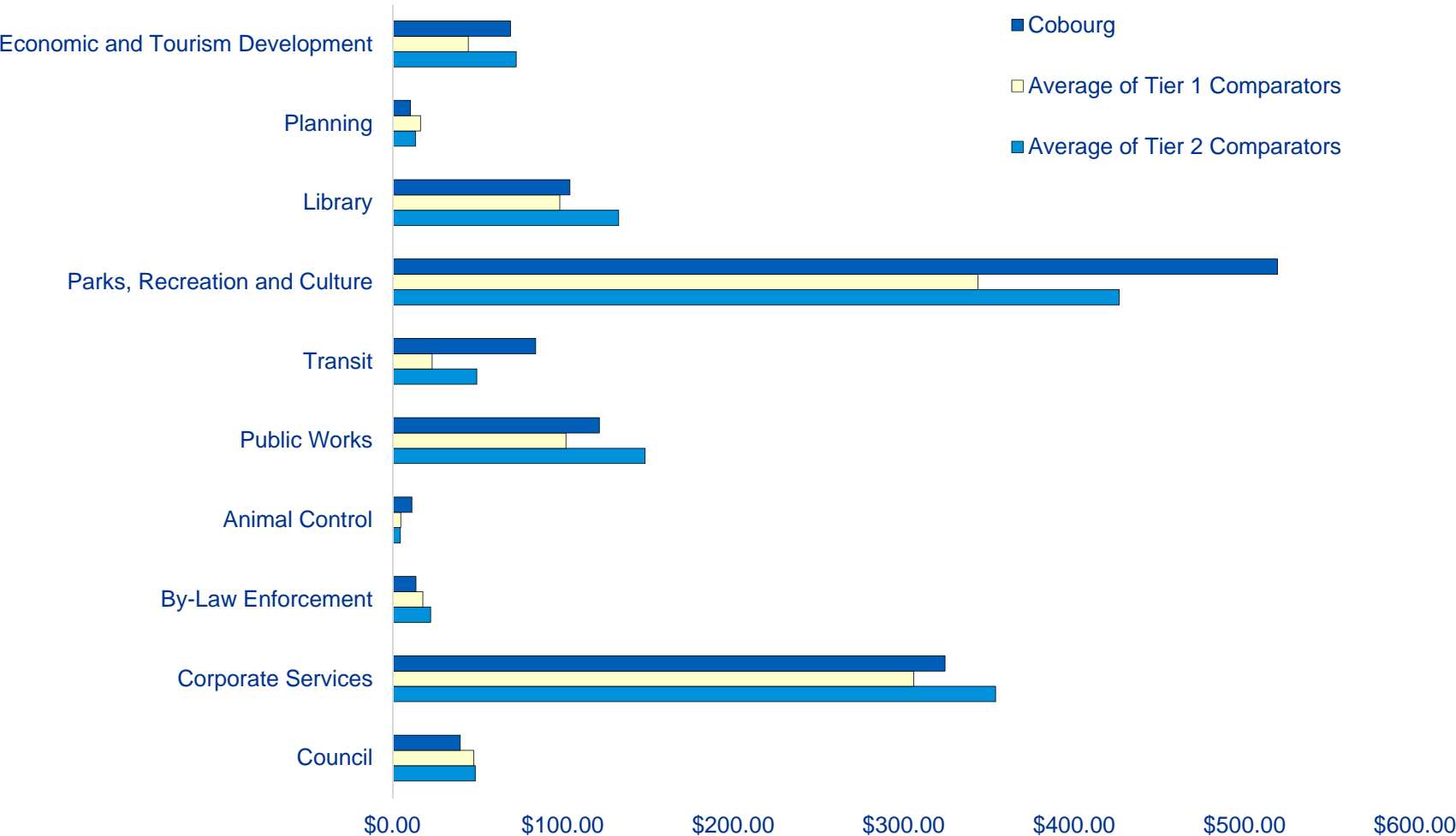


Please refer to Appendix C for a summary of the comparative analysis.



Observations and Findings

Municipal Levy Requirement



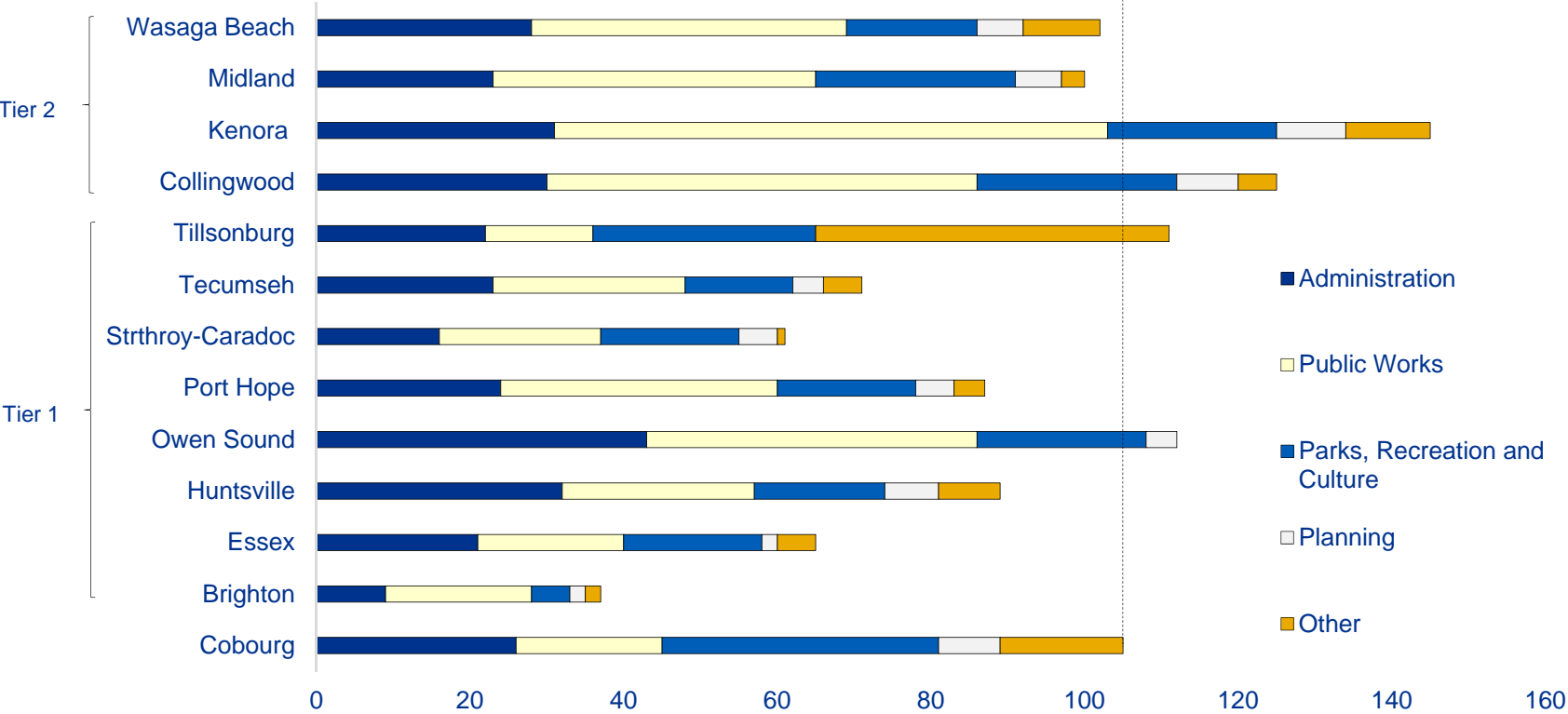
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Observations and Findings

C. Similar to operating costs, the Town’s full-time staffing levels also appear to be influenced by services and service levels

Consistent with the analysis of municipal tax support, a comparison of full-time staffing levels indicates mixed results, with administrative and public works staffing comparable to or lower than the Tier 1 comparator municipalities, with other full-time staffing levels higher than the Tier 1 comparator municipalities.

Reported Full-Time Staffing by Functional Activity



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Observations and Findings

D. From a corporate standpoint, the Town's financial position and performance are in line with comparators, although reserve and reserve balances are towards the lower end of the range

In Canada, the development and maintenance of principles for financial reporting fall under the responsibility of the Accounting Standards Oversight Council ('AcSOC'), a volunteer body established by the Canadian Institute of Chartered Accountants in 2000. In this role, AcSOC provides input to and monitors and evaluates the performance of the two boards that are tasked with established accounting standards for the private and public sector:

- The Public Sector Accounting Board ('PSAB') establishes accounting standards for the public sector, which includes municipal governments; and
- The Accounting Standards Board ('AcSB'), which is responsible for the establishment of accounting standards for Canadian entities outside of the public sector.

In May 2009, PSAB released a Statement of Recommended Practice that provided guidance on how public sector bodies should report on indicators of financial condition. As defined in the statement, financial condition is '*a government's financial health as assessed by its ability to meet its existing financial obligations both in respect of its service commitments to the public and financial commitments to creditors, employees and others*'. In reporting on financial condition, PSAB also recommended that three factors, at a minimum, need to be considered:

- **Sustainability.** Sustainability is the degree to which the Town can deliver services and meet its financial commitments without increasing its debt or tax burden relative to the economy in which it operates. To the extent that the level of debt or tax burden grows at a rate that exceeds the growth in the Town's assessment base, there is an increased risk that the Town's current spending levels (and by association, its services, service levels and ability to meet creditor obligations) cannot be maintained.
- **Flexibility.** Flexibility reflects the Town's ability to increase its available sources of funding (debt, taxes or user fees) to meet increasing costs. Municipalities with relatively high flexibility have the potential to absorb cost increases without adversely impacting on affordability for local residents and other ratepayers. On the other hand, municipalities with low levels of flexibility have limited options with respect to generating new revenues, requiring an increased focus on expenditure reduction strategies.
- **Vulnerability.** Vulnerability represents the extent to which the Town is dependent on sources of revenues, predominantly grants from senior levels of government, over which it has no discretion or control. The determination of vulnerability considers (i) unconditional operating grants such as OMPF; (ii) conditional operating grants such as grants for waste diversion programs and small drinking water systems; and (iii) capital grant programs. Municipalities with relatively high indicators of vulnerability are at risk of expenditure reductions or taxation and user fee increases in the event that senior levels of funding are reduced. This is particularly relevant for municipalities that are vulnerable with respect to operating grants from senior levels of government, as the Municipal Act does not allow municipalities to issue long-term debt for operating purposes (Section 408(2.1)).



Observations and Findings

As a means of reporting the Town's financial condition, we have considered the following financial indicators:

- Financial assets to financial liabilities
- Total reserves and reserve funds per household
- Capital additions as a percentage of amortization expense
- Residential taxes per household
- Total long-term debt per household
- Residential taxation as a percentage of average household income
- Net book value of tangible capital assets as a percentage of historical cost of tangible capital assets

An overview of these financial indicators, including a comparison of the Town's performance and position against the selected municipalities is included as Appendix D.

As noted in the adjacent table, the Town's financial indicators generally compare favourably with the selected peer municipalities, which suggests that the Town's potential risk with respect to financial sustainability, flexibility and vulnerability is not high in relation to other municipalities. We do note, however, two items that the Town may wish to consider as part of its future planning and budgeting processes:

- The Town's reported financial reserves and reserve funds are towards the lower end of the range (12th lowest of the 13 municipalities included in the analysis), recognizing that the Town also has the 10th lowest level of debt per household, indicating the potential for additional debt financing if required.
- The Town's taxation levels are towards the upper end of the range, which may indicate the potential for affordability concerns in the future, recognizing that the Town's taxation levels are reflective of the level of services provided.

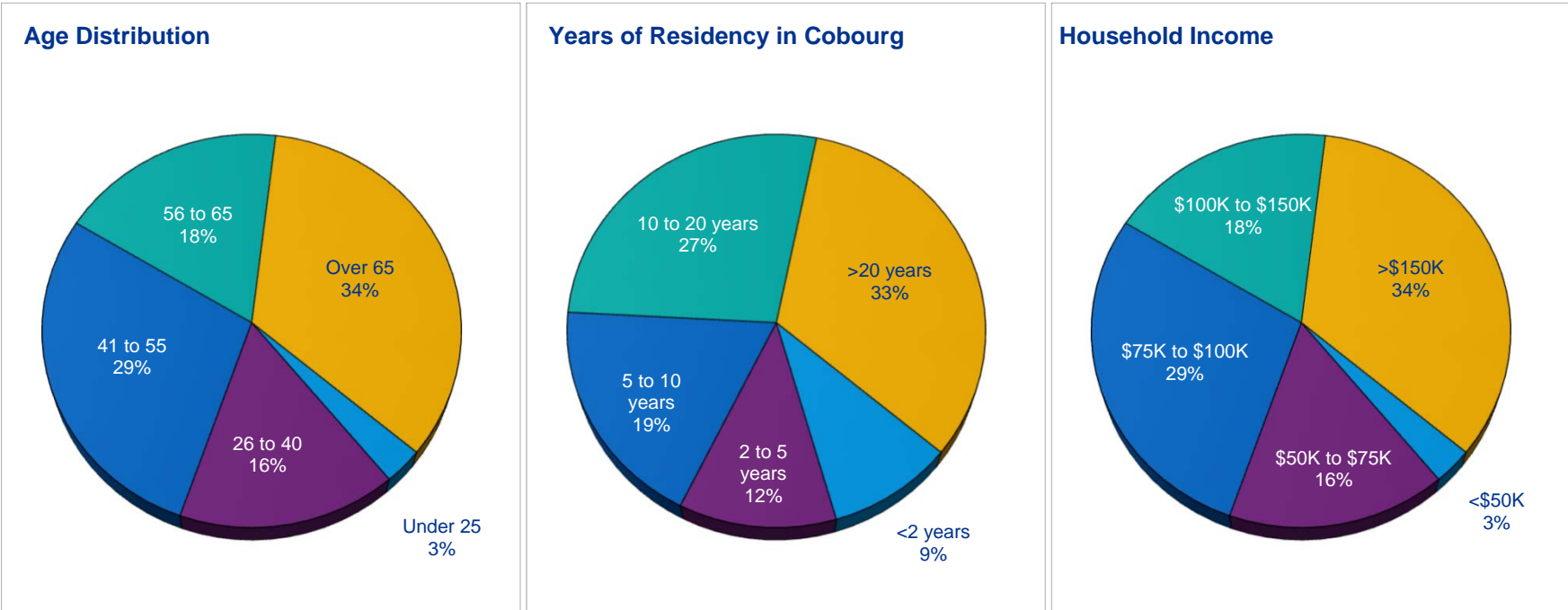
Indicator	Rank (Highest to Lowest, Out of 13 Municipalities)
Financial assets to financial liabilities	10 th
Reserves and reserve funds per household	12 th
Capital additions as a percentage of amortization expense	7 th
Residential taxes per household (lower tier only)	4 th
Residential taxes per household (lower tier, upper tier and education)	4 th
Long-term debt per household	10 th
Residential taxes as a percentage of household income (lower tier only)	4 th
Residential taxes as a percentage of household income (lower tier, upper tier and education)	3 rd
Net book value of TCA as a percentage of historical cost	6 th



Observations and Findings

E. Residents of the Town appear to view the community positively, although potential changes to municipal services have been highlighted

As part of the Review, an online survey of community residents was undertaken to gain their perspective municipal services, service levels and other matters relating to their interactions with the Town. A total of 307 residents responded to the online survey and we have summarized demographic information concerning the respondents below.



Observations and Findings

With respect to municipal services, residents were asked to provide their views through three questions:

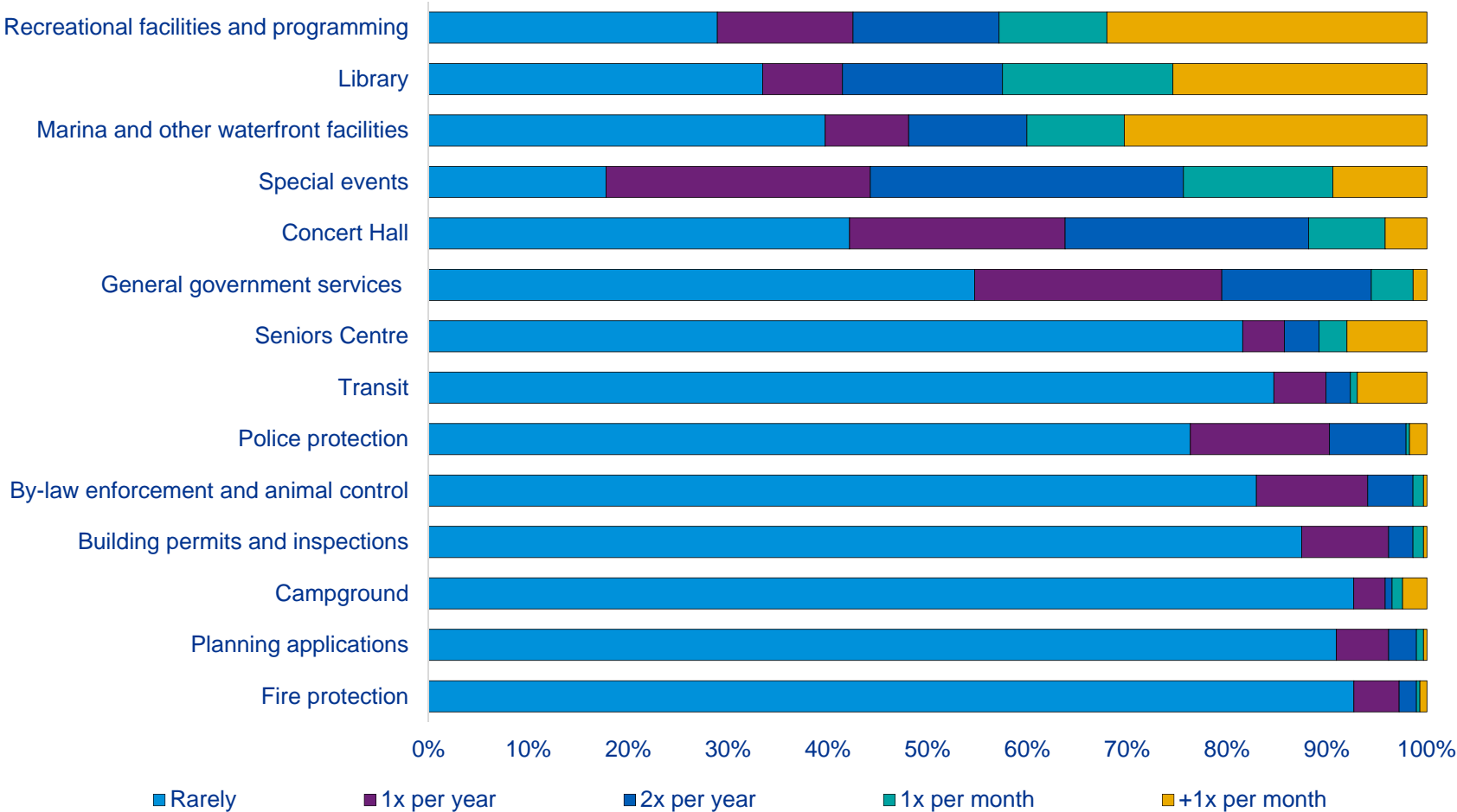
- How frequently do they use selected municipal services;
- What importance to they place on selected municipal services; and
- How do they perceive the Town's service levels.

The results of the survey, which are summarized on the following pages, indicates the following:

- Community services were identified as the most frequently used municipal services, with recreational programming and facilities, library services, waterfront facilities, special events and the Cobourg Concert Hall having the highest indicated level of usage.
- Similarly, community services were identified as having the greatest importance to survey respondents, with economic development also identified as having a higher degree of importance to survey respondents.
- For all of the identified municipal services, more than half of the respondents that expressed a view felt the service levels currently provided by the Town were appropriate. However, services with meaningful number of respondents indicating that the service level was too low (i.e. more than 20% of respondents indicated that service levels were too low) include road maintenance (23%), parking (29%), recreation programming (20%), senior's centre (25%) and transit (28%). Overall, 38% of respondents also indicated that they believe the level of service for the Town's campground was too high. We suspect that this, in part, reflects the community's perspective as to whether the Town should be operating the campgrounds in the first place.

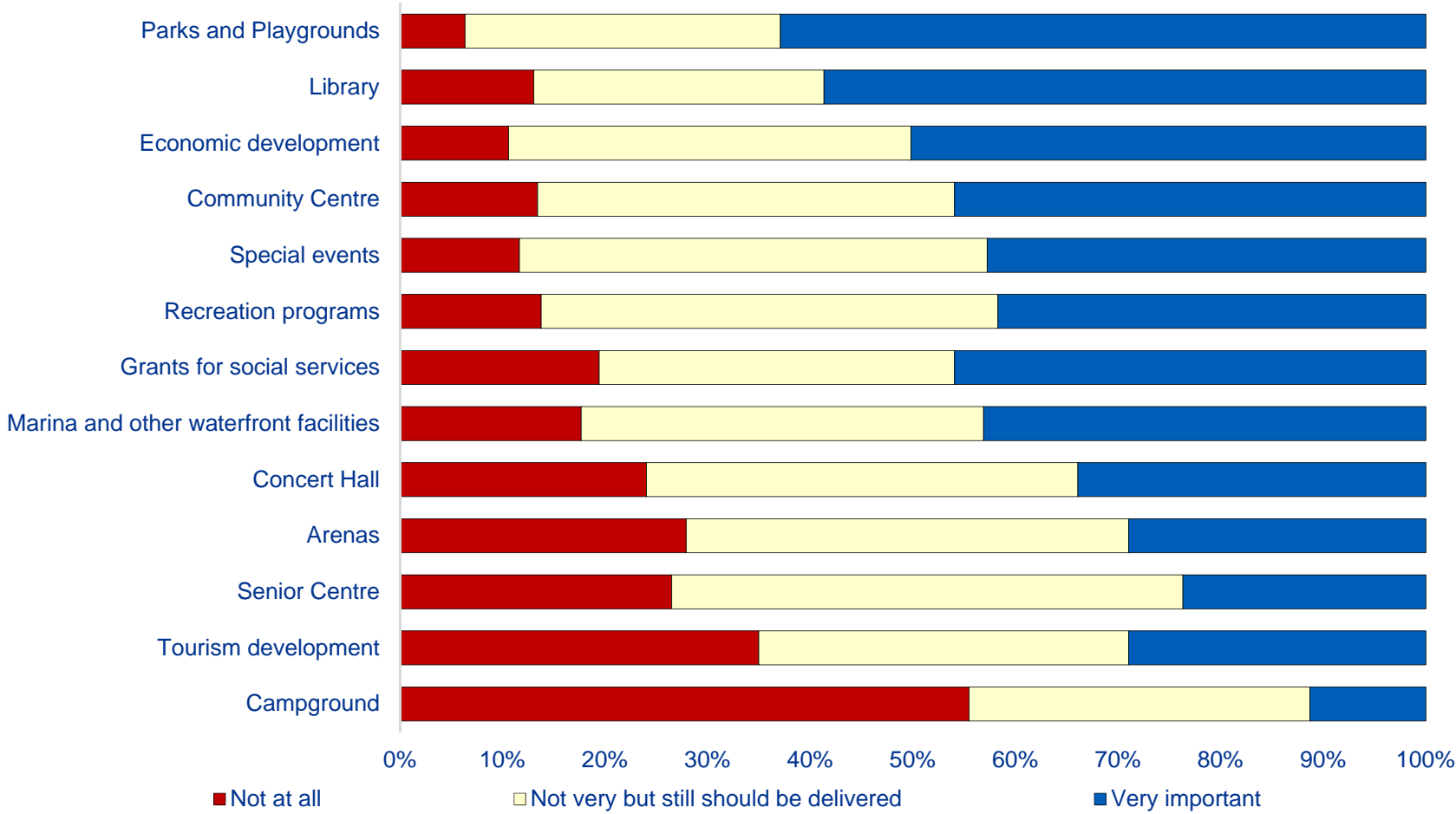
Observations and Findings

How Often Would You Typically Use The Town's Services?



Observations and Findings

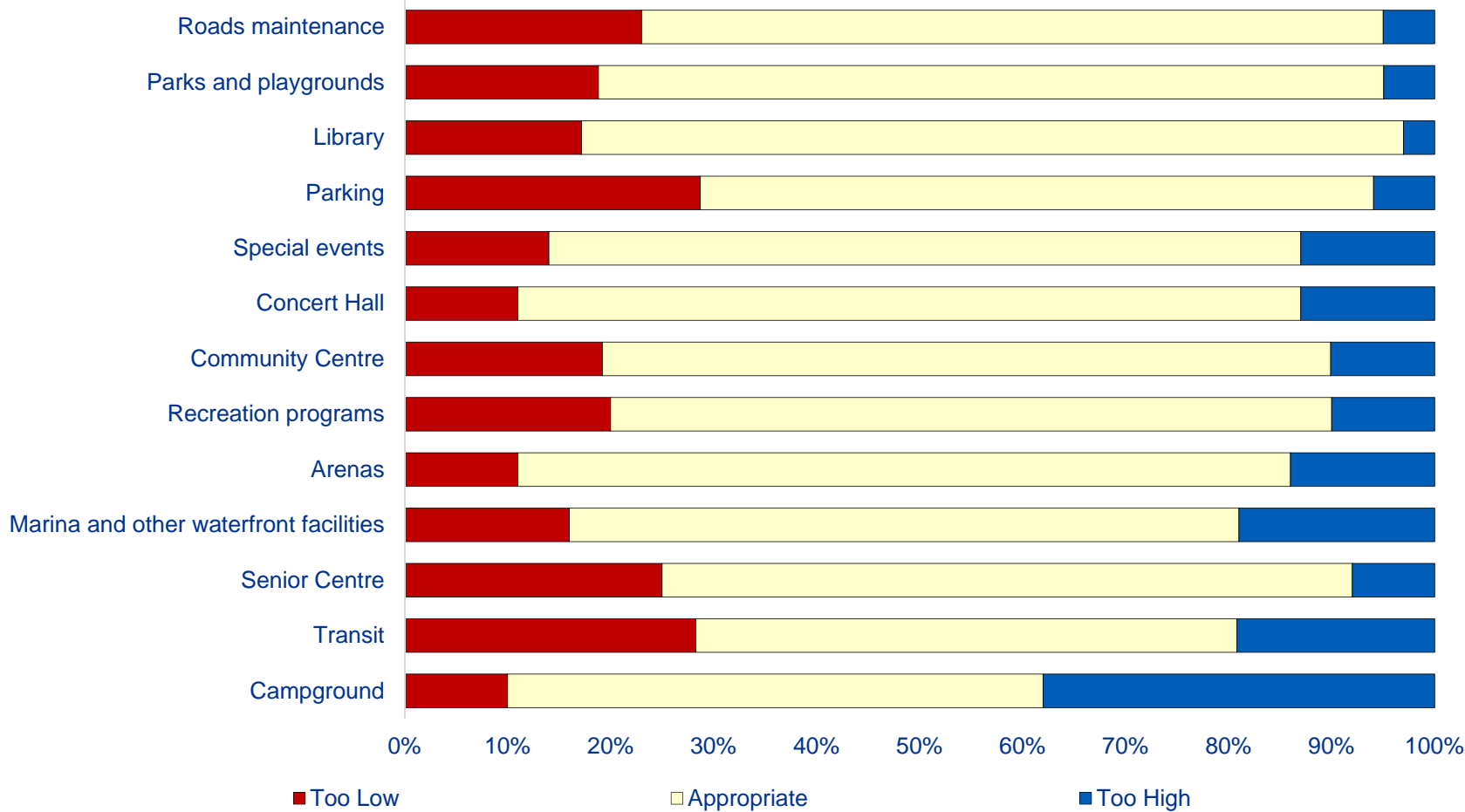
How Important Are The Town's Services To You?



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Observations and Findings

Do You Believe The Level Of Service Provided Is Appropriate?

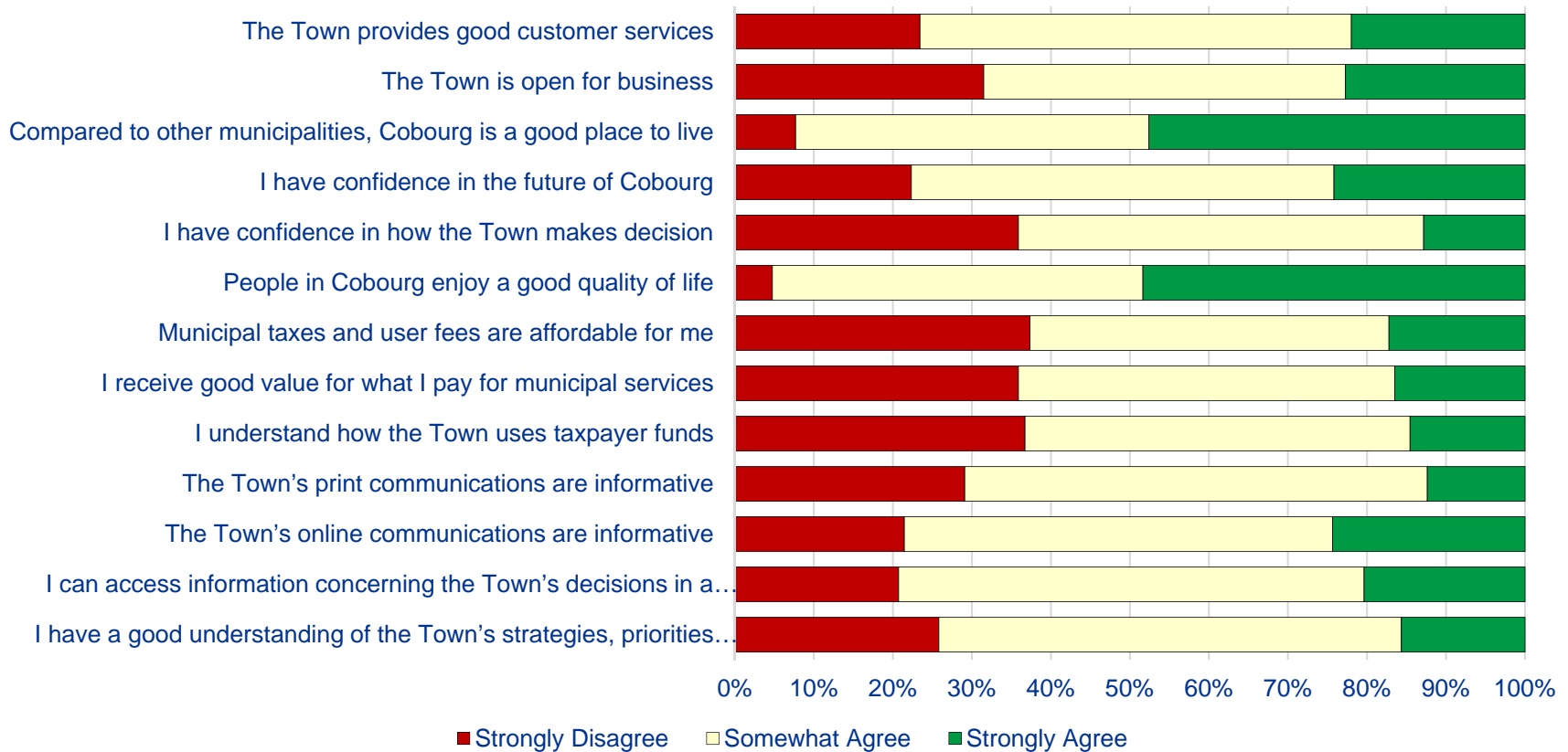


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Observations and Findings

In terms of their general views of the Town, respondents were positive with respect to the quality of life in the community but have identified issues relating to the affordability of taxation and user fees, as well as aspects of the Town's approach to communications.

Survey Responses Concerning Communications, Community and Perceptions of Municipal Government



Overall Conclusions

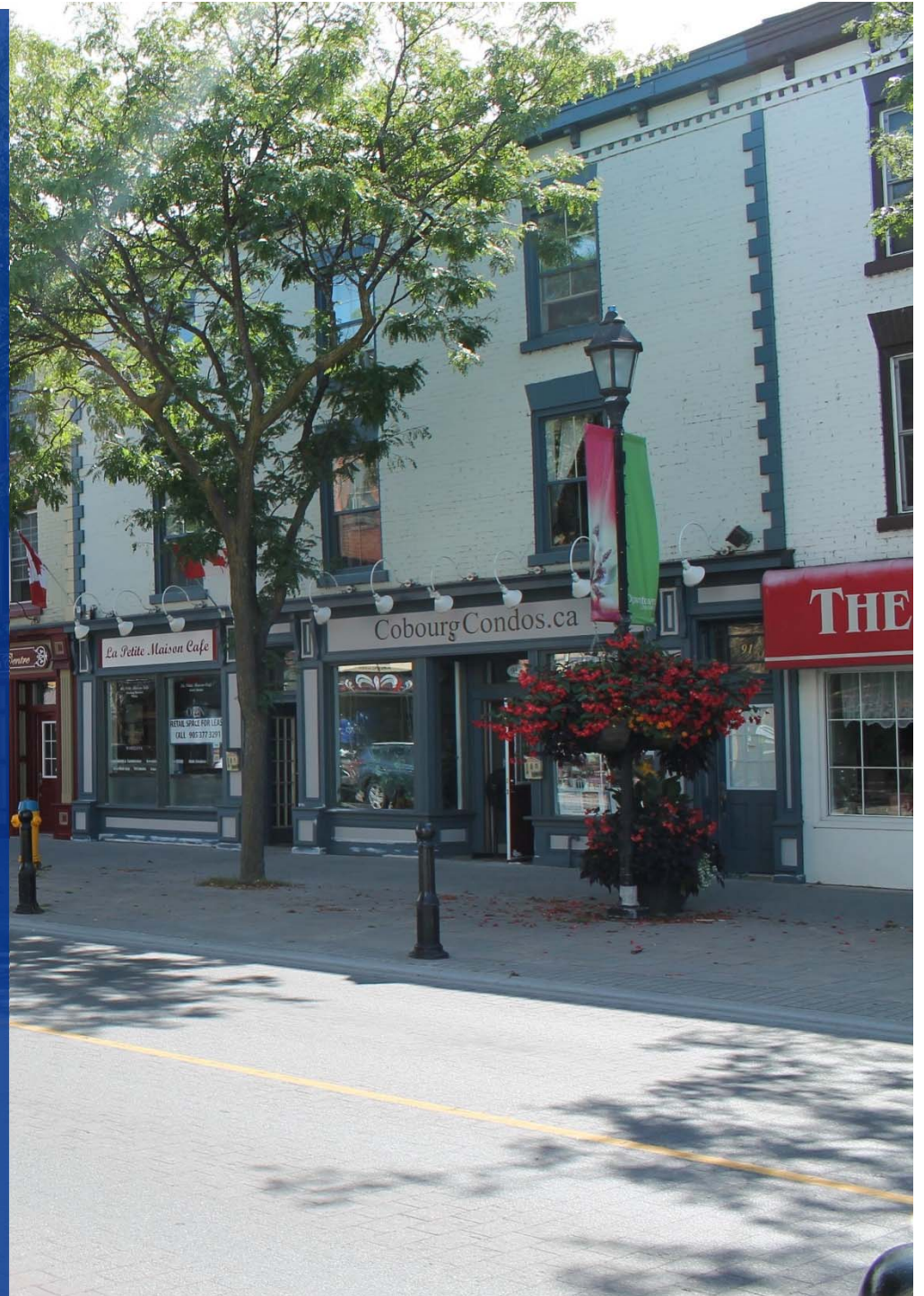
While the results of the Review have identified opportunities for cost reductions and enhanced operating efficiencies, we believe that the fundamental question arising from the Review is the extent to which the Town wishes to continue with the current level of investment in recreational and cultural programs. While the current level of funding for parks and recreation, culture, special events and tourism is consistent with other communities that are heavily focused on tourism (i.e. Tier 2 comparator municipalities), it does exceed the level provided by other similar sized municipalities, which indicates the potential for spending reductions and associated savings on the municipal levy. While the determination as to the appropriate strategy for the community and Town is outside the scope of our review, our analysis demonstrates that service levels in Cobourg are generally higher than other similar sized municipalities. While the survey supports the view that this enhances the quality of life for residents and provides services that are both highly used and highly value, the financial analysis indicates that there is a corresponding cost that we have estimated – based on the difference of average residential taxation per household between the Town and the average of the Tier 1 comparator municipalities – equates to approximately \$325 per household, or approximately \$3 million annually in incremental taxation. Achieving this level of savings, however, would require significant reductions in current services and service levels, some of which may ultimately prove to be unpalatable from a customer service perspective. In addition, reductions in certain services may not be practical given the Town's existing commitments under collective bargaining agreements and other contractual requirements.



Town of Cobourg

Service Delivery Review

Opportunities for Consideration



Potential Opportunities for Consideration

Based on the results of our analysis, we have identified a number of potential opportunities for levy reductions, operating efficiencies, customer service enhancements and additional performance management that could be considered by the Town as part of its future budget deliberations and ongoing continuous improvement efforts. These opportunities, which are summarized on the following pages, involve the following strategies:

- Service level reductions
- Increased reliance on non-taxation revenue sources
- Enhanced operating efficiencies
- Additional performance measurement activities

Opportunities for Service Level Reductions

Opportunity Overview	Potential Annual Financial Impact															
<p>1. The Town’s current level of investment in recreation, cultural and tourism development activities currently exceeds the level of investment made by other communities with similar population and household levels. Given that this spending is arguably instrumental to the Town’s strategy on tourism, reductions in this level of investment, while reducing the municipal levy, may adversely impact the local economy as well as service levels for municipal services that are also used by Town residents (e.g. special events, Cobourg Concert Hall). Service level reductions in these areas would also require job losses for the affected departments.</p>	<p>While the level of cost reductions, if any, will ultimately be determined by Council, we have calculated that if the Town reduces spending to a level consistent with the average of the Tier 1 comparators, the potential cost reductions could be as much as \$1.8 million per year. If the Town reduces spending to a level consistent with the average of the Tier 2 comparators, the potential cost reductions are estimated to be in the order of \$810,000 per year.</p>															
<p>2. The Town currently provides just over \$750,000 in taxation support for transit services, which is significantly higher than the average of the Tier 1 municipalities (\$210,000) and Tier 2 municipalities (\$500,000). In addition, we note that utilization of the Town’s transit system is approximately half of larger centres.</p> <table border="1" data-bbox="247 889 1234 1206"> <thead> <tr> <th data-bbox="247 889 680 1003">Municipality</th> <th data-bbox="680 889 957 1003">Revenue Passengers per Capital</th> <th data-bbox="957 889 1234 1003">Revenue Passengers per Service Hour</th> </tr> </thead> <tbody> <tr> <td data-bbox="247 1003 680 1052">Cobourg</td> <td data-bbox="680 1003 957 1052">9.74</td> <td data-bbox="957 1003 1234 1052">11.97</td> </tr> <tr> <td data-bbox="247 1052 680 1101">Cornwall</td> <td data-bbox="680 1052 957 1101">17.39</td> <td data-bbox="957 1052 1234 1101">21.12</td> </tr> <tr> <td data-bbox="247 1101 680 1149">North Bay</td> <td data-bbox="680 1101 957 1149">29.99</td> <td data-bbox="957 1101 1234 1149">22.63</td> </tr> <tr> <td data-bbox="247 1149 680 1206">Stratford</td> <td data-bbox="680 1149 957 1206">18.77</td> <td data-bbox="957 1149 1234 1206">17.65</td> </tr> </tbody> </table> <p>Based on the relatively low level of ridership and the higher than average level of taxation support, the Town may wish to consider undertaking a transit optimization study that would determine the appropriate level of service (including routes and hours of operation), fee structure and other considerations.</p>	Municipality	Revenue Passengers per Capital	Revenue Passengers per Service Hour	Cobourg	9.74	11.97	Cornwall	17.39	21.12	North Bay	29.99	22.63	Stratford	18.77	17.65	<p>The quantification of potential cost reductions and/or increased non-taxation revenue sources will likely require the completion of a transit optimization study and as such, cannot be reasonable estimated at this time. In addition, we caution that transit revenues are likely elastic and as such, changes to service levels will likely result in lower ridership levels and reduced user fees.</p> <p>Notwithstanding the above, and for illustrative purposes only, to the extent that the Town reduces its level of municipal taxation support to an amount consistent with the average of the Tier 2 municipalities, the potential cost savings could be as much as \$250,000 annually.</p>
Municipality	Revenue Passengers per Capital	Revenue Passengers per Service Hour														
Cobourg	9.74	11.97														
Cornwall	17.39	21.12														
North Bay	29.99	22.63														
Stratford	18.77	17.65														



Alternative Service Delivery

Opportunity Overview	Potential Annual Financial Impact
<p>3. The Town currently participates in the Joint Animal Control Service Board, a shared service organization providing animal control services to municipalities in Northumberland County. During 2020, the Town budgeted a total of \$86,000 in taxation support for animal control services, representing an average of \$9.56 per household. The Town's spending on animal control services is higher than the average of both the Tier 1 (\$4.82 per household) and Tier 2 (\$4.63 per household). Given the differential in animal control costs, the Town may wish to undertake a business case analysis for an independent (i.e. Town only) animal control function.</p>	<p>While the level of potential cost savings will be contingent upon the approach to service delivery, we have estimated that, if the Town reduces the level of taxation support to an amount consistent with the average of the Tier 1 and Tier 2 municipalities, the potential cost savings could be as much as \$40,000 per year.</p>
<p>4. The Town currently provides \$45,000 in funding to the County for economic development activities, specifically business attraction for inbound investment. Based on discussions with Town staff, we understand that the value of this investment is limited, with no meaningful outcomes that have benefited the Town. Accordingly, the Town may wish to consider discontinuing the payment of economic development funds to the County and either (i) reinvesting the funds in economic development activities undertaken directly by the Town; (ii) realizing the associated cost savings; or (iii) some combination of the above.</p>	<p>Depending on the course of action adopted by the Town, the potential cost savings could be as much as \$45,000 per year.</p>

Increase Non-Taxation Revenue

Opportunity Overview	Potential Annual Financial Impact
<p>5. The Town has budgeted a total of \$540,000 for planning services in 2020 (excluding Committee of Adjustment and Heritage costs), with associated planning fee revenues of \$146,000. This results in a cost recovery of 27%, with the remaining 73% of costs financed through reserves (\$126,000) and the municipal levy (\$269,000).</p> <p>The Planning Act allows municipalities to fully recover the cost of planning-related applications through user fees as opposed to taxation, which is consistent with the above-noted concept of “growth pays for growth”. However, the attainment of full cost recovery (i.e. 100%) does not appear to be widespread due to additional planning activities that are not related to planning applications (e.g. long-term planning, Official Plan review, municipal land use planning and general property consultations). Based on our experience, we note that other municipalities will recover up to 70% of planning costs through user fees.</p> <p>The Town may wish to consider increasing planning fees in order to reduce the proportion of costs funded through the municipal levy, resulting in a better/fairer funding model. As noted above, we do not believe that full cost recovery would be appropriate but rather suggest a targeted recovery of in the range of 40% to 50% of planning operating costs, with funding increases introduced over a multi-year period so as to avoid significant immediate increases for the development community.</p> <p>We suggest that as part of the review of planning fees, the Town consider the inclusion of other municipal departments that are involved in the review of planning applications (e.g. the different components of the development review team). We note that other municipalities have adopted a fee approach that allocates a percentage of costs incurred by engineering, legal and other functional units involved in planning application reviews so as to provide a comprehensive indication of the cost of planning application approvals. In certain instances, this allocation is supported by a cost of service analysis, which quantifies the amount of resources and time involved in planning application reviews and provides the basis for the actual cost of planning reviews.</p>	<p>Based on the assumption that the Town will adopt a 50% recovery of planning costs, we have estimated the incremental non-taxation revenue could be as high as \$124,000 annually.</p>



Increase Non-Taxation Revenue

Opportunity Overview	Potential Annual Financial Impact
<p>6. While the Town’s marina is budgeted to generate sufficient revenues to cover its operating costs, as well as contributions to reserves and harbor operations of \$22,000, we suggest that additional incremental revenues are required to fund capital requirements as identified in the harbour condition assessment report. In the absence of sufficient reserves and other funding sources, the potential exists for capital projects to be funded through the tax levy as opposed to marina user fees. Accordingly, the Town may wish to consider developing a forecast of future capital requirements associated with the marina based on the harbour condition assessment report along with a financial projection that assesses the extent to which marina revenues are able to fund these capital requirements. To the extent that forecasted revenues are not expected to be sufficient, the Town may wish to consider increasing marina fees to provide the required level of financing for both capital and operating requirements.</p>	<p>The financial impacts associated with this opportunity are contingent upon future budget decisions of the Town with respect to the level of capital investment to be incurred.</p>
<p>7. We understand that an increasing number of municipalities are contemplating stormwater management fees that are intended to finance both operating and capital costs associated with the maintenance of stormwater management infrastructure. The use of a stormwater management user fee, as opposed to municipal taxation, is intended to provide sufficient financing for both operating and capital requirements associated with stormwater management.</p> <p>We understand that the Town has commenced a review of stormwater management fees, with the expectation that recommendations will be available for consideration as part of the Town’s budget process. We suggest that Council consider the implementation of the proposed rate structure as a means of providing sufficient funding for operating and capital requirements.</p>	<p>The financial impacts associated with this opportunity are contingent upon the analysis of potential rate structures for stormwater management, which are currently under development.</p>



Increase Non-Taxation Revenue

Opportunity Overview	Potential Annual Financial Impact
<p>8. Currently, the Town charges for parking between 8:30 am to 6:00 pm but only enforces parking between the hours of 8:30 am to 4:30 pm. As a result, the Town is experiencing revenue losses during periods where enforcement activities are not undertaken. At the same time, the Town has not adopted the most recent technologies associated with parking revenue collection, including the use of pay and display parking for on-street parking. In order to increase parking net revenues, the Town may wish to consider:</p> <ul style="list-style-type: none"> • Undertaking a review of its parking rate structure, including revenue hours, rate amounts and the continuation of the current two hours free parking policy. • Implementing pay and display or other alternative parking technologies that will prevent the current loss of parking revenues to the Town. • Increasing enforcement resources on a pilot basis to determine whether the incremental revenues offset the associated costs of enforcement. 	<p>The financial impacts associated with this opportunity have not been quantified as they will be contingent on the results of the proposed parking rate review</p>
<p>9. The Town currently passes an annual user fee by-law, which for certain services does not include rate increases on an annual basis. In the absence of ongoing rate increases, user fees will represent a lower percentage of funding for operating costs (which will increase due to inflation and other changes), which in turn will increase the level of taxation support for municipal services and could give rise to fairness issues if the level tax subsidization is too high. In order to ensure that the Town's user fee policy provides for a fair and reasonable basis for funding municipal services, the Town may wish to consider:</p> <ul style="list-style-type: none"> • Adopting a three-year format for user fees • Developing a standard benchmark for annual user fee increases (e.g. September CPI) that will be automatically applied • Revising user fee wording to include best/common practices adopted by other municipalities, such as cancellation fees and other new user fees <p>As part of the user fee by-law review, the Town may wish to consider undertaking a detailed user fee review that includes (i) a review of user fees charged by other similar-sized municipalities; and (ii) quantifying the cost of delivering municipal services so as to provide a basis for determining and appropriate user fee structure.</p>	<p>The financial impacts associated with this opportunity have not been quantified as they will be contingent on the results of the proposed user fee review.</p>



Operating Efficiencies and Customer Service Enhancements

Opportunity Overview	Potential Annual Financial Impact
<p>10. During the course of the Review, we evaluated the Town’s processes for administrative and client service functions, including finance, human resources, recreation, building permits, planning applications and work order management. As a result of this evaluation, we have identified a number of potential areas for operating efficiencies and customer service enhancements, including but not limited to:</p> <ul style="list-style-type: none"> • Digitization of Town documentation as opposed to paper storage, which is intended to reduce office supply costs, document storage requirements (financial and space) and the time required to retrieve documents in the event of a request under the Municipal Freedom of Information and Protection of Private Act. The use of digital document storage will also contribute towards compliance with the Town’s document retention policy. • Changes to payment processes for Parks and Recreation to enhance the ease of payment for customers and reduce potential revenue leakages. • Implementing changes to the Town’s financial processes to realize operating efficiencies with respect to transaction processing, financial reporting and accounts receivable monitoring and cash collections. • Delegating approval authority from Council to staff for site plan applications, which is permitted under the Planning Act and has been adopted by other municipalities. This opportunity is intended to reduce the amount of administrative time associated with Council reporting and approval of site plan applications. <p>As these opportunities are operational in nature and potentially sensitive from a risk management perspective (e.g. disclosing how the Town manages cash and payments), we have provided a separate report to management that outlines our findings and suggested operational improvements.</p>	<p>As this opportunity relates primarily to process changes as opposed to service level changes, we have not attempted to quantify the associated financial impacts.</p>



Operating Efficiencies and Customer Service Enhancements

Opportunity Overview	Potential Annual Financial Impact
<p>11. The Town currently does not have a centralized procurement function, with individual departments required to manage their own procurements. The use of a decentralized procurement approach exposes the Town to potential risks due to:</p> <ul style="list-style-type: none"> • The absence of standardized terms and conditions for contracts, which may result in insufficient risk transfers from the Town to its suppliers • The absence of a centralized contract registry, which (i) limits the ability for the Town to monitor and report on contractual obligations; (ii) potentially exposes the Town to financial risk in the event of the loss of contract documents; and (iii) may result in circumstances where the Town is procuring goods under expired contracts. • The inability to implement best practices for procurement, including the use of procurement cards and spend analytics. • The inability to monitor and report on compliance with the Town’s procurement policy, including the requirement for competitive procurements. <p>Based on the above, the Town may wish to consider establishing a centralized procurement function on a pilot project basis (e.g. two years), the responsibility of which will be to standardize procurement across the Town so as to ensure appropriate risk management, implement best practices for municipal and public sector procurement (e.g. use of OECM procurements as a means of reducing procurement time and effort) and provide support to municipal departments on procurement and contract management requirements. During our review of comparator municipalities, we did identify other similar sized municipalities with centralized procurement functions and as such, note that this opportunity is not without precedence.</p>	<p>This opportunity is primarily focused on risk management, we have not attempted to quantify the financial impacts associated with this opportunity.</p>



Performance Measurement Enhancements

Opportunity Overview	Potential Annual Financial Impact
<p>12. During the course of our review, we noted that the Town has an inconsistent approach to the use of key performance indicators, with some departments monitoring relevant KPIs, with other departments not monitoring KPIs. In order to ensure an appropriate framework for reporting it's performance, the Town may wish to consider establishing a formal KPI process, including:</p> <ul style="list-style-type: none"> • Developing relevant KPI's for all municipal departments. Where KPIs are in progress, the Town should also consider establishing timeframes for attainment. • Implementing a formal process for public reporting through Council on a periodic basis (e.g. semi-annually), including variance explanations for significant deviations. • Incorporating municipal benchmarking as appropriate to provide additional perspective to Council. <p>To a large extent, we believe the limited utilization of key performance indicators by the Town reflects the limited available resources to undertake this analysis. Specifically, we were advised that Directors are heavily involved in operational responsibilities or are assigned responsibility for special projects, which diverts their capacity from more strategic initiatives such as continuous improvement and performance measurement. We were further advised that the operational demands on directors are also compounded by the need to deal with personnel matters, with the view that directors are required to address matters that require more specialized human resource expertise. As a result of our review, we note that the Town's human resources function, in comparison to the selected peer communities, operates with a level of funding that is approximately 25% lower than the average of the selected comparator municipalities and has been considered to operate at a service level that is less than comparable municipalities. Accordingly, in connection with this opportunity, the Town may wish to consider an investment in personnel resources, specifically with respect to human resources, in order to provide capacity of enhanced performance management and reporting.</p>	<p>This opportunity is primarily focused on performance management and as such we have not attempted to quantify the financial impacts associated with this opportunity.</p>



Performance Measurement Enhancements

Opportunity Overview	Potential Annual Financial Impact
<p>13. During the course of the Review, we noted that while the Town undertakes a number of activities that contribute towards risk management, it lacks a formal Enterprise Risk Management Plan and as such, may be exposed to a range of risks (health and safety for Town personnel, financial loss, disruption of service delivery, litigation exposure, reputational risk, regulatory risk). Effective enterprise risk management builds on the Town’s existing policies and processes by identifying and prioritizing potential risk exposures and, where risks are viewed as significant, identifying and establishing processes for both the prevention of and response to risk exposures.</p> <p>In Ontario, the risk environment for Ontario municipalities continues to evolve, particularly with respect to emerging issues such as cybersecurity and climate change. As such, we suggest that the Town consider the adoption of a formal enterprise risk management strategy that identifies, assesses, communicates and manages risk exposures in a cost-effective manner. To the extent that the risk management strategy identifies areas of key risk (e.g. the absence of a consistent approach to health and safety, absence of consistent customer service standards), consideration could be given to assigning the necessary resources on a temporary or pilot project basis in order to remediate the identified risk areas.</p>	<p>This opportunity is primarily focused on risk management and as such we have not attempted to quantify the financial impacts associated with this opportunity.</p>

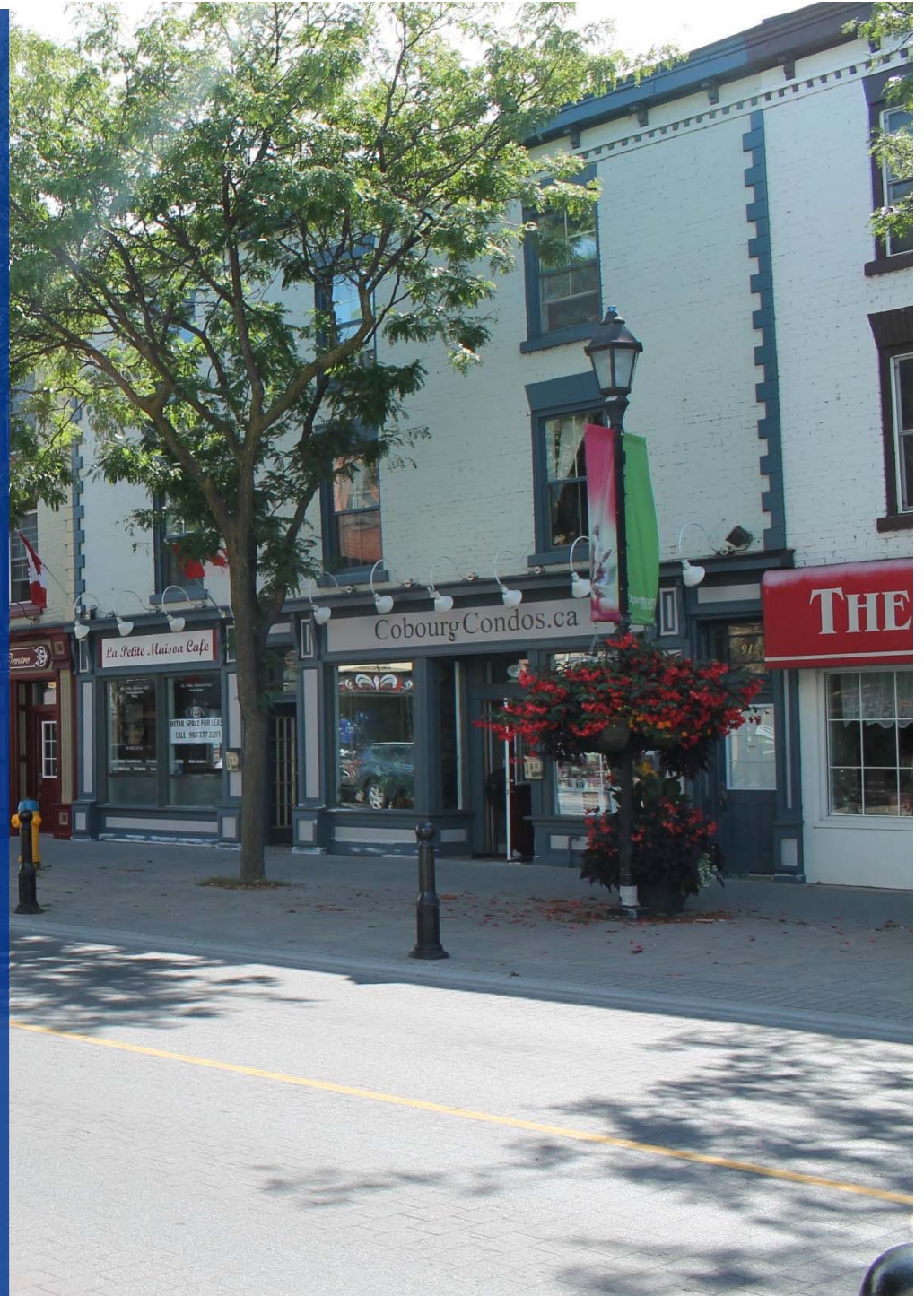




Town of Cobourg

Service Delivery Review

Appendix A Municipal Operating Costs and Taxation Requirement



TOWN OF COBOURG SERVICE DELIVERY REVIEW
SUMMARY OF BUDGETED EXPENDITURES AND LEVY BY BASIS OF DELIVERY

Budget Item	Service Profile	Operating Expenditures					Non-Taxation Revenue (Excluding Internal Transfers)					Levy Requirement				
		Mandatory	Essential	Traditional	Non-Traditional	Total	User Fees	Grants	Reserves	Other	Total	Mandatory	Essential	Traditional	Non-Traditional	Total
Council		500,930				500,930				(145,000)		355,930				355,930
Chief Administrative Officer	CAO		260,877			260,877							260,877			260,877
Communications	Communications		255,514			255,514							255,514			255,514
Clerks	Legislative Services	638,184				638,184	(179,500)			(333,500)	304,684		304,684			304,684
Personnel	Human Resources	571,963				571,963			(54,405)	(54,405)	517,558		517,558			517,558
Health and Safety	Human Resources	12,850				12,850					12,850		12,850			12,850
Grants	Other			6,000		6,000								6,000		6,000
Affordable Housing Assistance	Other				165,000	165,000			(40,000)	(100,000)	(140,000)				25,000	25,000
Physician Recruitment	Other			17,100		17,100				(17,100)						
Hospice	Other				60,000	60,000				(60,000)						
Henley Arcade	Other			4,600		4,600								4,600		4,600
Second Street Fire Hall	Other					7,625								7,625		7,625
Dressler House	Other			7,275		7,275								7,275		7,275
Finance	Finance	704,206				704,206	(19,000)			(25,000)	(44,000)	660,206				660,206
Information Technology	Information Technology		346,530			346,530				(6,000)			340,530			340,530
Victoria Hall	Facilities Management		722,047			722,047							722,047			722,047
Building Department	Building Services	451,182				451,182	(410,000)			(41,182)	(451,182)					
Building Department - Bylaw Enforcement	Building Services		93,353			93,353	(19,000)						74,353			74,353
Animal Control	Animal Control		101,632			101,632							101,632			101,632
ByLaw Enforcement	Bylaw Enforcement		49,050			49,050							49,050			49,050
Engineering	Engineering	520,815				520,815	(74,000)			(74,000)	446,815					446,815
Public Works	Roads and Stormwater	2,757,141				2,757,141						2,757,141				2,757,141
Sidewalks	Roads and Stormwater		99,500			99,500		(50,000)			(50,000)		49,500			49,500
Crossing Guards	Crossing Guards		77,999			77,999							77,999			77,999
Street Lights	Roads and Stormwater		309,300			309,300							309,300			309,300
Transit	Transit		1,126,126			1,126,126	(328,000)	(40,000)	(5,600)	(373,600)	752,526					752,526
Parking	Parking		529,925			529,925	(687,500)			157,575	(529,925)					
Environmental Services	Roads and Stormwater		34,925			34,925							34,925			34,925
Water Pollution Control Plant No. 1	Wastewater		1,742,320			1,742,320	(1,742,320)			(1,742,320)						
Water Pollution Control Plant No. 2	Wastewater		1,443,851			1,443,851	(1,443,851)			(1,443,851)						
Sanitary Sewers	Wastewater		608,879			608,879	(608,879)			(608,879)						
Parks	Parks, Horticulture and Forestry			2,302,184		2,302,184	(134,000)	(11,000)	(32,500)	(11,000)	(188,500)		2,113,684			2,113,684
Aquatics	Aquatics		204,805			204,805							204,805			204,805
Outdoor Rink	Parks, Horticulture and Forestry		43,300			43,300							43,300			43,300
Legion Fields	Parks, Horticulture and Forestry		39,800			39,800								2,800		2,800
Marina	Marina				707,540	707,540	(707,540)			(707,540)						
Dredge	Waterfront				148,055	148,055	(105,000)			(105,000)						43,055
Campground	Campground				184,413	184,413	(313,000)			(313,000)					(128,587)	(128,587)
Beach Washrooms	Waterfront			700		700							700			700
Harbour	Waterfront			172,340		172,340							172,340			172,340
Arenas	Furnace Street Arenas			115,250		115,250	(26,200)			(26,200)			89,050			89,050
Community Centre	Cobourg Community Centre			2,636,777		2,636,777	(1,389,570)	(11,000)	(5,500)	(1,406,070)		1,230,707				1,230,707
Seniors Activity Centre	Cobourg Community Centre			233,372		233,372	(40,650)	(62,080)		(102,730)			130,642			130,642
Culture Administration	Culture Administration and Other			110,858		110,858							110,858			110,858
Concert Band	Culture Administration and Other			20,600		20,600							20,600			20,600
Market Building	Culture Administration and Other			18,250		18,250	(22,000)			(22,000)			(3,750)			(3,750)
Art Gallery	Culture Administration and Other			215,000		215,000	(45,000)			(45,000)			125,000			125,000
Concert Hall	Concert Hall				375,225	375,225	(181,050)			(181,050)				194,175		194,175
Community Grants	Culture Administration and Other			49,575		49,575							49,575			49,575
Civic Awards	Culture Administration and Other			5,000		5,000	(5,000)			(5,000)						
Special Events	Special Events			419,289		419,289	(74,000)	(5,000)		(79,000)			340,289			340,289
Library	Library			932,700		932,700							932,700			932,700
Planning	Planning Services (Legislated and Long-term)	540,434				540,434	(145,600)			(126,000)		268,834				268,834
Committee of Adjustment	Planning Services (Legislated and Long-term)	79,557				79,557	(15,000)			(15,000)		64,557				64,557
Heritage	Planning Services (Legislated and Long-term)			122,382		122,382							122,382			122,382
Economic Development	Economic Development			185,224		185,224							185,224			185,224
Venture 13	Venture 13				344,136	344,136	(127,500)			(127,500)				216,636		216,636
Tourism	Tourism Development			262,734		262,734	(99,500)			(44,500)				218,234		218,234
In-Scope Services		6,777,262	7,801,828	8,132,740	1,984,369	24,696,199	(8,919,660)	(184,080)	(477,612)	(233,100)	(9,814,452)	5,388,575	3,028,253	6,114,640	350,279	14,881,747
Financial	Out of scope		1,651,900			1,651,900										(144,000)
Police	Out of scope	7,897,353				7,897,353	(1,568,005)			(87,368)		6,241,980				6,241,980
Police - Criminal Record Checks	Out of scope				2,947,632	2,947,632			(2,947,632)	(2,947,632)						
Fire	Out of scope	3,017,435				3,017,435	(13,500)			(22,000)	(35,500)	2,981,935				2,981,935
Emergency Management	Out of scope		136,456			136,456						136,456				136,456
Conservation Authority	Out of scope			248,100		248,100								248,100		248,100
Total (excluding debt servicing and capital levy)		\$ 17,828,506	9,453,728	8,380,840	4,932,001	40,595,075	(10,501,165)	(784,080)	(3,820,112)	(1,143,500)	(16,248,857)	14,748,946	2,884,253	6,362,740	350,279	24,346,218

Direct control revenue	(636,910)
Debt servicing	650,700
Police capital	25,000
Capital levy	301,984
Total	24,686,992

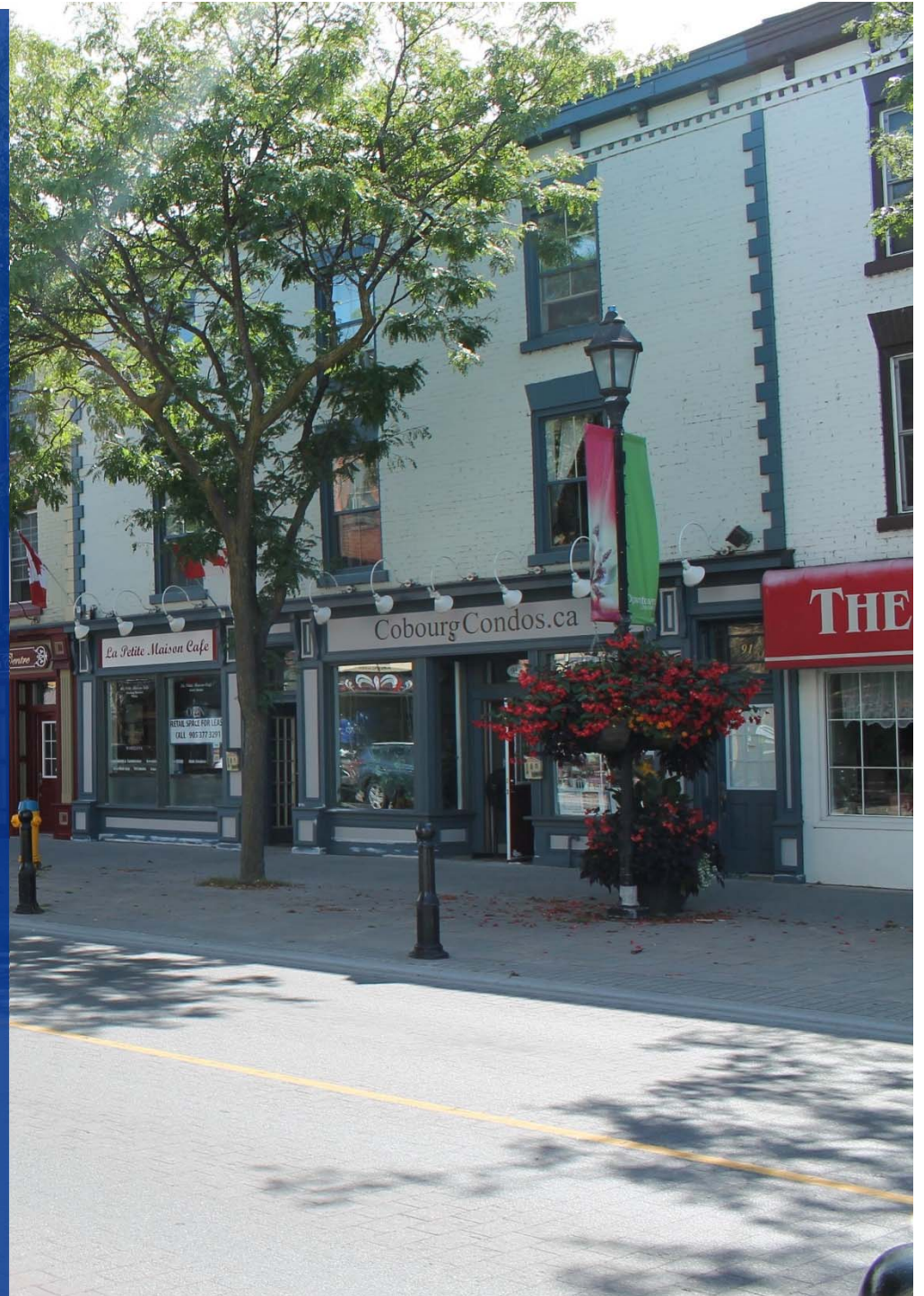
Total per 2020 budget	24,686,992
Difference	-



Town of Cobourg




Service Delivery Review

Appendix B Municipal Service Profiles



The Corporation of the Town of Cobourg

Municipal Service Profile Council

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The Corporation of the Town of Cobourg

Municipal Service Profile Council

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town departments • Residents of the Town receiving the benefit of political representation • Other municipalities that collaborate with the Town
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals and organizations benefiting from the Town's services • Town employees
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Political representation, including resolution of constituency matters and issues (2) Compliance with public accountability and transparency requirements (3) Administrative policies and procedures (4) Municipal by-laws
Service Output Level	The quantum of service outputs provided to direct clients.	Council is comprised of seven individuals, including the Mayor, Deputy Mayor and five elected representatives. Council is scheduled to meet monthly, with additional committee and special meetings held throughout the year. During 2019, a total of 33 Council meetings, 14 other public meetings and 55 advisory committee and board meetings were held by the Town.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - Council activities are provided through the Town's own resources.

The Corporation of the Town of Cobourg

Municipal Service Profile Administration - CAO

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The Corporation of the Town of Cobourg

Municipal Service Profile Administration - CAO

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town Council • Town departments and employees • Other municipalities that collaborate with the Town • Residents and organizations interacting with the Office of the CAO
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals and organizations benefiting from the Town's services
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Advice and assistance to Council (2) Strategic and operational decision making and problem resolution (3) Linkages between Council's strategic direction and the Town's operations (4) Oversight and management of Town operations (5) Internal and external communications
Service Output Level	The quantum of service outputs provided to direct clients.	The Town's CAO is responsible for the overall management and administration of a corporation with total operating costs of \$40.6 million and 183 full-time and 179 part-time employees.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - The Office of the CAO represents the linkage between Council and the Town's operations and is down with internal resources.

The Corporation of the Town of Cobourg

Municipal Service Profile Communications

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">General Government</td> </tr> </table>	Program		General Government		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Communications develops communications strategies to inform and engage the community about key initiatives and creates the tactics to execute those strategies. This can include proactive media relations, website management, social media and digital communication tools, advertising and digital analytics, brand management and creative services, strategic communications counsel and planning, public relations research, government relations, crisis communications, internal communications and marketing.</p> </td> </tr> </table>	Service Overview		<p>Communications develops communications strategies to inform and engage the community about key initiatives and creates the tactics to execute those strategies. This can include proactive media relations, website management, social media and digital communication tools, advertising and digital analytics, brand management and creative services, strategic communications counsel and planning, public relations research, government relations, crisis communications, internal communications and marketing.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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The Corporation of the Town of Cobourg

Municipal Service Profile Communications

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town staff and departments (internal) • Residents of the Town • Media • Other levels of government and agencies
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Family members and other individuals that benefit indirectly from media and communication activities.
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Communications and information dissemination with respect to the Town's services, initiatives and other matters (2) Strategy development (3) Issues management
Service Output Level	The quantum of service outputs provided to direct clients.	<p>On an annual basis, the Town's communications function issued a total of 59 press releases and 87 public notices. With respect to social media, the Town has a total of 12,327 followers on various platforms (Facebook, Twitter and Instagram) with an average of 10 social media posts made per week. Overall, a total of 34,530 people are reached by the Town's social media activities. As part of its Engage Cobourg program, the Town's communications function recorded a total of 634 registrations, leading to approximately 4,800 visitors to the Engage Cobourg site. The Engage Cobourg program launched 14 projects, with 2,287 project engagements.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own resources - Communications is undertaken primarily through the Town's own resources, and will support community stakeholders such as LUSI and the Cobourg Police Service when needed.</p>

Town of Cobourg

Municipal Service Profile Legislative Services

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Town of Cobourg

Municipal Service Profile Legislative Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town Council • Town departments • Members of the general public accessing Town services • Other municipalities that collaborate with the Town
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals and organizations benefiting from the Town's services
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Advice and assistance to Council and staff (2) Meeting documents (agendas, minutes, reports) (3) MFIPPA application processing (4) Municipal by-laws (5) Lottery licenses, commissioned oaths and affidavits and other public documents (6) Real property acquisition and disposition
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2019, the Town Clerk provided support to 33 Council meetings, 14 public meetings and 55 advisory and board meetings, producing 110 separate agenda packages. In addition to support for Council, committees and boards, the Town Clerk also:</p> <ul style="list-style-type: none"> • Received 22 requests under MFIPPA, with 20 requests completed • Issued 160 lottery licenses • Recorded 313 death registrations • Issued 120 marriage licenses, with 60 civil ceremonies performed
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own resources - Legislative services are provided through the Town's own resources.</p>

The Corporation of the Town of Cobourg

Municipal Service Profile Human Resources

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<p>The Town has budgeted a total of \$530,408 in municipal taxation support for Human Resources during the 2020 fiscal year, which includes retiree benefits (\$95,000) that are not directly related to the human resources function, WSIB NEER surcharge costs (\$15,000) and one-time costs of \$160,000 for pay equity planning. As these are not considered to be incurred in connection with regular human resources functions, we have removed them from the budgeted level of municipal taxation support for the purposes of our comparison, resulting in an adjusted level of municipal taxation support of \$260,408, or an average of \$29.07 per household. In comparison to the selected municipal comparators for which costs relating to human resources is publicly available (10), the Town has the second lowest level of municipal taxation support for human resources, with the Town providing a level of taxation support per household that is 75% of the average of the comparator municipalities. Based on discussions with Town personnel and our understanding of human resources functions for similar sized municipalities, we have considered the differential in taxation support for human resources to be reflected of a lower level of service (particularly given the lower levels of staffing) as opposed to operating efficiencies. As such, we have considered the Town's service level to be below standard.</p>																												
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The Corporation of the Town of Cobourg




Municipal Service Profile Human Resources

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town employees • Town management • Senior government agencies (CRA, WSIB) • Benefit providers
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Town who benefit from the services delivered by the Town • Town Council
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Employee recruitment and retention (2) Labour relations (3) Occupational health and safety, disability management (4) Employee and labour relations (5) Pension and compensation management
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Town's human resources function provided support to 439 full and part-time employees, with total reported salaries of \$18.35 million.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - The Town uses its own resources for the delivery of human resource services with specialized advisors (legal, consulting) utilized as required for specific situations.

The Corporation of the Town of Cobourg

Municipal Service Profile

Finance

<table border="1"> <tr> <th colspan="2">Program</th> </tr> <tr> <td colspan="2">General Government</td> </tr> </table>	Program		General Government		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Finance provides a wide range of administrative and financial services to Council, Town departments and the public, including (i) budgeting and financial planning, including asset management planning; (ii) financial policy and process development; (iii) taxation processing, including tax policy development; (iv) transaction processing (revenues and receipts, purchases and payables, payroll); (v) external and internal financial reporting; and (v) grant applications and reporting. Finance is also responsible for procurement of goods and services, inventory management, sale of surplus assets and activities involving insurance and risk management.</p> </td> </tr> </table>	Service Overview		<p>Finance provides a wide range of administrative and financial services to Council, Town departments and the public, including (i) budgeting and financial planning, including asset management planning; (ii) financial policy and process development; (iii) taxation processing, including tax policy development; (iv) transaction processing (revenues and receipts, purchases and payables, payroll); (v) external and internal financial reporting; and (v) grant applications and reporting. Finance is also responsible for procurement of goods and services, inventory management, sale of surplus assets and activities involving insurance and risk management.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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The Corporation of the Town of Cobourg

Municipal Service Profile Finance

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town Council • Town departments • Third parties involved in financial transaction with the Town • Senior levels of government
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Individuals and organizations benefiting from the Town's services • Senior levels of government
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Establishing of annual budgets (2) Developing financial policies, procedures, strategies and plans (3) Acquiring and providing financial resources (4) Providing information and advice on financial matters (5) Preparing and submitted all required financial reporting (6) Transaction processing
Service Output Level	The quantum of service outputs provided to direct clients.	<p>The Town's finance department provided transaction processing, reporting and analysis relating to all aspects of the Town's operations. During 2019, the finance department:</p> <ul style="list-style-type: none"> • Managed taxation billings and collections for the Town, County and school boards, with total billings of \$46.2 million from 8,321 separate taxation accounts. • Issued 2,920 cheques and 3,074 electronic fund transfers • Processed payroll for 439 employees
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own resources - Financial services are provided through the Town's own resources.</p>

Town of Cobourg

Municipal Service Profile Facilities Management

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Town of Cobourg

Municipal Service Profile Facilities Management

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town departments occupying space in Town facilities • Residents accessing services directly at Town facilities • Regulatory agencies
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the Town who benefit from the services delivered through the Town's facilities
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Operational maintenance and management of facilities (2) Compliance with safety and regulatory authorities
Service Output Level	The quantum of service outputs provided to direct clients.	The Town's facilities management function is responsible for the maintenance of six municipal buildings.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - The majority of the daily operations of Victoria Hall and other Town facilities is performed with the Town's own resources. Facilities also oversees cleaning contracts, and all third party maintenance contracts.

The Corporation of the Town of Cobourg

Municipal Service Profile Information Technology

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The Corporation of the Town of Cobourg




Municipal Service Profile Information Technology

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town departments • Town employees • Local Area Municipalities • Other public sector partners
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and organizations that benefit from services provided by the Town
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Planning (2) IT systems management and support (3) IT and information security (4) Advice and assistance to other Town departments (5) Information data management (6) Data analysis (GIS)
Service Output Level	The quantum of service outputs provided to direct clients.	Information technology is responsible for meeting the hardware, software, peripheral and telecommunication requirements of the Town's 400+ full and part-time employees. It is responsible for the management and maintenance of servers, a number of key software programs (e.g. Great Plains, Cityworks) and cyber security risk management, including the detection and response to attempted cyber intrusions.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - Information technology operational services are provided by the Town through its own resources.

Town of Cobourg

Municipal Service Profile

Planning Services - Development Applications

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Town of Cobourg




Municipal Service Profile Planning Services - Development Applications

Profile Component	Definition																									
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Town departments involved in or affected by planning and growth issues Members of the development community Property owners consulted as part of the planning application process Heritage property owners 																								
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents and property owners that benefit from planning activities Community stakeholder groups with interests in development decisions 																								
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Development application processing and approvals (including consultation) Assistance and advice to development community Assistance and advice to Town departments Special planning and heritage projects 																								
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2019, the Town processed a total of 128 planning applications (2018 - 97)</p> <table> <thead> <tr> <th></th> <th><u>2018</u></th> <th><u>2019</u></th> </tr> </thead> <tbody> <tr> <td>Minor variances</td> <td>2</td> <td>9</td> </tr> <tr> <td>Consents</td> <td>7</td> <td>19</td> </tr> <tr> <td>Site plan approvals</td> <td>2</td> <td>9</td> </tr> <tr> <td>Zoning By-Law amendments</td> <td>1</td> <td>6</td> </tr> <tr> <td>Plans of subdivision and condominium</td> <td>4</td> <td>7</td> </tr> <tr> <td>Official Plan amendments</td> <td>1</td> <td>2</td> </tr> <tr> <td>Heritage permits</td> <td>80</td> <td>75</td> </tr> </tbody> </table>		<u>2018</u>	<u>2019</u>	Minor variances	2	9	Consents	7	19	Site plan approvals	2	9	Zoning By-Law amendments	1	6	Plans of subdivision and condominium	4	7	Official Plan amendments	1	2	Heritage permits	80	75
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Town of Cobourg

Municipal Service Profile

Planning Services - Other Planning Services

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Town of Cobourg

Municipal Service Profile Planning Services - Other Planning Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town departments involved in or affected by planning and growth issues • Members of the development community • Property owners consulted as part of the planning application process • Heritage property owners • Property owners within Community Improvement Plan areas
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and property owners that benefit from planning activities • Community stakeholder groups with interests in development decisions
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Official Plan updates (3) Assistance and advice to development community (4) Assistance and advice to Town departments (5) Special planning and heritage projects (6) Community improvement plan administration (2 + 1 in development)
Service Output Level	The quantum of service outputs provided to direct clients.	The Town undertakes a range of planning activities, including the administration of three community improvement plans.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - Planning services are provided primarily by Town personnel, with consultants used for specialized planning activities.

Town of Cobourg

Municipal Service Profile Building Services

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Town of Cobourg

Municipal Service Profile Building Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Individuals or companies undertaking construction, renovation or other building-related projects that require permits
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Individuals purchasing homes directly from contractors/developers Individuals purchasing homes on the resale market Title insurers who rely on building approvals
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Reviews of construction plans as part of the building permit issuance process Inspections during construction Final occupancy inspections Assistance and advice on building and zoning matters
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Town issued a total of 477 permits with an associated construction value of \$28.7 million. In comparison, the Town issued 493 permits in 2018, with an associated value of \$64.8 million.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - Building services are provided primarily through the Town's own resources.

THE CORPORATION OF THE TOWN OF COBOURG

Municipal Service Profile Joint Animal Control

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THE CORPORATION OF THE TOWN OF COBOURG

Municipal Service Profile Joint Animal Control

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Owners of dogs and cats in the community • Residents affected by nuisance animals • Animal welfare groups supported by the Town's efforts
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of the community who benefit from effective animal control measures
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Cat identification (2) Dog licensing (3) Management of cat and dog populations (spaying/nurturing, sheltering, adoptions) (4) Support for animal welfare groups
Service Output Level	The quantum of service outputs provided to direct clients.	On an annual basis, the Joint Animal Control Board issues approximately 1,000 dog tags per year.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared service - Animal control is administered through a joint municipal board comprising of five area municipalities.

THE CORPORATION OF THE TOWN OF COBOURG

Municipal Service Profile Bylaw Enforcement

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Protection</td> </tr> </table>	Committee		Protection		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>By-law Enforcement ensures compliance with the Town's bylaws, both on public and private properties, including but not limited to building codes, property standards, parking, taxi regulation and smoking. Enforcement and compliance is conducted on a complaint basis, with additional proactive approaches through specific initiatives and blitz and in response to community complaints. By-Law enforcement encompasses the preparation of various by-laws, the administration of permits (signs, liquor licensing, pools), and the setting of fines and prosecutions of POA matters.</p> </td> </tr> </table>	Service Overview		<p>By-law Enforcement ensures compliance with the Town's bylaws, both on public and private properties, including but not limited to building codes, property standards, parking, taxi regulation and smoking. Enforcement and compliance is conducted on a complaint basis, with additional proactive approaches through specific initiatives and blitz and in response to community complaints. By-Law enforcement encompasses the preparation of various by-laws, the administration of permits (signs, liquor licensing, pools), and the setting of fines and prosecutions of POA matters.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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THE CORPORATION OF THE TOWN OF COBOURG

Municipal Service Profile Bylaw Enforcement

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents lodging complaints with respect to by-law non-compliance Businesses operating under Town by-laws and permitting requirements
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents of and visitors to the community that benefit from by-law enforcement Consumers purchasing goods and/or services from businesses operating under Town by-laws and permitting requirements
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Responses to specific complaints Inspections POA prosecutions By-law preparation
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Town issued a total of 86 sign permits (2018 - 121), 14 pool permits (2018 - 10) and 2 liquor license permits (2018 -1). During 2019, a total of 100 prosecutions were undertaken with respect to by-law enforcement, compared to 76 in 2018, with the majority of prosecutions relating to parking infractions (2019 - 82, 2018 - 60).
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - By-law enforcement is provided primarily by Town personnel.

Town of Cobourg

Municipal Service Profile Engineering

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Public Works</td> </tr> </table>	Committee		Public Works		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>Engineering is responsible for the overall vision, planning, budgeting, management and implementation of the Town's Infrastructure and Transportation services. In addition to its administrative function, Engineering is also responsible for administering the design and construction of linear infrastructure (roads, storm and sanitary collection systems), including project management, contract documents, warranty and inspections. Engineering is responsible for master planning for roads and wastewater, traffic studies and analytics, environmental assessments, data collection and analysis. Engineering reviews all civil related technical aspects for all subdivision and site plan development review, managing developer securities and lot grading completion and certification, conducting site inspections and providing recommendations for assumption of subdivision.</p> </td> </tr> </table>	Service Overview		<p>Engineering is responsible for the overall vision, planning, budgeting, management and implementation of the Town's Infrastructure and Transportation services. In addition to its administrative function, Engineering is also responsible for administering the design and construction of linear infrastructure (roads, storm and sanitary collection systems), including project management, contract documents, warranty and inspections. Engineering is responsible for master planning for roads and wastewater, traffic studies and analytics, environmental assessments, data collection and analysis. Engineering reviews all civil related technical aspects for all subdivision and site plan development review, managing developer securities and lot grading completion and certification, conducting site inspections and providing recommendations for assumption of subdivision.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Engineering

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Town departments requiring assistance and advice on development, infrastructure, transportation and/or environmental matters • Contractors, developers and other parties involved in infrastructure projects • Regulatory agencies and other third parties (MECP, MTO, GRCA Northumberland County)
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and businesses that benefit from transportation and infrastructure services
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Short and long-term transportation and infrastructure planning (2) Engineering reviews and recommendations (3) Capital project management (4) Advice and assistance on infrastructure and development matters (5) Community engagement and communications (6) Data collection, analysis and reporting
Service Output Level	The quantum of service outputs provided to direct clients.	The Town maintains a road network comprised of 266 lane kilometers for roadways, with a total budget for Public Works of \$6.7 million in 2019.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - Engineering is undertaken primarily through the Town's internal resources, with third party consultants retained for specific services (master planning, project design, inspection and contract management).

Town of Cobourg

Municipal Service Profile Roads and Sewers

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Public Works</td> </tr> </table>	Committee		Public Works		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Public Works oversees and is responsible for all road, sanitary and stormwater maintenance activities within the Town's right-of-way, which includes (i) winter control for roads and sidewalks (patrol, plowing, sanding and salting); (ii) roads and bridge repair (pothole patching, utility cut repairs, crack sealing, limited resurfacing); (iii) roadside maintenance (culvert, curb & gutter maintenance, repairs and replacement, shoulder maintenance, brushing and ditching, roadside mowing, street sweeping, debris and invasive species removal); (iv) maintenance of signage and traffic signals; (v) streetlight maintenance; and (vi) sidewalk / boardwalk / street furniture repair and replacement. Public Works is also responsible for ensuring the completion of legislative requirements (e.g. biennial bridge inspections, annual sign reflectiveness testing, road patrolling).</td> </tr> </table>	Service Overview		Public Works oversees and is responsible for all road, sanitary and stormwater maintenance activities within the Town's right-of-way, which includes (i) winter control for roads and sidewalks (patrol, plowing, sanding and salting); (ii) roads and bridge repair (pothole patching, utility cut repairs, crack sealing, limited resurfacing); (iii) roadside maintenance (culvert, curb & gutter maintenance, repairs and replacement, shoulder maintenance, brushing and ditching, roadside mowing, street sweeping, debris and invasive species removal); (iv) maintenance of signage and traffic signals; (v) streetlight maintenance; and (vi) sidewalk / boardwalk / street furniture repair and replacement. Public Works is also responsible for ensuring the completion of legislative requirements (e.g. biennial bridge inspections, annual sign reflectiveness testing, road patrolling).		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Roads and Sewers

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and visitors that utilize the Town's road network • Private and public sector organizations that benefit from road transportation • Property owners protected from flooding by effective stormwater management
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents of and organizations in the Town that benefit from the effective movement of people and goods
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Winter roads maintenance (2) Road and bridge maintenance and repairs (3) Roadside maintenance (4) Stormwater management infrastructure maintenance (5) Maintenance of signage and traffic signals (6) Sidewalk maintenance and repairs (7) Sanitary main maintenance and repairs
Service Output Level	The quantum of service outputs provided to direct clients.	The Town performs year-round maintenance activities on 266 lane kilometers of roadways and operates one Public Works depot. Public Works maintains a fleet of 40 vehicles and equipment units, with a total of 132,964 kilometers driven and 1,339 equipment operating hours during 2019.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - Roads maintenance is performed predominantly by the Town's own resources, although contractors and consultants will be retained as required to provide specialized services (e.g. mandated bridge inspections, streetlight maintenance) or to supplement Town resources during peak demand periods.

Town of Cobourg

Municipal Service Profile Crossing Guards

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Public Works</td> </tr> </table>	Committee		Public Works		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Town provides school crossing guards at seven locations within the community.</td> </tr> </table>	Service Overview		The Town provides school crossing guards at seven locations within the community.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Crossing Guards

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • School-aged children benefiting from controlled road crossings • Vehicle operators benefiting from controlled road crossings
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Local school boards benefiting from controlled road crossings • Families of school-aged children
Service Output	The output of a service that fulfills a recognized client's need.	(1) Supervision and control of road crossings in school areas
Service Output Level	The quantum of service outputs provided to direct clients.	The Town provides crossing guards at seven locations in the community.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town typically employs eight part-time school crossing guards and two spare guards.

Town of Cobourg

Municipal Service Profile Transit

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Town of Cobourg

Municipal Service Profile Transit

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Individuals utilizing conventional and specialized transit
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents of the community that benefit from reduced traffic volumes Organizations that benefit from the movement of workers and customers by public and specialized transit
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Scheduled conventional transit service Specialized transit service (by reservation) Fleet maintenance Transit planning
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Town operated a total of 5,204 hours on Route 1 and 4,730 hours on Route 2 for a total of 10,114 service hours, with a total of 78,621 conventional transit passengers.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Third Party Provider - The Town utilizes an external contractor for the delivery of conventional and specialized transit services. Town staff administer the contract and special projects related to transit.

Town of Cobourg

Municipal Service Profile Environmental Services

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Town of Cobourg

Municipal Service Profile Environmental Services

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Property owners that benefit from wastewater collection and treatment activities Regulatory agencies receiving reports concerning wastewater treatment Northumberland County benefits from the landfill leachate processing Risk Management Officials as required by the Drinking Water Source Protection Act
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Town residents and visitors that benefit from effective treatment of wastewater Bulk chemical purchased jointly with neighbouring municipalities
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Wastewater collection and treatment Laboratory testing Regulatory reporting Environmental programs
Service Output Level	The quantum of service outputs provided to direct clients.	On an annual basis, the Town treats more than 5.5 million cubic meters of wastewater. In addition, Northumberland County transports approximately 42,000 m3 of landfill leachate for processing annually.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - Wastewater treatment and environmental services activities are undertaken predominantly through the use of the Town's own resources.

Town of Cobourg

Municipal Service Profile Parking

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Town of Cobourg

Municipal Service Profile Parking

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Vehicle drivers requiring parking
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Local businesses and organizations that benefit from vehicle traffic Pedestrians and motorists that benefit from effective parking management
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Parking infrastructure maintenance Parking bylaw enforcement
Service Output Level	The quantum of service outputs provided to direct clients.	The Town currently manages 257 on-street parking spots and 849 additional spots in parking lots. During 2019, the Town issued a total of 4,412 parking infraction notices.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Combined - Parking services are delivered through a combination of the Town's resources and external contractors.

Town of Cobourg

Municipal Service Profile GIS

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Town of Cobourg

Municipal Service Profile GIS

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents have access to public facing applications • Town staff utilize GIS services for infrastructure mapping, asset management, planning, • Developers can obtain access to infrastructure mapping • Lakefront Utilities Service Inc (LUSI) receive GIS support services for water infrastructure mapping
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and/or organizations in the Town that benefit from effective information management.
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Maps (infrastructure, plow routes, zoning, regulated areas, emergency routes, etc) (2) Asset Management data models (3) Work Order system (4) Building permit tracking system (5) Property boundaries and ownership (6) Where's my bus application (transit bus tracking system-public facing)
Service Output Level	The quantum of service outputs provided to direct clients.	
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own resources - GIS activities are undertaken predominantly through the use of the Town's own resources with the occasional requirement for consultation and training from service provider.

Town of Cobourg

Municipal Service Profile Parks, Horticulture and Forestry

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Town of Cobourg

Municipal Service Profile Parks, Horticulture and Forestry

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents using Town parks, sports fields and open spaces
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Residents and visitors to the community Area businesses and organizations positively impacted by horticulture programs
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Maintenance of parks and open spaces Maintenance of flower beds and other horticultural displays Maintenance of sports fields, courts and other outdoor recreational facilities Maintenance of forested areas Maintenance of roadside areas
Service Output Level	The quantum of service outputs provided to direct clients.	<ul style="list-style-type: none"> Total registered utilization of the Town's outdoor facilities (representing utilization arranged through the Town as opposed to informally) amounted to 2,747 hours, of which 1,410 were revenue generating hours and 1,337 were community hours provided at no cost. During 2019, 935 tree inspections were conducted in 2019, with 164 trees removed and 150 trees planted.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Parks, horticulture and forestry services are provided primarily by the Town's resources.</p>

Town of Cobourg

Municipal Service Profile Aquatics

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Town of Cobourg

Municipal Service Profile Aquatics

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Individuals using Centennial Pool and Victoria Beach
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Family members that benefit from the supervision and protection provided by the Town's lifeguards
Service Output	The output of a service that fulfills a recognized client's need.	(1) Lifeguard supervision and response
Service Output Level	The quantum of service outputs provided to direct clients.	Staff have estimated that approximately 2,500 to 5,000 people attend the Town beach and waterfront during weekdays, with attendance increasing to 8,000 to 15,000 people attend the beach and waterfront during weekends.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the provision of lifeguard and other aquatic programming.

Town of Cobourg

Municipal Service Profile Marina and Victoria Harbour

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Town of Cobourg

Municipal Service Profile Marina and Victoria Harbour

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Boaters using the Cobourg Marina. • Residents and visitors attending festivals and other special events at the Cobourg Marina.
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Local businesses that benefit from spin-off spending from marina customers.
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Boat launch and removal (2) Fuel sales (3) Personal services (laundry, showers, washrooms, waste management) (4) Special events and festivals (5) Dredging
Service Output Level	The quantum of service outputs provided to direct clients.	On an annual basis, approximately 36,000 visits to the community originate from the marina. In addition, staff have estimated that approximately 2,500 to 5,000 people attend the Town beach and waterfront during weekdays, with attendance increasing to 8,000 to 15,000 people attend the beach and waterfront during weekends.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the operation of Cobourg Marina and dredging operations.

Town of Cobourg

Municipal Service Profile Campground

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Parks and Recreation</td> </tr> </table>	Committee		Parks and Recreation		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Town operates Victoria Park Campground, a 70-lot campground that offers a range of services to campers including washrooms and showers, laundry facilities, electrical and water servicing, waste management and concessions. The Victoria Park campground provides seasonal access as well as transient tent and trailer camping.</p> </td> </tr> </table>	Service Overview		<p>The Town operates Victoria Park Campground, a 70-lot campground that offers a range of services to campers including washrooms and showers, laundry facilities, electrical and water servicing, waste management and concessions. The Victoria Park campground provides seasonal access as well as transient tent and trailer camping.</p>		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Campground

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Campers using the Victoria Park Campground.
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Local businesses that benefit from spin-off spending from marina customers.
Service Output	The output of a service that fulfills a recognized client's need.	<ul style="list-style-type: none"> (1) Seasonal and transient camping (2) Personal services (laundry, showers, washrooms, waste management, concessions)
Service Output Level	The quantum of service outputs provided to direct clients.	Victoria Park Campground offers 70 sites for seasonal (17) and transient (53) campers, with electrical, water and sewer sites.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the operation of the Victoria Park Campgrounds.

Town of Cobourg

Municipal Service Profile Furnace Street Arenas

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Parks and Recreation</td> </tr> </table>	Committee		Parks and Recreation		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Town performs care and maintenance services on the decommissioned Memorial Arena as well as building maintenance services on the Jack Heenan Arena, which is leased to the West Northumberland Curling Club.</td> </tr> </table>	Service Overview		The Town performs care and maintenance services on the decommissioned Memorial Arena as well as building maintenance services on the Jack Heenan Arena, which is leased to the West Northumberland Curling Club.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Furnace Street Arenas

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> West Northumberland Curling Club (Jack Heenan Arena rental)
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Local businesses that benefit from spin-off spending from marina customers.
Service Output	The output of a service that fulfills a recognized client's need.	<ul style="list-style-type: none"> (1) Ice rentals (2) Facilities maintenance
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, a total of 315 hours of ice time was used at the Memorial Arena prior to its decommissioning in the spring of 2019.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the maintenance of the Memorial and Jack Heenan arenas.

Town of Cobourg

Municipal Service Profile Cobourg Community Centre

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Town of Cobourg

Municipal Service Profile Cobourg Community Centre

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents participating in recreational activities Sports groups and other organizations renting facilities at the CCC
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Members of sports groups and organizations participating in activities at the CCC Family members of CCC users
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Ice and facility rentals Recreational and educational programming (child, adult and family) Seniors' programming Facilities maintenance
Service Output Level	The quantum of service outputs provided to direct clients.	<ul style="list-style-type: none"> During 2019, a total of 6,683 hours of ice time were used at the CCC, of which 4,217 were revenue hours and 1,981 were community hours (no charge). 931 residents were members of the Cobourg Seniors' Activity Centre during 2019. 2,705 children participated in day camps hosted at the CCC during 2019. 220 children and youth registered for instruction during 2019.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - The Town uses its own resources for the operation of the Cobourg Cultural Centre.</p>

Town of Cobourg

Municipal Service Profile Administration and Other

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Culture and Community Services</td> </tr> </table>	Committee		Culture and Community Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">Culture and Community Services coordinates the overall development of strategies and annual planning for the Town's cultural activities. In addition, culture and community services liaises with and provides support to community organizations with respect to cultural activities and events and also directly manages culture-specific programs and services, including the maintenance of cultural venues (Concert Band, Market Building) and the administration of community grants.</td> </tr> </table>	Service Overview		Culture and Community Services coordinates the overall development of strategies and annual planning for the Town's cultural activities. In addition, culture and community services liaises with and provides support to community organizations with respect to cultural activities and events and also directly manages culture-specific programs and services, including the maintenance of cultural venues (Concert Band, Market Building) and the administration of community grants.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Administration and Other

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and guests participating in cultural events • Cultural organizations coordinating efforts with the Town • Organizations receiving community grants • Organizations and individuals utilizing the Town's cultural facilities
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and visitors to the community that participate in cultural activities and events • Area businesses and organizations positively impacted by cultural activities and the associated spending
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Strategy development and planning (2) Advice and assistance to community organizations and individuals (3) Financial support through community grants (4) Facility rentals
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2019, the Town issued a total of 153 municipal event permits, ranging in attendance from Less than 150 people (45 permits), 150 to 500 people (87 permits) and more than 500 people (21 permits). In addition, provided assistance to community groups on 56 event applications. The Town also attracted four film developments to the community in 2019, with an estimated \$333,000 spent in the community by the production companies.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Cultural administration is provided primarily through the Town's resources.</p>

Town of Cobourg

Municipal Service Profile Concert Hall

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Culture and Community Services</td> </tr> </table>	Committee		Culture and Community Services		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2">The Cobourg Concert Hall ("CCH") is a community venue for plays, concerts and musical theatre. The CCH is also available for rental for corporate meetings, seminars, lectures, exhibits, receptions and weddings. The CCH also serves as the location for the Art Gallery of Northumberland, which rents a portion of the facility.</td> </tr> </table>	Service Overview		The Cobourg Concert Hall ("CCH") is a community venue for plays, concerts and musical theatre. The CCH is also available for rental for corporate meetings, seminars, lectures, exhibits, receptions and weddings. The CCH also serves as the location for the Art Gallery of Northumberland, which rents a portion of the facility.		<table border="1"> <tr> <th colspan="2" rowspan="2"></th> <th colspan="3">Service Level</th> </tr> <tr> <th>Below Standard</th> <th>At Standard</th> <th>Above Standard</th> </tr> <tr> <th rowspan="4">Basis of Delivery</th> <th>Mandatory</th> <td colspan="3" rowspan="4" style="text-align: center; vertical-align: middle;">  </td> </tr> <tr> <th>Essential</th> </tr> <tr> <th>Traditional Discretionary</th> </tr> <tr> <th>Non-Traditional Discretionary</th> </tr> </table>					Service Level			Below Standard	At Standard	Above Standard	Basis of Delivery	Mandatory				Essential	Traditional Discretionary	Non-Traditional Discretionary
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Town of Cobourg

Municipal Service Profile Concert Hall

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents and guests attending cultural events hosted at the CCH Individuals and organizations renting space for events, including the Art Gallery of Northumberland
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> Area businesses and organizations positively impacted by cultural economic activities
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> Cultural events including concerts, plays and musical theatre Facility rentals Food and beverage service
Service Output Level	The quantum of service outputs provided to direct clients.	
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The operation of the CCH is undertaken primarily through Town resources.

Town of Cobourg

Municipal Service Profile Special Events

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Town of Cobourg

Municipal Service Profile Special Events

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Residents and guests participating in special events • Individuals and organizations utilizing municipal infrastructure for special events
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Area businesses and organizations positively impacted by special events and the associated economic impacts
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Special events planning and delivery (2) Support and coordination with individuals and organizations planning special events (3) Municipal Event Application administration and processing (4) Data collection, analysis and reporting
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Town hosted 12 community events with a total estimated attendance of 76,400 guests.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the coordination and delivery of special events.

Town of Cobourg

Municipal Service Profile Library

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Town of Cobourg

Municipal Service Profile Library

Profile Component	Definition																			
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> Residents that access the Board's collections and other materials Residents utilization wireless hotspots Individuals participating in library-organized programs 																		
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.																			
Service Output	The output of a service that fulfills a recognized client's need.	(1) Access to physical and electronic publications and other resources (2) Internet access through workstations (3) Wireless access through hotspots (4) Meeting facilities (5) Community programming																		
Service Output Level	The quantum of service outputs provided to direct clients.	During 2019, the Board reported a total of 9,835 active cardholders, representing an increase of 910 from 2018. Additional activity statistics are included below: <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th style="text-align: right;"><u>2019</u></th> <th style="text-align: right;"><u>2018</u></th> </tr> </thead> <tbody> <tr> <td>Counter visits</td> <td style="text-align: right;">144,466</td> <td style="text-align: right;">149,276</td> </tr> <tr> <td>Circulation</td> <td style="text-align: right;">198,419</td> <td style="text-align: right;">214,187</td> </tr> <tr> <td>Programs offered</td> <td style="text-align: right;">659</td> <td style="text-align: right;">531</td> </tr> <tr> <td>Program attendance</td> <td style="text-align: right;">15,751</td> <td style="text-align: right;">13,313</td> </tr> <tr> <td>Individuals using computers</td> <td style="text-align: right;">12,280</td> <td style="text-align: right;">18,430</td> </tr> </tbody> </table>		<u>2019</u>	<u>2018</u>	Counter visits	144,466	149,276	Circulation	198,419	214,187	Programs offered	659	531	Program attendance	15,751	13,313	Individuals using computers	12,280	18,430
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Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Shared Service - Library services are provided on a shared service basis with Hamilton Township through a board established under the Public Libraries Act.																		

Town of Cobourg

Municipal Service Profile Tourism

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Town of Cobourg

Municipal Service Profile Tourism

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Tourists visiting Cobourg • Local businesses participating in cooperating marketing and other initiatives
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Local businesses that benefit from tourism activity and associated spending • Municipal and other public sector facilities and programs that benefit from tourism
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Promotion of Cobourg as a tourism destination (print, website, social media) (2) Experience Ambassador program (3) Visitor information services (4) Data collection and analysis (5) Strategy development (6) Support for local businesses involved in the tourism sector
Service Output Level	The quantum of service outputs provided to direct clients.	Based on a survey of tourists conducted in 2018, 13.3% of respondents (67) stayed overnight in Cobourg, while 19.4% (98) stayed for multiple nights. In addition, 48.7% of respondents (246) indicated they had participated in a cultural event, 49% of respondents (248) indicated they had shopped and 59.7% of respondents (304) indicated they had dined locally. During the 2018 tourist season, the Town's Visitor Recognition Units recorded 266,271 tourists in the community.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The Town uses its own resources for the coordination and delivery of tourism development activities.

Town of Cobourg

Municipal Service Profile Economic Development

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Town of Cobourg

Municipal Service Profile Economic Development

Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Local businesses • Community and industry associations • Municipal departments that receive advice and input on economic development matters • Northumberland County's economic development function • Inbound investors and other parties interested in the community from a business perspective
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and local businesses that benefit from economic development activities
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) External marketing activities (2) Strategy development and planning (3) Data collection and analysis (4) Support for County-level economic development activities (5) Information distribution to potential investors and other parties
Service Output Level	The quantum of service outputs provided to direct clients.	<p>During 2019, the Town's economic development function received 73 inquiries from clients (manufacturing - 27, service - 19, retail - 8, other industries - 19), with an additional 1,577 potential business retention clients and 129 manufacturing business attraction clients contacted through telephone and business outreach. The level of inbound investment in 2019 is estimated to have created approximately 69 jobs, \$65,000 in taxation revenue and \$2.5 million in total economic impacts.</p>
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	<p>Own Resources - Economic development is provided primarily through the Town's resources, although the Town does provide a contribution (\$45,000) to the County to support economic development activities at the County level.</p>

Town of Cobourg

Municipal Service Profile Venture 13

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Town of Cobourg

Municipal Service Profile Venture 13

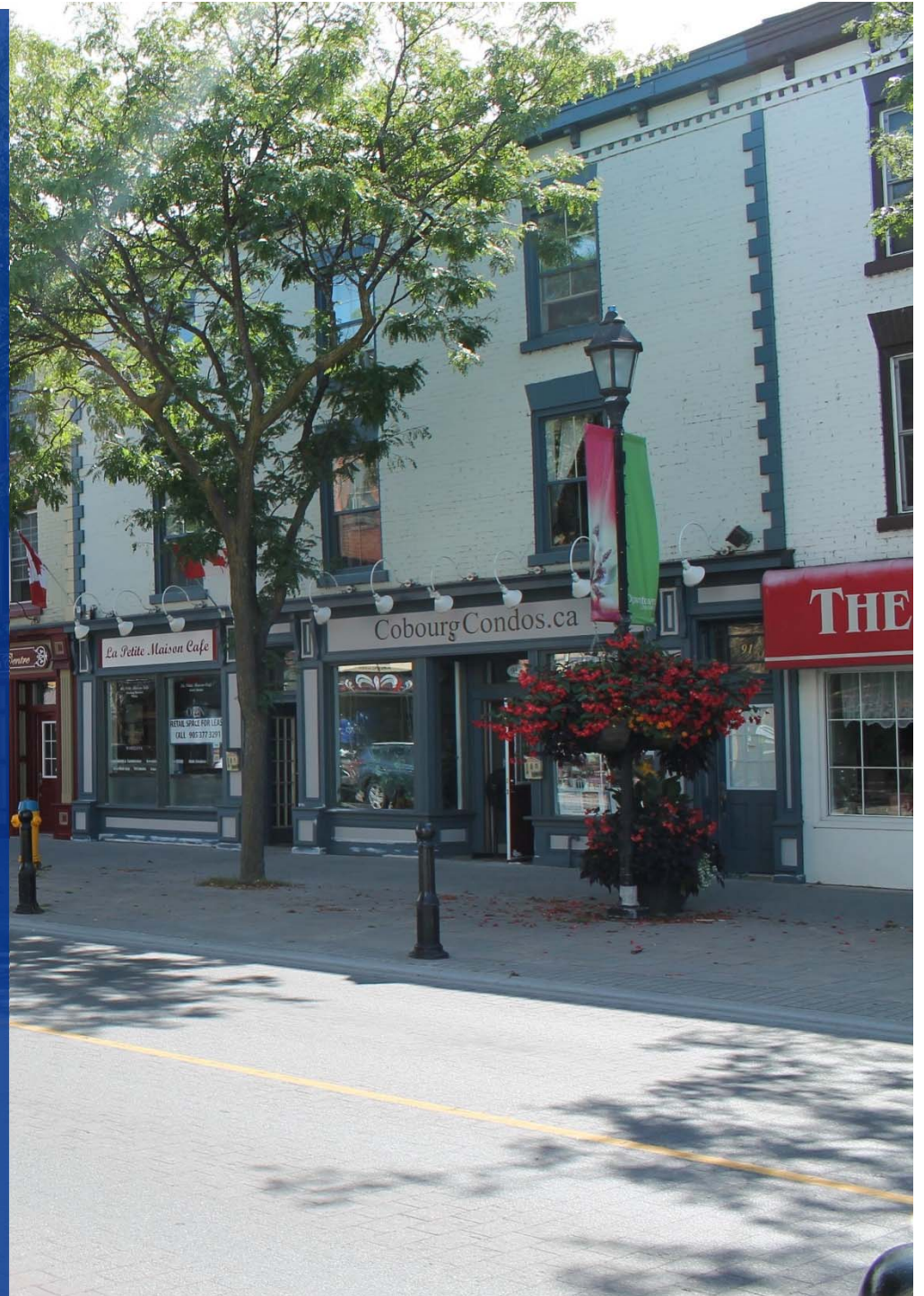
Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Entrepreneurs participating in programs and services offered by Venture 13 • Organizations utilizing Venture 13 facilities (e.g. Cobourg Police Services, Northumberland CFDC) • Industry and community organizations partnering with Venture 13 on program delivery
Indirect Client	A set of parties that benefits from a service value without receiving the service output directly.	<ul style="list-style-type: none"> • Residents and businesses that benefit from increased economic activity
Service Output	The output of a service that fulfills a recognized client's need.	<ol style="list-style-type: none"> (1) Access to facilities and technology (2) Education and training (3) Information and best practices sharing (4) Facilitation of partnerships and collaborations between entrepreneurs and other parties (5) Mentoring and coaching
Service Output Level	The quantum of service outputs provided to direct clients.	As at November 2019, Venture 13 reported a total of 10,600 in person visits, with 81 community events and 263 partner-led (23 partners) events held. Venture 13 also had a total of 19 businesses operating from its VentuZone, with three VentuZone alumni in operation.
Primary Delivery Model	How the service is predominantly delivered, recognizing that a combination of delivery models may be used.	Own Resources - The operation of the Venture 13 is undertaken primarily through Town resources.



Town of Cobourg

Service Delivery Review

Appendix C Comparative Analysis



TOWN OF COBOURG SERVICE DELIVERY REVIEW
COMPARATIVE ANALYSIS

TIER 1 MUNICIPALITIES - COMPARABLE NUMBER OF HOUSEHOLDS

	Basis of Allocation	Cobourg	Brighton	Essex	Huntsville	Owen Sound	Port Hope	Strathroy-Caradoc	Tecumseh	Tillsonburg	Comparator Average	Cobourg Rank (1 - Highest)	Cobourg as a Percentage of Average
(1) BUDGETED LEVY REQUIREMENT													
Council	Household	\$ 355,930	219,026	595,679	612,094	281,853	268,439	353,309	437,075	411,700			
Corporate Services	Household	\$ 2,794,266	1,279,233	4,076,299	2,790,469	2,515,915	2,863,850	2,402,981	2,914,350	1,551,000			
By-Law Enforcement	Household	\$ 123,403	111,460	135,948	251,993	243,823	37,259	-	199,106	217,100			
Animal Control	Household	\$ 101,632	-	62,241	<i>Included in By-Law</i>	55,950	87,370	61,506	16,130				
Public Works	Lane kilometers of roads	\$ 3,228,865	3,700,826	4,765,530	4,062,543	4,001,470	3,856,312	3,258,007	2,854,621	4,346,900			
Transit	Household	\$ 752,526	33,176	-	129,501	992,481	274,261	-	98,769	148,400			
Parks and Recreation	Household	\$ 3,814,988	823,075	3,798,298	3,495,910	1,610,834	2,318,138	1,701,571	2,467,690	4,713,800			
Arts, Culture and Heritage	Household	\$ 836,747	88,530	108,882	380,960	545,267	37,500	165,199	125,904	440,700			
Library	Household	\$ 932,700	565,937	<i>Upper Tier</i>	820,904	953,776	796,905	<i>Upper Tier</i>	<i>Upper Tier</i>	<i>Upper Tier</i>			
Planning and Heritage	Value of building permits issued	\$ 455,773	331,276	401,570	27,906	295,254	543,904	8,350	541,674	68,000			
Economic, Tourism and Community Development	Household	\$ 620,094	250,462	276,890	479,423	403,753	456,296	183,112	<i>Included in CAO</i>	441,100			
(2) BASIS OF ALLOCATION													
Total reported households		8,958	5,099	8,694	10,524	10,098	7,305	8,455	8,987	7,297			
Total reported lane kilometers of roads		266	230	684	824	239	645	696	385	232			
Total value of building permits issued (2016 to 2018 average)		\$ 43,181,000	38,455,000	18,305,000	976,000	27,714,000	13,629,000	67,482,000	27,796,000	34,665,000			
(3) FINANCIAL INDICATORS													
Council	Household	\$ 39.73	\$ 42.95	\$ 68.52	\$ 58.16	\$ 27.91	\$ 36.75	\$ 41.79	\$ 48.63	\$ 56.42	47.64	7	83.4%
Corporate Services	Household	\$ 311.93	\$ 250.88	\$ 468.86	\$ 265.15	\$ 249.15	\$ 392.04	\$ 284.21	\$ 324.29	\$ 212.55	305.89	4	102.0%
By-Law Enforcement	Household	\$ 13.78	\$ 21.86	\$ 15.64	\$ 23.94	\$ 24.15	\$ 5.10	\$ -	\$ 22.15	\$ 29.75	17.82	7	77.3%
Animal Control	Household	\$ 11.35	\$ -	\$ 7.16	\$ -	\$ 5.54	\$ 11.96	\$ 7.27	\$ 1.79	\$ -	4.82	2	235.5%
Public Works	Lane kilometers of roads	\$ 12,138.59	\$ 16,090.55	\$ 6,866.76	\$ 4,930.27	\$ 16,742.55	\$ 5,978.78	\$ 4,681.04	\$ 7,414.60	\$ 18,736.64	10,180.15	4	119.2%
Transit	Household	\$ 84.01	\$ 6.51	\$ -	\$ 12.31	\$ 98.28	\$ 37.54	\$ -	\$ 10.99	\$ 20.34	23.25	2	361.4%
Parks and Recreation	Household	\$ 425.87	\$ 161.42	\$ 436.89	\$ 332.18	\$ 159.52	\$ 317.34	\$ 201.25	\$ 274.58	\$ 645.99	316.15	3	134.7%
Arts, Culture and Heritage	Household	\$ 93.41	\$ 17.36	\$ 12.52	\$ 36.20	\$ 54.00	\$ 5.13	\$ 19.54	\$ 14.01	\$ 60.39	27.39	1	341.0%
Library	Household	\$ 104.12	\$ 110.99	\$ -	\$ 78.00	\$ 94.45	\$ 109.09	\$ -	\$ -	\$ 98.13	98.13	3	106.1%
Planning and Heritage	Value of building permits issued	\$ 10.55	\$ 8.61	\$ 21.94	\$ 28.59	\$ 10.65	\$ 39.91	\$ 0.12	\$ 19.49	\$ 1.96	16.41	6	64.3%
Economic, Tourism and Community Development	Household	\$ 69.22	\$ 49.12	\$ 31.85	\$ 45.56	\$ 39.98	\$ 62.46	\$ 21.66	\$ 60.45	\$ 44.44	44.44	1	155.8%

**TOWN OF COBOURG SERVICE DELIVERY REVIEW
COMPARATIVE ANALYSIS**

TIER 2 MUNICIPALITIES - WATERFRONT AND TOURISM DESTINATIONS

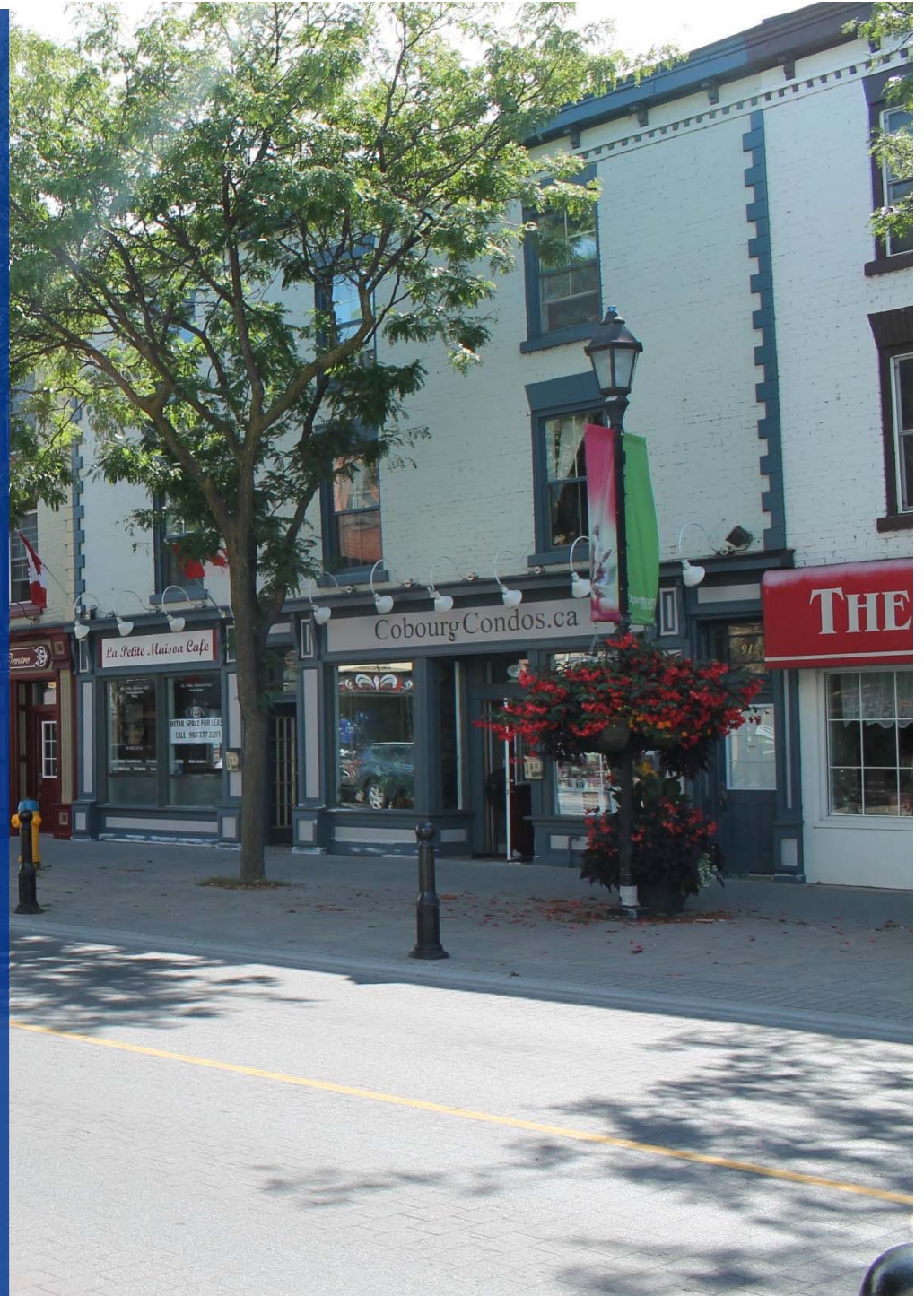
	Basis of Allocation	Cobourg	Collingwood	Kenora	Midland	Wasaga Beach	Comparator Average	Cobourg Rank (1 - Highest)	Cobourg as a Percentage of Average
(1) BUDGETED LEVY REQUIREMENT									
Council	Household	\$ 355,930	531,357	340,781	564,658	367,490			
Corporate Services	Household	\$ 2,939,766	5,593,230	2,848,421	2,702,945	2,484,840			
By-Law Enforcement	Household	\$ 123,403	359,006	231,304	90,424	193,010			
Animal Control	Household	\$ 101,632	<i>Included in bylaw</i>	<i>Included in bylaw</i>	44,200	44,400			
Public Works	Lane kilometers of roads	\$ 3,228,865	5,165,398	4,418,810	3,980,867	4,477,770			
Transit	Household	\$ 752,526	787,864	294,149	334,992	584,800			
Parks and Recreation	Household	\$ 3,814,988	4,253,284	2,869,786	3,066,912	2,779,520			
Arts, Culture and Heritage	Household	\$ 836,747	1,161,996	596,409	706,808	750,230			
Library	Household	\$ 932,700	1,768,626	626,132	1,245,666	933,360			
Planning and Heritage	Value of building permits issued	\$ 455,773	1,191,265	512,816	392,057	959,110			
Economic, Tourism and Community Development	Household	\$ 620,094	622,432	987,628	517,514	449,570			
(2) BASIS OF ALLOCATION									
Total reported households		8,958	11,617	7,376	7,739	12,516			
Total reported lane kilometers of roads		266	230	472	271	350			
Total value of building permits issued		\$ 43,181,000	98,188,000	24,793,000	38,067,000	90,264,000			
(3) FINANCIAL INDICATORS									
Council	Household	\$ 39.73	\$ 45.74	\$ 46.20	\$ 72.96	\$ 29.36	\$ 48.57	4	81.8%
Corporate Services	Household	\$ 328.17	\$ 481.47	\$ 386.17	\$ 349.26	\$ 198.53	\$ 353.86	4	92.7%
By-Law Enforcement	Household	\$ 13.78	\$ 30.90	\$ 31.36	\$ 11.68	\$ 15.42	\$ 22.34	4	61.7%
Animal Control	Household	\$ 11.35			\$ 5.71	\$ 3.55	\$ 4.63	1	245.1%
Public Works	Lane kilometers of roads	\$ 12,138.59	\$ 22,458.25	\$ 9,361.89	\$ 14,689.55	\$ 12,793.63	\$ 14,825.83	4	81.9%
Transit	Household	\$ 84.01	\$ 67.82	\$ 39.88	\$ 43.29	\$ 46.72	\$ 49.43	1	170.0%
Parks and Recreation	Household	\$ 425.87	\$ 366.13	\$ 389.07	\$ 396.29	\$ 222.08	\$ 343.39	1	124.0%
Arts, Culture and Heritage	Household	\$ 93.41	\$ 100.03	\$ 80.86	\$ 91.33	\$ 59.94	\$ 83.04	2	112.5%
Library	Household	\$ 104.12	\$ 152.24	\$ 84.89	\$ 160.96		\$ 132.70	3	78.5%
Planning and Heritage	Value of building permits issued	\$ 10.55	\$ 12.13	\$ 20.68	\$ 10.30	\$ 10.63	\$ 13.44	4	78.6%
Economic, Tourism and Community Development	Household	\$ 69.22	\$ 53.58	\$ 133.90	\$ 66.87	\$ 35.92	\$ 72.57	2	95.4%



Town of Cobourg

Service Delivery Review

Appendix D
Corporate-Level Financial
Indicators



Financial Indicators

FINANCIAL ASSETS TO FINANCIAL LIABILITIES

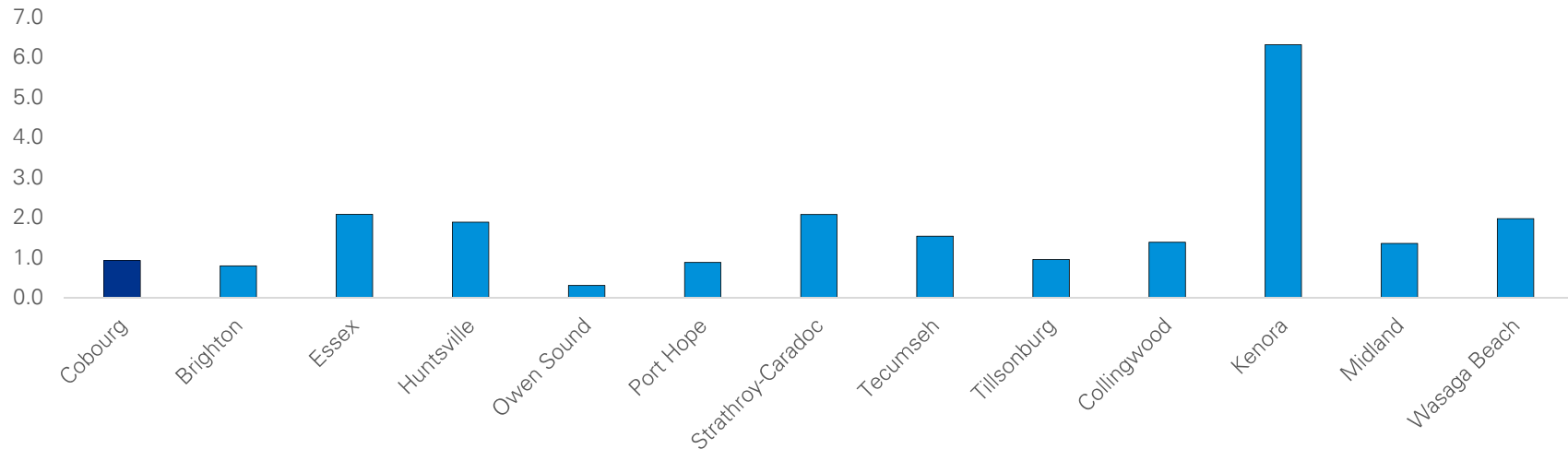
This financial indicator provides an assessment of the Town's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Lower levels of financial assets to financial liabilities (i.e. less than 1.0) are indicative of limited financial resources available to meet cost increases or revenue losses, which higher levels (i.e. more than 1.5) suggest that the municipality has a higher level of available financial resources to offset cost increases, funding losses or future capital reinvestment.

TYPE OF INDICATOR

Sustainability ✓
 Flexibility
 Vulnerability

POTENTIAL LIMITATIONS

- Financial assets may include investments in government business enterprises, which may not necessarily be converted to cash or yield cash dividends
- Financial liabilities may include liabilities for employee future benefits and future landfill closure and post-closure costs, which may (i) not be realized for a number of years; and/or (ii) may not be realized at once but rather over a number of years



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Financial Indicators

TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

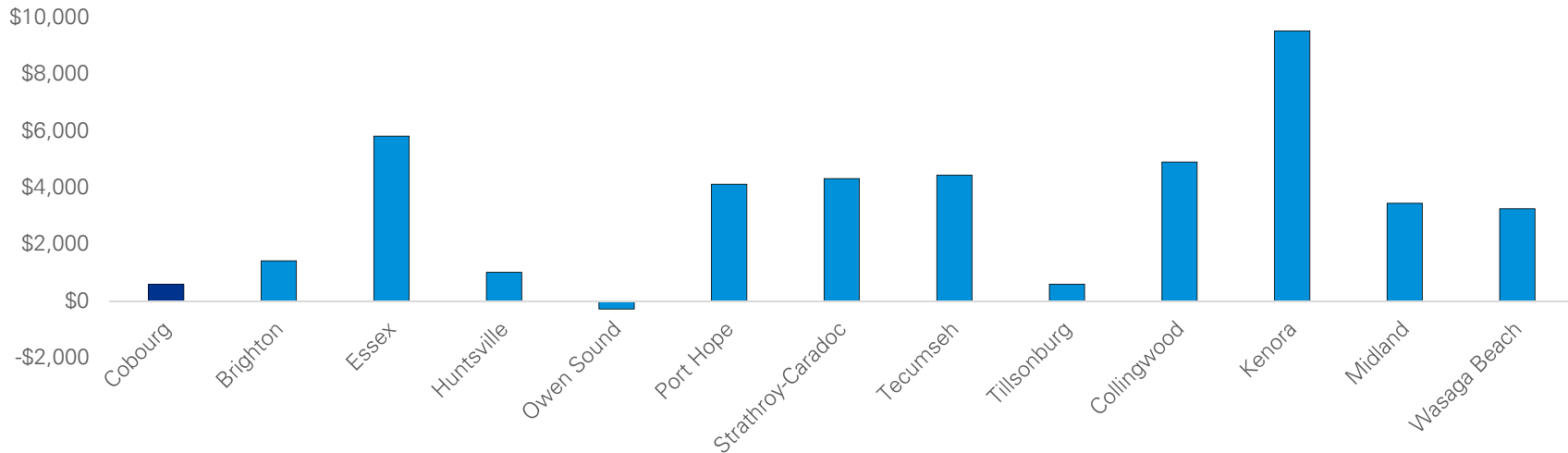
This financial indicator provides an assessment of the Town's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses, requiring the Town to revert to taxation or user fee increases or the issuance of debt.

TYPE OF INDICATOR

Sustainability ✓
 Flexibility
 Vulnerability

POTENTIAL LIMITATIONS

- Reserves and reserve funds are often committed to specific projects or purposes and as such, may not necessarily be available to fund incremental costs or revenue losses
- As reserves are not funded, the Town may not actually have access to financial assets to finance additional expenses or revenue losses



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Financial Indicators

CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

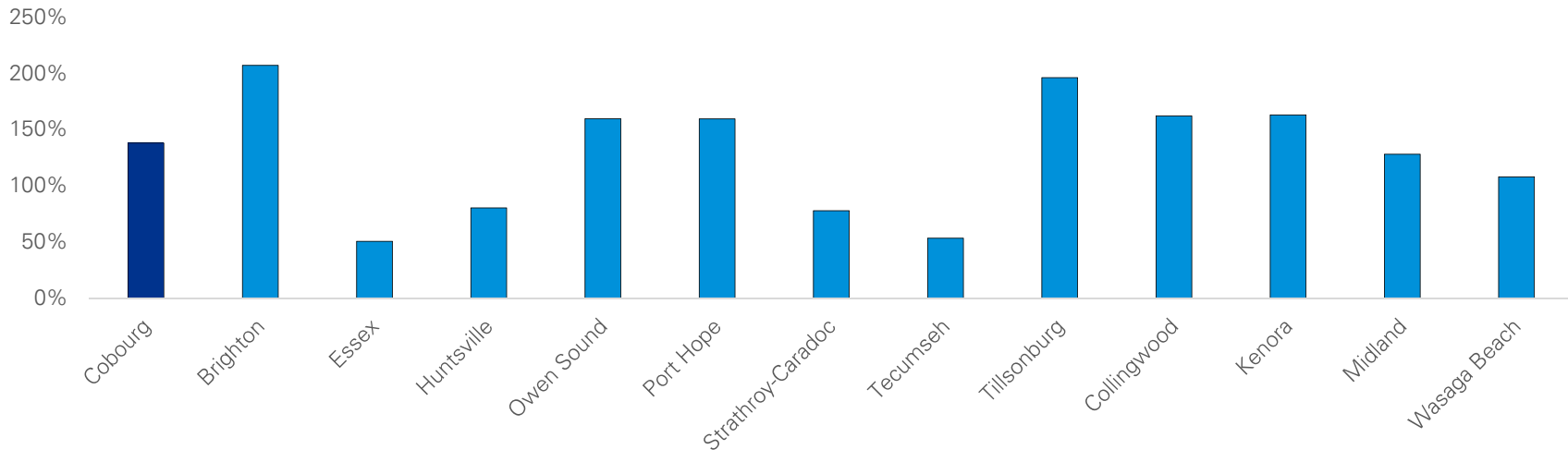
This financial indicator provides an assessment of the Town's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Town's ability to continue to deliver services at the current levels may be compromised. Over the long-term, investment levels of less than 100% to 150% can contribute to an increase in a municipality's infrastructure deficit and an associated reduction in service levels, with higher levels of capital investment likely indicative of the sustainment of capital infrastructure.

TYPE OF INDICATOR

Sustainability ✓
 Flexibility
 Vulnerability

POTENTIAL LIMITATIONS

- This indicator considers amortization expense, which is based on historical as opposed to replacement cost. As a result, the Town's capital reinvestment requirement will be higher than its reported amortization expense due to the effects of inflation.
- This indicator does not consider the differential between reinvestment of existing infrastructure vs. the construction of new infrastructure as a result of growth, regulatory changes or other factors.



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Financial Indicators

RESIDENTIAL TAXES PER HOUSEHOLD

This financial indicator provides an assessment of the Town's ability to increase taxes as a means of funding incremental operating and capital expenditures. Determining an appropriate level of taxation per household involves a range of considerations, including services, service levels and the balance between municipal taxation and user fees and as such, there can be considerable variability between municipalities.

TYPE OF INDICATOR

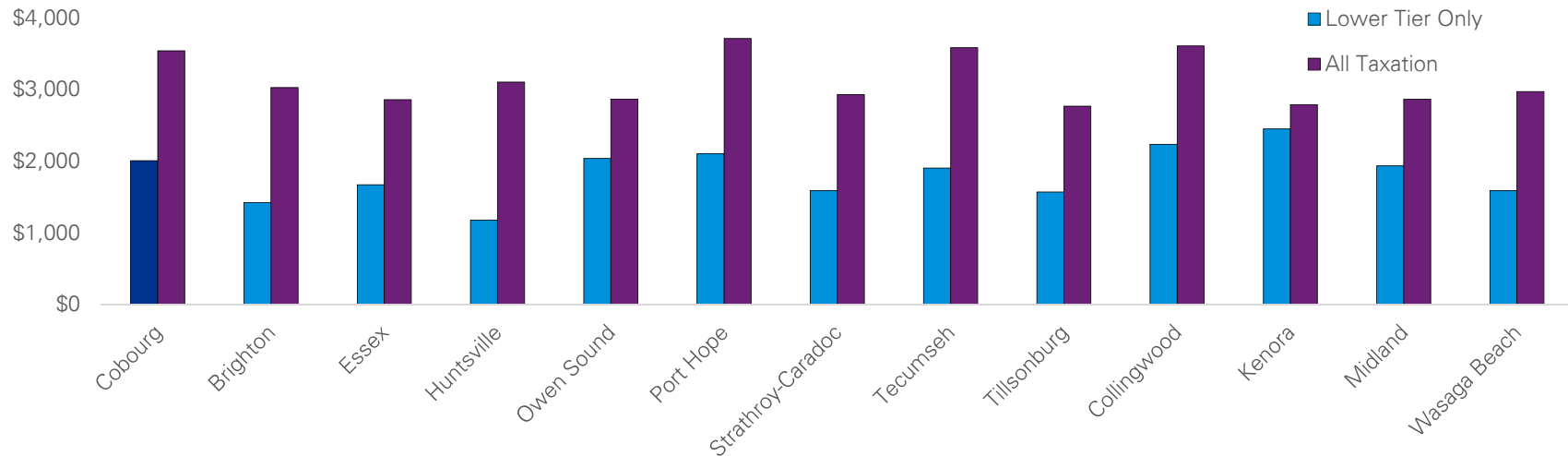
Sustainability

Flexibility ✓

Vulnerability

POTENTIAL LIMITATIONS

- This indicator does not incorporate income levels for residents and as such, does not fully address affordability concerns.
- In addition to taxes levied by the lower tier, residents are subject to both upper tier and education taxes which are beyond the control of the lower-tier municipality.



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Financial Indicators

TOTAL LONG-TERM DEBT PER HOUSEHOLD

This financial indicator provides an assessment of the Town's ability to issue more debt by considering the existing debt loan on a per household basis. High debt levels per household may preclude the issuance of additional debt or result in a high level of debt servicing costs, while lower levels of debt may be indicative of funded capital requirements.

TYPE OF INDICATOR

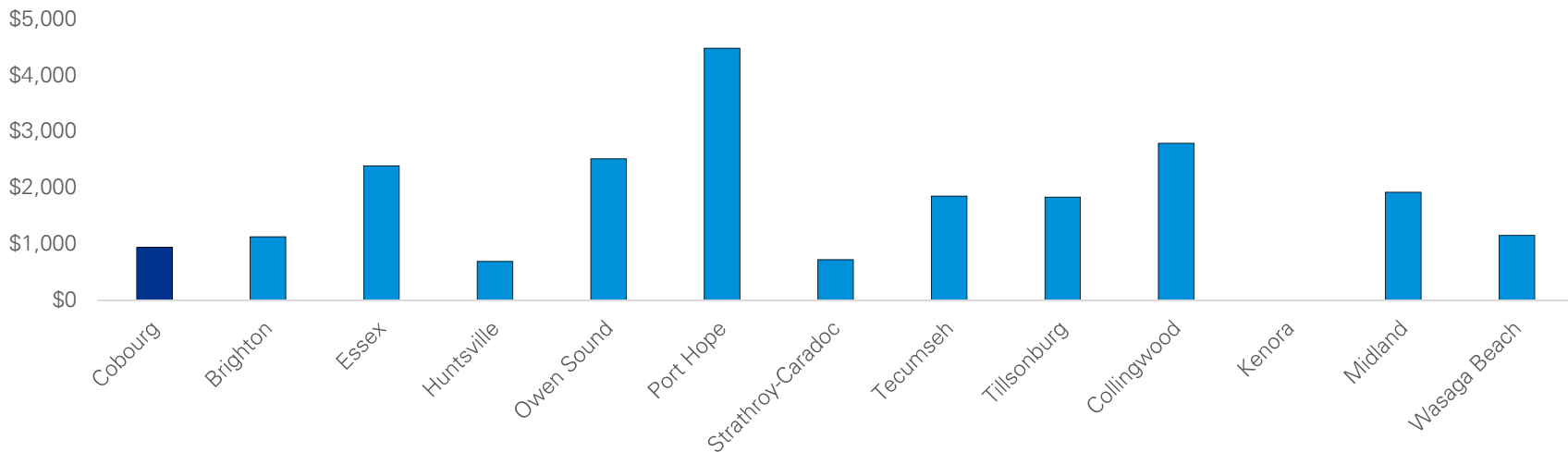
Sustainability

Flexibility ✓

Vulnerability

POTENTIAL LIMITATIONS

- This indicator does not consider the Provincial limitations on debt servicing cost, which cannot exceed 25% of own-source revenues unless approved by the Ontario Municipal Board



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Financial Indicators

RESIDENTIAL TAXATION AS A PERCENTAGE OF HOUSEHOLD INCOME

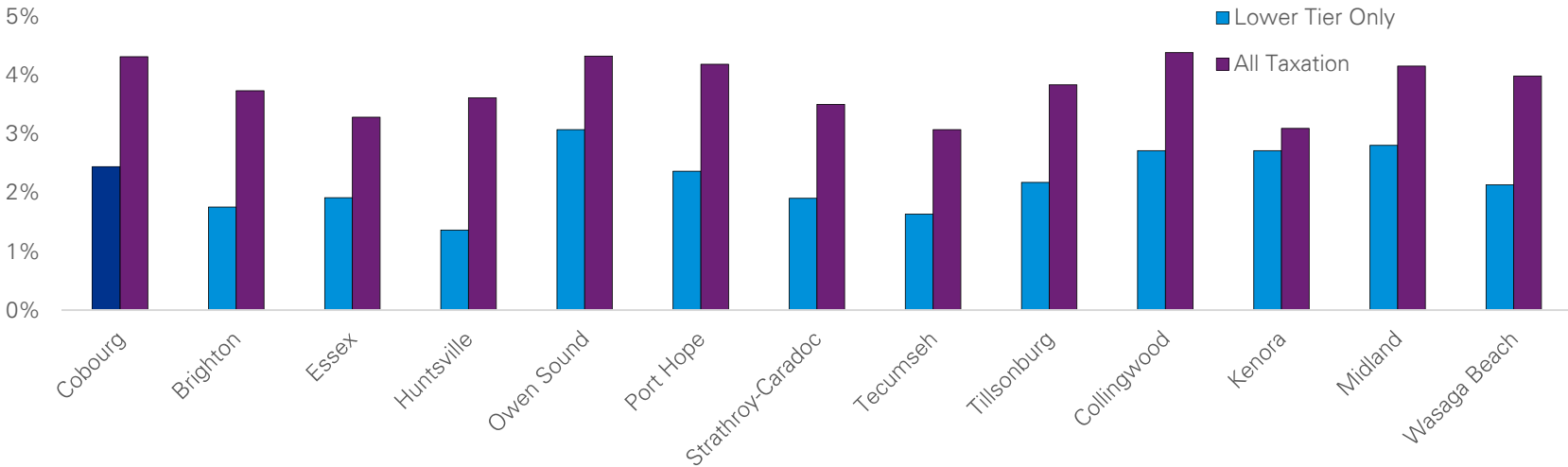
This financial indicator provides an indication of potential affordability concerns by calculating the percentage of total household income used to pay municipal property taxes. Determining an appropriate level of taxation per household involves a range of considerations, including services, service levels and the balance between municipal taxation and user fees and as such, there can be considerable variability between municipalities.

TYPE OF INDICATOR

- Sustainability
- Flexibility ✓
- Vulnerability

POTENTIAL LIMITATIONS

- This indicator considers residential affordability only and does not address commercial or industrial affordability concerns.
- This indicator is calculated on an average household basis and does not provide an indication of affordability concerns for low income or fixed income households.



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Financial Indicators

NET BOOK VALUE OF TANGIBLE CAPITAL ASSETS AS A PERCENTAGE OF HISTORICAL COST OF TANGIBLE CAPITAL ASSETS

This financial indicator provides an indication as to the extent to which the Town is reinvesting in its capital assets as they reach the end of their useful lives. An indicator of 50% indicates that the Town is, on average, investing in capital assets as they reach the end of useful life, with indicators of less than 50% indicating that the Town's reinvestment is not keeping pace with the aging of its assets.

TYPE OF INDICATOR

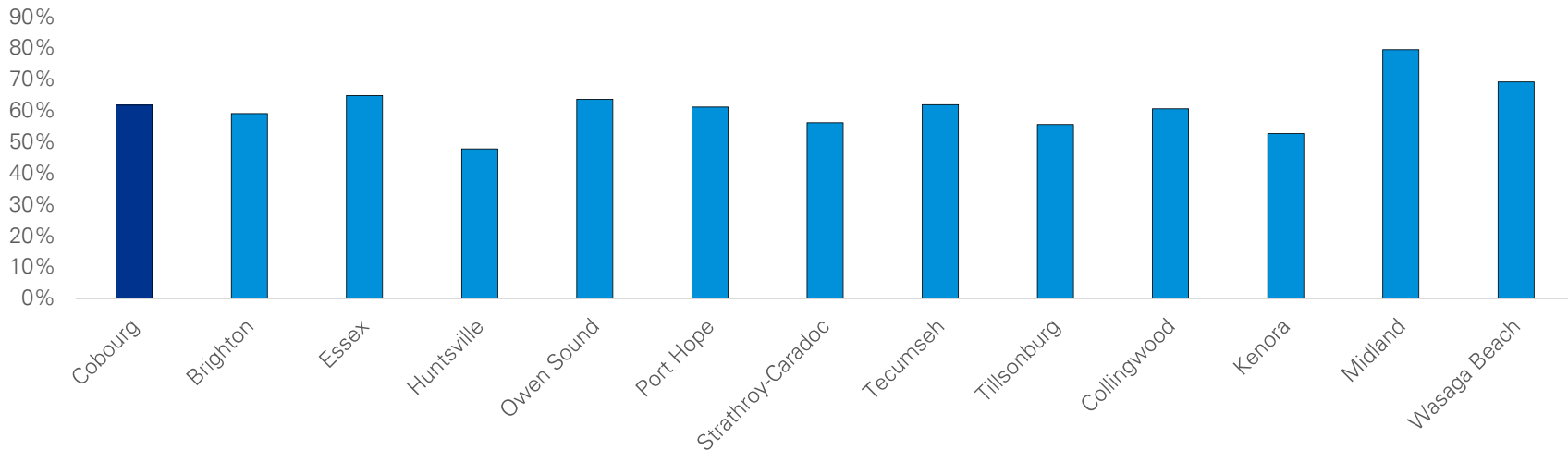
Sustainability

Flexibility ✓

Vulnerability

POTENTIAL LIMITATIONS

- This indicator is based on the historical cost of the Town's tangible capital assets, as opposed to replacement cost. As a result, the Town's pace of reinvestment is likely lower than calculated by this indicator as replacement cost will exceed historical cost.
- This indicator is calculated on a corporate-level basis and as such, will not identify potential concerns at the departmental level.



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The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Treasurer/Director of Corporate Services, regarding the Town of Cobourg Comprehensive Insurance Program;

NOW THEREFORE BE IT RESOLVED THAT Council accept and approve the recommendation of the Town of Cobourg 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.



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Municipal Clerk/Manager of Legislative Services, regarding the Closed Session Meeting Protocol Guidelines and the Closed Meeting Investigation Policy and Procedures for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council approve the Town of Cobourg Municipal Council Closed Session Meeting Protocol and Guidelines attached to the motion as Appendix "A" 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 attached to the motion as Appendix "B" 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.

Appendix "A"



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.

<p>A Proposed or Pending Acquisition or Disposition of Land [S. 239 (c)]</p>	<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.
<p>Labour Relations or Employee Negotiations [S. 239 (d)]</p>	<ul style="list-style-type: none"> • Union or employee negotiations 	<ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff.
<p>Litigation or Potential Litigation [S. 239 (e)]</p>	<ul style="list-style-type: none"> • Current or pending litigation 	<ul style="list-style-type: none"> • Procedural matters Giving directions or instructions to Staff.
<p>Solicitor-Client Privilege [S. 239 (f)]</p>	<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.
<p>Matters under Other Legislation [S. 239 (g)]</p>	<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.
<p>Information supplied in confidence by the federal government, provincial government or crown agency [S. 239 (h)]</p>	<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.
<p>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)]</p>	<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.
<p>Trade secret or scientific, technical commercial or financial information belonging to the municipality which has monetary value [S. 239 (j)]</p>	<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.

Appendix "B"



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.



Moved By _____

Last Name Printed _____

Resolution No.:

Seconded By _____

Last Name Printed _____

Council Date:

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024; and

FURTHER THAT at the Regular Council Meeting on Monday November 23, 2020, Council considered an updated memo regarding the Town of Cobourg's Multi-Year Accessibility Plan 2020 to 2024 and the report on the public engagement participation;

NOW THEREFORE BE IT RESOLVED THAT Council adopt the Multi-Year Accessibility Plan 2020 to 2024 for the Town of Cobourg attached to this motion as Appendix "A" as required pursuant to Section 4 of Ontario Regulation 191/11 Integrated Accessibility Standards as well as to renew commitment to Persons with Disabilities who live, work, visit, and play in Cobourg; and

FURTHER THAT Council direct Staff to bring forward status reports to Council Meetings on an annual basis presenting an update on the Multi-Year Accessibility Plan 2020 to 2024; and

FURTHER THAT Council direct Staff to bring forward reports to Council Meetings on an "as needed" basis presenting status updates and concerns from the Accessibility Advisory Committee; and

FURTHER THAT Council direct Staff to bring forward accessibility costs on a project by project basis in 2021 for maintenance, upgrades, and new initiatives related to Accessibility as outlined in the Multi-Year Accessibility Plan 2020 to 2024 with initial budget amounts to be presented at the 2021 Budget review process for Council deliberations; and

FURTHER THAT Council direct Staff to bring forward annual budgetary considerations for accessibility related concerns during the 2022 budget consideration period.



MULTI-YEAR-ACCESSIBILITY PLAN

2020 TO 2024

This document is available in alternate formats, upon request.

Please contact us by telephone at 905-372-4301 or by email at accessibility@cobourg.ca.

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MESSAGE FROM THE MAYOR AND TOWN COUNCIL

Our new Town of Cobourg Multi-Year Accessibility Plan (MYAP) for 2020 to 2024 outlines how we will continue to remove and prevent accessibility barriers. This new plan builds on what we have accomplished since we introduced our first Multi-Year Accessibility Plan in 2016 that laid out a roadmap to make the Town of Cobourg an accessible employer and ensure the community had access to everything they need.

We are committed to having the right policies, procedures, and governance structures in place to ensure that the Town provides Persons with Disabilities across our community with accessible public services, information, and programs.

Cobourg's population and workforce are changing and aging. As the proportion of Ontarians age 65 and older increases over the next 20 years, that number could reach one in five. This emphasizes the importance of providing inclusive, equitable, and accessible services.

While we still have a lot of work to do to make the Town of Cobourg a more inclusive, equitable, and accessible organization, I am proud of our achievements to date. We are committing to ongoing leadership and listening to create the reputation of the Town of Cobourg as an accessible and respectful employer and service provider.

Sincerely,

John Henderson
Mayor, Town of Cobourg

The Cobourg Accessibility Advisory Committee is a team formed of residents were most of us have had or are experiencing some type of disability. What better way to help improve our community's accessibility by people who really understand.

Cobourg's new five year Multi-Year Accessibility Plan will work hard to continue to remove barriers and improve accessibility for all persons with all types of disabilities. Our plan will continue to make upgrades to meet all Provincial requirements for full development, implementation, and enforcement by January 1, 2025.

The Cobourg Multi-Year Accessibility Plan shows the work needed to be done to address the needs of our community and visitors. Not only for seniors but for all the diverse needs. The plan will guide us to creating an inclusive and welcoming community were all can access the same facilities, programs, and services.

In a world of challenging times, to be able to assist all Persons with Disabilities is our main objective.

Accessibility = Access for all abilities.

We look forward to any input from our community, support for the Town of Cobourg, and the Government of Ontario.

Signed,

The Cobourg Accessibility Advisory Committee, known as ACT
Accessibility Cobourg Team





MULTI-YEAR ACCESSIBILITY PLAN

2020 to 2024

OVERVIEW

The Corporation of the Town of Cobourg (“Town of Cobourg” or “Town” or “Cobourg”) recognizes and understands the importance of accessibility for Persons with Disabilities in Ontario. The Accessibility for Ontarians with Disabilities Act, 2005 (“AODA”) legislation, along with the Town’s Multi-Year Accessibility Plan (“The Plan”) will act as a guide and will ensure that all aspects of Cobourg become more accessible.

With the Town of Cobourg’s Multi-Year Accessibility Plan 2016-2019, we provided the opportunity to demonstrate and establish an implementation framework and future priority initiatives for the Town of Cobourg and to demonstrate current achievements regarding accessibility. The Multi-Year Accessibility Plan 2020-2024 extends these commitments, refreshes them based upon feedback from Persons with Disabilities, and renews the commitment of the Town to accessibility.

Objectives identified within the plan are short, medium, and long term with many actions ongoing to ensure accessibility in the Town. Other objectives are implemented during specific years to ensure adequate resources and appropriate time measures. Regular monitoring is necessary to ensure that relevant initiatives are included in The Plan and that progress is identified. The current focus of The Plan is dedicated to implementing the requirements of the Integrated Accessibility Standards, Ontario Regulation 191/11 (“IASR”).



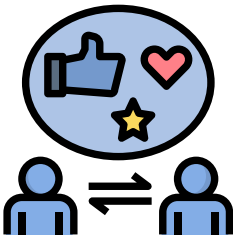
OVERVIEW (CONTINUED)

The Town of Cobourg initiates accessibility in a variety of different ways:



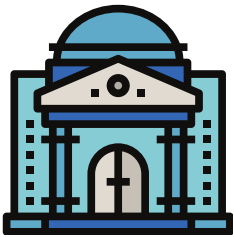
ACCESSIBILITY ADVISORY COMMITTEE

Through regular meetings once a month, the **Accessibility Advisory Committee** provides recommendations to Council and other initiatives through the Terms of Reference Mandate that is focused on addressing accessibility in a variety of aspects.



FEEDBACK AND REPORTING SYSTEM

The Town of Cobourg has a feedback and reporting system to report barriers to accessibility on the Town's website. The Town also provides the option to email accessibility@cobourg.ca about barriers. These options have been advertised to residents through multiple channels.



TOWN HALL'S COMMITMENT

Departments within the Town of Cobourg continue to examine their own services to assess, plan, and remove barriers to ensure accessibility to all Persons with Disabilities. By working with Legislative Services and the Accessibility Coordinator, we create a holistic approach to accessibility.



OVERVIEW (CONTINUED)

Most of this work and planning involves a collaboration of multiple departments working together to implement accessibility across the municipality.

The development of accessibility strategies within the Town of Cobourg involves barrier removal to ensure accessibility throughout departments and services.

Strategies and plans take into account various disabilities and involve the implementation of AODA Integrated Accessibility Standards, and the Town recognizes that removing barriers allows for better service for everyone.

The Town of Cobourg's Multi-Year Accessibility Plan will set out how the Town will continue to be an accessible organization over the next five (5) years.

The Town will continue to focus on the following six (6) areas:

1. People,
2. Policies, procedures, and best practices,
3. Communications and technology,
4. Transit and transportation,
5. Infrastructure and the built environment, and
6. Training, education, and awareness.



LEGISLATION

On June 13, 2005, the AODA received Royal Assent and is now law. The AODA requires the Government of Ontario to work with the disability community and the private and public sectors to jointly develop standards to be achieved within stages of five (5) years or less, leading to an accessible Ontario in twenty (20) years, or by 2025.

The *Accessibility for Ontarians with Disabilities Act, 2005* was enacted to serve as a framework for the establishment of accessibility in five (5) different areas:

1. **Customer Service**, to help remove barriers for People with Disabilities so they can access goods, services, or facilities,
2. **Information and Communications**, to help organizations make their information accessible to People with Disabilities,
3. **Transportation**, to make it easier for everyone to travel in the province,
4. **Employment**, to help making hiring and employee support practices more accessible, and
5. **Design of Public Spaces**, to help organizations make new and redevelopment outdoor public areas accessible.

The standards support the principles of the AODA to ensure dignity, integration, independence, and equal opportunity and each standard has specific timelines for implementation. The AODA is in place for the purpose of ensuring that People with Disabilities are not discriminated against. Implementation for both public and private sectors is to be phased in over time to achieve the objectives of a fully accessible province by 2025.

Many of the elements in this Plan will continue beyond 2025 and must be maintained to ensure accessibility in the Town of Cobourg.

BARRIER TYPES AND DEFINITIONS

The AODA outlines five (5) types of barriers that Persons with Disabilities may encounter when accessing goods and services in Ontario. These are:



ATTITUDINAL

Behaviours, perceptions, and assumptions that discriminate against Persons with Disabilities. These barriers often emerge from a lack of understanding.

ORGANIZATIONAL OR SYSTEMIC

Policies, procedures, or practices that unfairly discriminate and can prevent individuals from participating fully in a situation. They are often put into place unintentionally.



ARCHITECTURAL OR PHYSICAL

Elements of buildings or outdoor spaces that create barriers to Persons with Disabilities. These relate to design elements such as stairs or doorways, layout of rooms, or width of sidewalks.

COMMUNICATION

Occur when sensory disabilities, such as hearing, seeing, or learning disabilities, have not been considered. These barriers relate to both the sending and receiving of information.



TECHNOLOGY

A device or technological platform is not accessible to its intended audience and cannot be used with an assistive device. Technology can enhance the user experience, but it can also create unintentional barriers for some users.

A photograph of a meeting table with laptops, papers, and a small plant. The image is partially obscured by a blue text box at the top. The scene shows a professional meeting environment with people's hands and arms visible, suggesting an active discussion or presentation.

**"ACTIONS SPEAK LOUDER
THAN WORDS."**

ACCESSIBILITY ADVISORY COMMITTEE

The following information outlines the Town of Cobourg's Accessibility Advisory Committee.

Ontario's accessibility laws require the Town of Cobourg to have an accessibility advisory committee to advise Council on preparing accessibility plans and achieve the actions within the plan. It is legislated that a majority of members must be People with Disabilities.



COMPOSITION

Seven (7) Members:

- One (1) Councilor, and
- Six (6) Citizens appointed by Council.

AUTHORITY

- Town of Cobourg Procedural By-law 003-2016,
- Town of Cobourg Accessibility Customer Service Policy,
- Town of Cobourg Integrate Accessibility Standards Policy,
- The Ontarians with Disabilities Act, 2001 (ODA), and
- The Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

PURPOSE

The role of the Accessibility Advisory Committee is to provide sound advice and recommendations to the Cobourg Municipal Council on matters relating to the goal of ensuring that individuals with disabilities shall be assured access to basic services generally available in the community.



MANDATE

The Accessibility Advisory Committee shall:

- Review and advise the Cobourg Municipal Council on matters relating to the accessibility of municipal buildings, facilities, programs, and services,
- Review and provide input in a timely manner on site plans, draft plans of subdivisions, and planning policies and drawings described in Section 31 of the *Planning Act* that may have an impact on accessibility,
- Raise the profile of accessibility issues in the community and promote initiatives that support a universally accessible community,
- Review current and proposed federal, provincial, or municipal policies relating to accessibility,
- Assist in the implementation and monitoring of general public awareness regarding accessibility,
- Consult and co-operate with other agencies and organizations involved in accessibility issues, and
- Keep current about Council-approved policies and Town related initiatives that may impact the community and the needs of Persons with Disabilities in Cobourg.

The Committee shall provide advice on the implementation of the ODA and the AODA, as required through regulation in the following:

- Development of accessibility plans for the municipality and the goals and objectives for the year,
- Advise Council annually, as required by the AODA, regarding the preparation, implementation, and effectiveness of the Town of Cobourg annual accessibility plan,
- Provide feedback on the accessibility plans for municipality administered, contracted, or licensed transit providers in consultation with Persons with Disabilities,
- Provide advice on the identification, removal, and prevention of barriers to Persons with Disabilities in the Town By-laws, policies, programs, and services, and
- Perform all other functions that are specified in the AODA and/or its regulations, including consultation requirements as outlined in the *Design of Public Spaces Standards* in the *Integrated Accessibility Standards*.

The Cobourg Accessibility Advisory Committee will also:

1. Annually complete a status report delivered to Council and the public in order to outline the progress of measures taken to implement the Multi-Year Accessibility Plan and the accessibility objectives for the year.
2. Additionally, an annual review of the Plan will be conducted with the Plan being updated as required to include any new identified priority action items and/or as new legislation is brought forward.

2020 TO 2024 OBJECTIVES AND ACTION ITEMS



MULTI-YEAR ACCESSIBILITY PLAN

GENERAL REQUIREMENTS



RESPONSIBILITIES

All of the following General Requirements are the responsibility of the Legislative Services department at the Town of Cobourg.

The Accessibility Coordinator is responsible for the tasks that fall under General Requirements with the assistance of appropriate departments and external stakeholders and rights holders including the Town of Cobourg's Accessibility Advisory Committee.

POLICIES AND PLANS

The Town of Cobourg has developed, implemented, and maintained a Multi-Year Accessibility Plan that outlines strategies and actions to identify, prevent, and remove barriers for People with Disabilities.

In addition, the Town of Cobourg has an Accessibility Policy that outlines how we intend to meet the requirements under the IASR. Meeting the needs of People with Disabilities is part of Cobourg's Strategic Plan, highlighted under the People Pillar as Action #5: Invest in programs, services, and infrastructure to make Cobourg more accessible.

EMERGENCY INFORMATION

The Town of Cobourg is committed to providing the public with available emergency information, plans, and/or public safety information in an accessible way, upon request. The Town of Cobourg's Emergency Management Plan is reviewed and exercised yearly. It will be updated for January 2021 and on an annual basis moving forward. An accessible version will be made available upon request.

The Town of Cobourg is committed to updating the public on preventative and emergency maintenance of the accessible elements of public spaces, including temporary disruptions when accessible elements are not in working order. This information will be delivered in multiple accessible formats as soon as practicable.

Information on accessible emergency information will be located on the Town of Cobourg's website and social media channels with updates being made as new information is received.



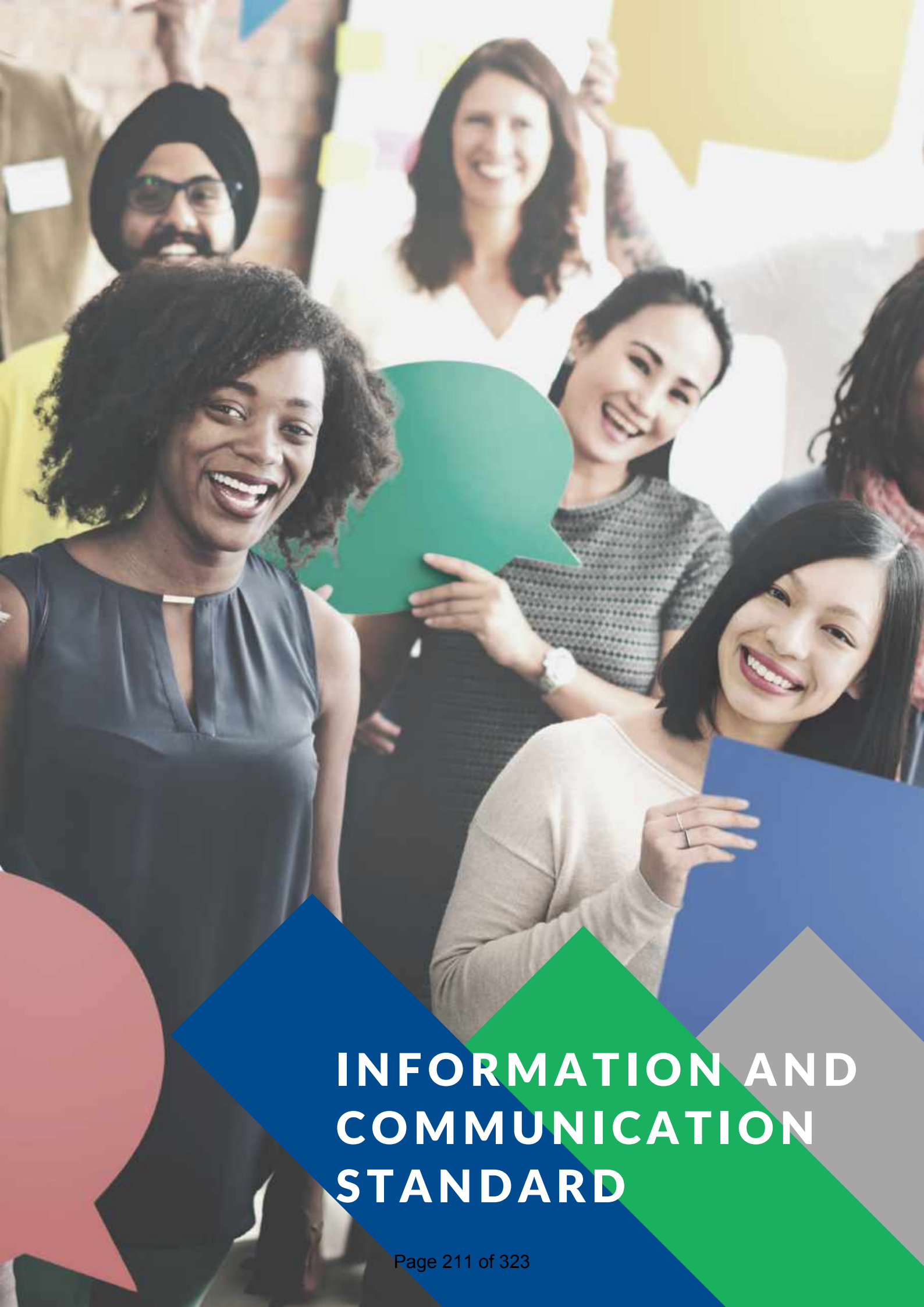
TRAINING

Accessibility and inclusion of Persons with Disabilities is a core value for the Town of Cobourg. The Town of Cobourg provides training on the AODA accessibility standards and on the Human Rights Code as it relates to Persons with Disabilities to all employees, volunteers, and third party vendors acting on behalf of the Town.

In addition, employees may require training on one or more of the standards (Information and Communications, Employment, Transportation, Built Environment, and/or Customer Service) as it relates to the duties and responsibilities of their position.

To ensure that all persons who act on behalf of the Town of Cobourg are provided with the training needed to meet current standards and legislation, we have taken the following steps:

- Provide educational or training resources in an accessible format that takes into account the accessibility needs of Persons with Disabilities.
- Ensure new employees, volunteers, Councillors, and third party vendors complete training before or within ten (10) days of employment or placement.
- Ensure employees, volunteers, Councillors, and third party vendors receive any additional niche or specialized accessibility training within thirty (30) days of employment or placement, as required.
- Keep and maintain a database of the training participant's names and dates of completion.



INFORMATION AND COMMUNICATION STANDARD



EXTERNAL EDUCATION AND AWARENESS

Continue to proclaim **Accessibility Awareness Week** on an annual basis.

- **Resources:** N/A
- **Barrier Addressed:** Attitudinal
- **Responsibility:** Accessibility Coordinator, Mayor & Town Council
- **Timeframe:** Annually
- **AODA:** N/A

Use **Accessibility Awareness Week** to encourage learning and education.

- **Resources:** Educational campaigns including interactive experiences.
- **Barrier Addressed:** All
- **Responsibility:** Accessibility Coordinator, Accessibility Advisory Committee
- **Timeframe:** Annually
- **AODA:** N/A

Begin to promote **International Day of Persons with Disabilities**.

- **Resources:** Educational campaigns and communication tools.
- **Barrier Addressed:** Attitudinal and Communication
- **Responsibility:** Accessibility Coordinator, Accessibility Advisory Committee, Communications, Mayor & Town Council
- **Timeframe:** Annually on December 3rd
- **AODA:** N/A

Create more awareness of the ability to provide feedback on **Barriers to Accessibility**.

- **Resources:** Educational campaigns to increase awareness using the Town's media outlets.
- **Barrier Addressed:** Communication
- **Responsibility:** Accessibility Coordinator, Communications
- **Timeframe:** Ongoing
- **AODA:** 11(1), 11(2)



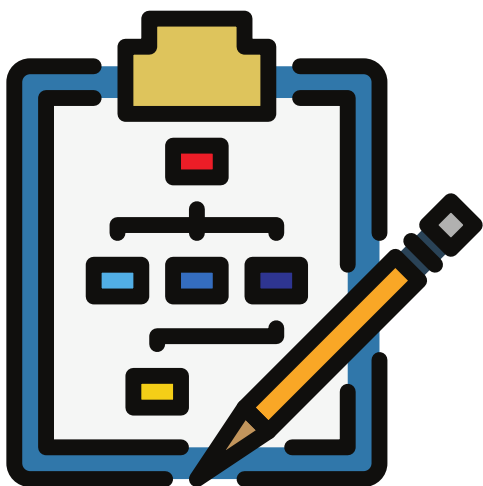
EXTERNAL EDUCATION AND AWARENESS

We want to make sure we're educating the public and businesses on topics that are important to Persons with Disabilities!

GET
involved


Some ideas we're working on now include:

- Ensuring people know what Accessible Parking looks like,
- Letting people know the harm in parking in Accessible Parking spots,
- Helping the public know that overhanging branches can impact the ability of Persons with Disabilities.
- Understanding the need for a clear and barrier-free pathway into buildings.
- Ensuring people know about Accessible Pedestrian Signals.
- Providing more information on the accessible door switches (activation switches) and how they are used.



HELP US PLAN OUR NEXT CAMPAIGN!

If you have an idea for what our next campaign should cover or how we cover it, send us an email to accessibility@cobourg.ca!



EXTERNAL EDUCATION AND AWARENESS (CONTINUED)

Raise awareness of the ability to produce key documents in accessible formats, upon request.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** Accessibility Coordinator, Communications
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** 12(1), 12(3), 12(4)

Ensure existing and new information available to the public is up to date, in plain language, and in an accessible format.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** All Staff with the assistance of the Accessibility Coordinator
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** 14(2)

Enhance external communication to increase awareness of programs and services.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** Communications
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** N/A

Continue to monitor and audit the website to ensure compliance.

- **Resources:** N/A
- **Barrier Addressed:** Technology and Communication
- **Responsibility:** Accessibility Coordinator, Communications
- **Timeframe:** Ongoing
- **AODA:** 14



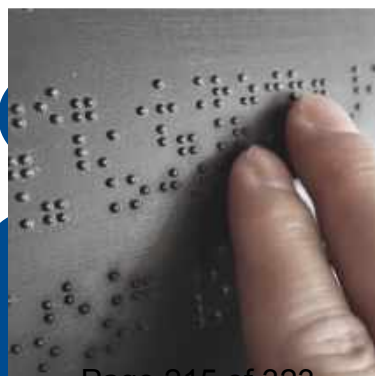
INTERNAL EDUCATION AND AWARENESS

Provide staff with resources to assist with ending stigma around Disability, especially "invisible" disabilities.

- **Resources:** Training and education, potentially created in-house or outsourced.
- **Barrier Addressed:** Attitudinal
- **Responsibility:** Accessibility Coordinator, Human Resources
- **Timeframe:** Ongoing
- **AODA:** N/A

Expand ongoing internal education and communications regarding policies, procedures, and complaint processes currently in place that focus on diversity, accessibility, and Human Rights.

- **Resources:** Communication tools.
- **Barrier Addressed:** Attitudinal
- **Responsibility:** Accessibility Coordinator, Communications, Human Resources
- **Timeframe:** Ongoing
- **AODA:** 12





REPORTING AND FEEDBACK

Review and refine the feedback process on an ongoing basis.

- **Resources:** N/A
- **Barrier Addressed:** All
- **Responsibility:** Accessibility Coordinator
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** 11

Work with staff members on how to address reports that are accessibility related and adjacent.

- **Resources:** Training and education, potentially created in-house or outsourced.
- **Barrier Addressed:** All
- **Responsibility:** All Staff
- **Timeframe:** Ongoing
- **AODA:** N/A

Create and present a monthly or bimonthly status report to the Accessibility Advisory Committee and/or Council on feedback received.

- **Resources:** N/A
- **Barrier Addressed:** All
- **Responsibility:** Accessibility Coordinator
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** N/A

Consider hosting a community accessibility forum to receive feedback on municipal initiatives and promote community leadership.

- **Resources:** Communication tools.
- **Barrier Addressed:** All
- **Responsibility:** Accessibility Coordinator, Appropriate Staff, as required
- **Timeframe:** Long Term (2023 to 2024)
- **AODA:** 11



SIGNAGE AND ACCESS TO INFORMATION

Review and refine the signage at public facilities to assist Persons with Disabilities.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** Communications
- **Timeframe:** Ongoing
- **AODA:** 12

Review and refine the signage for public areas, especially in the downtown core, the Marina, and Parks in Cobourg.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** Communications
- **Timeframe:** Medium Term (2022 to 2023)
- **AODA:** 12

Continue to communicate about Accessible Parking and Washroom locations in Cobourg.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communication
- **Responsibility:** Communications
- **Timeframe:** Ongoing
- **AODA:** 12





EMPLOYMENT STANDARD



RECRUITMENT AND HIRING PRACTICES

Review current Human Resources hiring policies and job postings to see if there are any matters that could unknowingly be barriers to hiring Persons with Disabilities.

- **Resources:** N/A
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Short Term (2020 to 2021)
- **AODA:** 24, 25, 26

Determine opportunities to provide paid employment placements to Persons with Disabilities across the Town.

- **Resources:** Partnerships with local agencies.
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Accessibility Coordinator, Human Resources
- **Timeframe:** Medium Term (2022 to 2023)
- **AODA:** N/A

Continue to provide information on accommodation in the hiring process on all job postings.

- **Resources:** N/A
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Ongoing
- **AODA:** 23(1)



A hand is shown placing a wooden block on a staircase made of wooden blocks. The staircase is ascending from left to right. The hand is holding a block and is about to place it on the next step.

ACCOMMODATIONS, RETENTION, AND DEVELOPMENT PRACTICES

Continue to advise staff members about the accommodation process.

- **Resources:** Intranet, Communication tools.
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Short Term (2020 to 2021)
- **AODA:** 27, 28

Continue to advise staff members about the return to work process.

- **Resources:** Intranet, Communication tools.
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Short Term (2020 to 2021)
- **AODA:** 29

Review current Human Resources hiring policies and job postings to see if there are any matters that could unknowingly be barriers to retaining and/or developing Persons with Disabilities.

- **Resources:** N/A
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Short Term (2020 to 2021)
- **AODA:** 30, 31, 32

Promote and expand mentoring opportunities internally and externally.

- **Resources:** Partnerships with internal persons as well as local agencies.
- **Barrier Addressed:** Attitudinal and Organizational or Systemic
- **Responsibility:** Human Resources
- **Timeframe:** Long Term (2023 to 2024)
- **AODA:** 30, 31, 32



TRANSPORTATION STANDARD



OVERVIEW

A full strategy for the Transportation Standard for the Town of Cobourg will be created in tandem with appropriate stakeholders and rights holders, including the Accessibility Advisory Committee. This will be a Multi-Year Accessibility Plan specific to Transportation needs and will be developed in 2021.

The objectives listed in this Plan are the main priorities that the Accessibility Advisory Committee has outlined.

DEFINITIONS

1. **Conventional Transit:** public passenger transportation services on transit buses, motor coaches, or rail-based transportation that operate solely within the Province of Ontario and that are provided by a designated public sector transportation organization.
2. **Specialized Transit:** public passenger transportation services that:
 - a. operate solely within the Province of Ontario,
 - b. are provided by a designated public sector transportation organization, and
 - c. are designed to transport persons with disabilities.



CONVENTIONAL TRANSIT

Continue to communicate about the accessibility of the conventional transit routes.

- **Resources:** Communication tools.
- **Barrier Addressed:** Transportation
- **Responsibility:** Public Works, Communications
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** 34, 35

Continue to receive and address feedback from the public about accessibility issues on conventional transit routes.

- **Resources:** Communication tools.
- **Barrier Addressed:** Transportation and Communication
- **Responsibility:** Accessibility Coordinator, Public Works, Communications, Accessibility Advisory Committee
- **Timeframe:** Ongoing
- **AODA:** 35, 37, 41

Continue to maintain bus shelters and bus stops to meet the needs of Persons with Disabilities.

- **Resources:** N/A
- **Barrier Addressed:** Transportation and Architectural or Physical
- **Responsibility:** Accessibility Coordinator, Public Works, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** 47

Continue to use multiple and accessible formats to announce and address service delays.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communications
- **Responsibility:** Accessibility Coordinator, Communications, Public Works
- **Timeframe:** Ongoing
- **AODA:** 50



SPECIALIZED TRANSIT

Review and refine the Wheels policy and application on an annual basis.

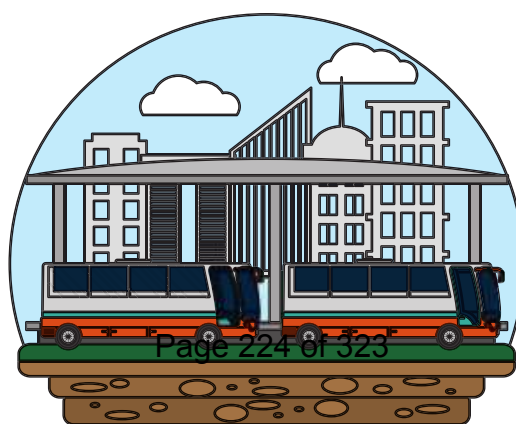
- **Resources:** N/A
- **Barrier Addressed:** Transportation
- **Responsibility:** Accessibility Coordinator, Public Works
- **Timeframe:** Short Term (2020 to 2021), Annually
- **AODA:** 63, 64

Continue to receive and address feedback from the public about accessibility issues on specialized transit routes.

- **Resources:** Communication tools.
- **Barrier Addressed:** Transportation and Communication
- **Responsibility:** Accessibility Coordinator, Public Works, Communications, Accessibility Advisory Committee
- **Timeframe:** Ongoing
- **AODA:** 35, 37, 41

Continue using additional notification methods during service disruptions.

- **Resources:** Communication tools.
- **Barrier Addressed:** Communications
- **Responsibility:** Accessibility Coordinator, Communications, Public Works
- **Timeframe:** Short Term (2020 to 2021), Ongoing
- **AODA:** 73





DESIGN OF PUBLIC SPACES STANDARD



OUTDOOR PUBLIC SPACES

Continue to receive feedback on new outdoor space development.

- **Resources:** N/A
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** All Staff, Accessibility Advisory Committee
- **Timeframe:** Ongoing
- **AODA:** 80

Consider creating new outdoor accessible spaces.

- **Resources:** N/A
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** All Staff, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** 80.16, 80.17, 80.18, 80.19, 80.20





DESIGN AND DEVELOPMENT

Continue to provide appropriate staff members the Design of Public Spaces Standard training.

- **Resources:** Intranet, Communication tools.
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Accessibility Coordinator, Public Works, Building & Planning
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** 80

Continue to have an accessibility clause in RFPs and RFTs.

- **Resources:** N/A
- **Barrier Addressed:** All
- **Responsibility:** All Staff, as required
- **Timeframe:** Ongoing with Annual review
- **AODA:** N/A

Consider opportunities for community partnerships and/or provincial and federal accessibility grant funding.

- **Resources:** N/A
- **Barrier Addressed:** All
- **Responsibility:** Accessibility Coordinator, All Staff
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** N/A

Consider the need for the Town of Cobourg to create Facility Accessible Design Standards.

- **Resources:** N/A
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Accessibility Coordinator, Public Works, Building & Planning, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023), Ongoing
- **AODA:** N/A



SIDEWALKS, ROADS, BEACH ACCESS ROUTES, AND PATHWAYS

Continue to construct Accessible Pedestrian Signals as intersections are updated.

- **Resources:** N/A
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Accessibility Coordinator, Public Works
- **Timeframe:** Ongoing
- **AODA:** 80.28

Improve accessibility in the Downtown core.

- **Resources:** Audit of downtown core, partnership with Cobourg Downtown Business Improvement Area (DBIA)
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Public Works, Legislative Services, DBIA, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023)
- **AODA:** 80

Improve brickwork in various areas to allow for access to Persons with Disabilities within Cobourg.

- **Resources:** Audit of areas in Cobourg
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Public Works, Legislative Services, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023)
- **AODA:** 80

Improve the accessibility of the boardwalk and beach access.

- **Resources:** Audit of boardwalk, Marina, and beach areas.
- **Barrier Addressed:** Architectural or Physical
- **Responsibility:** Public Works, Legislative Services, Accessibility Advisory Committee
- **Timeframe:** Medium Term (2022 to 2023)
- **AODA:** 80.12

CUSTOMER SERVICE STANDARD





ACCESSIBLE CUSTOMER SERVICE

Continue to provide Accessible Customer Service Training for all staff, volunteers, Councillors, and third party agencies.

- **Resources:** HR Downloads.
- **Barrier Addressed:** Attitudinal and Communication
- **Responsibility:** Accessibility Coordinator, Human Resources
- **Timeframe:** Ongoing with Annual review
- **AODA:** 7

Review and refine training on an annual basis to ensure that it meets legislative requirements.

- **Resources:** N/A
- **Barrier Addressed:** Attitudinal and Communication
- **Responsibility:** Accessibility Coordinator, Human Resources
- **Timeframe:** Ongoing with Annual review
- **AODA:** 7, 80.49

Explore possibilities for implementing video remote interpreting systems at primary Customer Service areas across the Town.

- **Resources:** LanguageLine Video Remote Interpreting Services, which provides ASL translations
- **Barrier Addressed:** Communication, Technology, and Organizational or Systemic
- **Responsibility:** Accessibility Coordinator
- **Timeframe:** Ongoing with Annual review
- **AODA:** 7

Review and refine the Accessibility policies for the Town of Cobourg on an annual basis.

- **Resources:** N/A
- **Barrier Addressed:** Organizational or Systemic
- **Responsibility:** Accessibility Coordinator
- **Timeframe:** Annually
- **AODA:** 3



ACCESSIBLE SPECIAL EVENTS AND PROGRAMMING

Continue to recognize businesses making strides in accessibility.

- Resources: N/A
- Barrier Addressed: Attitudinal
- Responsibility: Accessibility Advisory Committee
- Timeframe: Ongoing
- AODA: N/A

Participate in local events to continue to profile municipal accessibility.

- Resources: Communication tools.
- Barrier Addressed: All
- Responsibility: All Staff, as required, Accessibility Advisory Committee
- Timeframe: Short Term (2021), Ongoing
- AODA: N/A

Continue promoting the Planning Accessible Events Resource.

- Resources: N/A
- Barrier Addressed: All
- Responsibility: Communications
- Timeframe: Short Term (2021), Ongoing
- AODA: N/A

Create guidelines and provide information on how to hold and host accessible and barrier-free meetings.

- Resources: Communication tools.
- Barrier Addressed: All
- Responsibility: Accessibility Coordinator, Accessibility Advisory Committee
- Timeframe: Short Term (2021), Ongoing
- AODA: N/A



SPECIAL CONSIDERATION

2022 MUNICIPAL ELECTION

In leading up to the 2022 Municipal Election, the Town of Cobourg will revisit the Municipal Election 2018 Accessibility Plan in conjunction with the Accessibility Advisory Committee and other internal and external stakeholders and rights holders. This plan will be refined to ensure that Persons with Disabilities are able to participate in the 2022 Municipal Election.

**This document is available in alternate
formats, upon request.**

**Please contact us by telephone at 905-372-
4301 or by email at accessibility@cobourg.ca.**



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the proposed updated Accessible Customer Service Policy for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council approve and adopt the Town of Cobourg Accessible Customer Service Policy as attached to the motion as Appendix "A".

Appendix "A"



Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

Division: General Administration
Effective Date: December 1, 2020
Approval Level: Town Council
Contact Person: Accessibility Coordinator and/or Human Resources Generalist
Contact Information: accessibility@cobourg.ca
Section Number: 2-20

Department: Human Resources
Revision Date: December 1, 2021
Policy Number: HR-AP-A12

Purpose

The Corporation of the Town of Cobourg is committed to providing quality goods and services that are accessible to all persons that we serve and in a manner that respects the dignity and independence of Persons with Disabilities.

This policy is drafted in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*, Accessibility Standards for Customer Service (Ontario Regulation 191/11), the *Ontario Human Rights Code*.

Policy

The Town of Cobourg is committed to meeting its current and ongoing obligations under the *Ontario Human Rights Code* respecting non-discrimination.

The Town of Cobourg understands that obligations under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* and its accessibility standards do not substitute or limit its obligations under the *Ontario Human Rights Code* or obligations to Persons with Disabilities under any other law.

The Town of Cobourg is committed to complying with both the *Ontario Human Rights Code* and the *AODA*.

The Town of Cobourg is committed to excellence in serving all customers including Persons with Disabilities.

Our accessible customer service policies are consistent with the principles of independence, dignity, integration and equality of opportunity for Persons with Disabilities.

The Regulation establishes accessibility standards specific to customer service for public sector organizations and other persons or organizations that provide goods and services to members of the public or third parties.

This policy addresses the following:

- The provision of goods and services to Persons with Disabilities,

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

- Communication with a Person with a Disability,
- The use of assistive devices by Persons with Disabilities,
- The use of service animals by Persons with Disabilities,
- The use of support persons by Persons with Disabilities,
- Notice of temporary disruptions in service and facilities,
- Training,
- Customer feedback regarding the provision of goods and services to Persons with Disabilities, and
- Notice of availability and format of documents.

Scope

This policy applies to all persons who deal with members of the public or third parties on behalf of the Town, whether the person does so as an employee, member of Council, volunteer, student placement or otherwise, and all persons who participate in developing the Town's policies, practices, and procedures governing the provision of goods and services to member of the public and third parties.

Application

1.0 Providing Goods, Services, or Facilities to Persons with Disabilities

The Town of Cobourg is committed to meeting its current and ongoing obligations under the *Ontario Human Rights Code* respecting non-discrimination.

The Town of Cobourg understands that obligations under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and its accessibility standards do not substitute or limit its obligations under the *Ontario Human Rights Code* or obligations to Persons with Disabilities under any other law.

The Town of Cobourg is committed to complying with both the *Ontario Human Rights Code* and the AODA.

The Town of Cobourg is committed to excellence in serving all customers including Persons with Disabilities.

Our accessible customer service policies are consistent with the principles of independence, dignity, integration, and equality of opportunity for Persons with Disabilities.

2.0 Assistive Devices

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

Persons with Disabilities may use their personal assistive devices when accessing our goods, services, or facilities.

In cases where the assistive device presents a significant and unavoidable health or safety concern or may not be permitted for other reasons, other measures will be used to ensure the Person with a Disability can access our goods, services or facilities.

We will ensure that our staff are trained and familiar with various assistive devices we have on site or that we provide that may be used by customers with disabilities while accessing our goods, services or facilities.

It is the responsibility of the Person with a Disability to ensure that their assistive device is operated in a controlled and safe manner at all times.

3.0 Communication

Communications from the Town of Cobourg to a Person with a Disability will be provided in such a manner which takes into account an individual's disability and addresses such forms as print material, social media posts, Council documents, video content, and the municipal website.

3.1 Communicating with the Public

Staff members who communicate with customers will be trained on how to interact and communicate with people who have various types of disabilities. This includes how to communicate with persons over the telephone in clear and plain language, to speak clearly, and to tailor their responses as much as possible in support of the individual.

3.2 The Town's Website

It shall be the policy of the Town of Cobourg to ensure that its website meets the World Wide Web Consortium Accessibility Guidelines 2.0 Level AA.

The Town will, upon request, provide or arrange for the provision of accessible formats and communication supports for Persons with Disabilities. Staff will consult with the requester on the most appropriate format and will make every effort to provide such information in a timely manner.

3.3 Council Documents and Public Information

The Town of Cobourg will ensure that all Persons with Disabilities are able to access all important documents and public information, including Council documents and others necessary to engage in public participation. Any questions customers may have about the content of a document will be answered in person, by telephone, or e-mail.

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

3.4 Correspondence, Invoices, and Other Documentation

The Town is committed to providing accessible information to the public. For this reason, upon request, correspondence, invoices, and other documentation will be provided in large print or by e-mail.

Staff may provide a document, or information contained in a document, in a format that takes into account the person's disability. Staff and the Person with a Disability may agree upon the format to be used for the document or information.

Any questions customers may have about the content of a document will be answered in person, by telephone, or e-mail.

4.0 Service Animals

We are committed to welcoming Persons with Disabilities who are accompanied by a service animal on the parts of our premises that are open to the public and other third parties.

If a guide dog or other service animal accompanies a visiting Person with a Disability, the Town shall ensure that the person is permitted to enter the premises with the animal and keep the animal with them.

4.1 Exceptions to the Rule

Service animals will not be permitted:

- Where food preparation is being undertaken, and/or
- As otherwise disallowed by law.

If a service animal is excluded by law, the Town will ensure that alternate means are available to enable the Person with a Disability to obtain, use or benefit from the Town's goods and services. We will do the following to ensure Persons with Disabilities can access our goods, services or facilities by:

- Explaining why the animal is excluded, and/or
- Discussing with the customer another way of providing goods, services, or facilities.

4.2 Recognizing a Service Animal

When we cannot easily identify that an animal is a service animal, our staff may ask a person to provide documentation (template, letter, or form) from a regulated health professional that confirms the person needs the service animal for reasons relating to their disability.

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

A service animal can be easily identified through visual indicators, such as when it wears a harness or a vest, or when it helps the person perform certain tasks.

A regulated health professional is defined as a member of one of the following colleges:

- College of Audiologists and Speech-Language Pathologists of Ontario
- College of Chiropractors of Ontario
- College of Nurses of Ontario
- College of Occupational Therapists of Ontario
- College of Optometrists of Ontario
- College of Physicians and Surgeons of Ontario
- College of Physiotherapists of Ontario
- College of Psychologists of Ontario
- College of Registered Psychotherapists and Registered Mental Health Therapists of Ontario

4.3 Care and Control of the Animal

The Persons with a Disability who is accompanied by a service animal must maintain care and control of the animal at all times.

4.4 Allergies

If a customer or staff member has a severe allergy to animals, which could result in health and safety concerns, the Town shall make reasonable efforts to meet the needs of all individuals.

5.0 Support Persons

The Town is committed to welcoming people with disabilities who are accompanied by a support person. If a support person accompanies a visiting Person with a Disability, the Town shall ensure that both persons are entitled to enter the premises together and that the Person with a Disability is not prevented from having access to the support person while on the premises.

5.1 When a Support Person may be Required

The Town may require a visiting person with a disability to be accompanied by a support person when on the premises, but only if a support person is necessary to protect the health or safety of the Person with a Disability or the health and safety of others on the premises.

5.2 Fees and Admission

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

If an amount is payable by a support person for admission to the premises or in connection with a support person's presence at the premises the Town shall ensure that notice is given in advance about the amount, if any, payable in respect of the support person by posting notice of fees for support persons wherever fees are posted.

6.0 Notice of Temporary Disruption

In the event of a planned or unexpected disruption to services or facilities for customers with disabilities the Town of Cobourg will notify customers promptly.

6.1 Unplanned Service Disruptions

This clearly posted notice will include:

- Information about the reason for the disruption,
- Its anticipated length of time, and
- A description of alternative facilities or services, if available.

Notice may be given by posting the information at a conspicuous place at the municipal office and other relevant premises owned or operated by the municipality, and by posting it on the municipality's website or by such other method as is reasonable in the circumstances.

6.2 Planned Service Disruptions

In the event of a planned disruption to occur on a specified date(s), notice shall be provided:

- On-site,
- The municipal website, and
- Contact directly with an individual with a pre-scheduled appointment, as applicable.

7.0 Training

The Town of Cobourg will provide accessible customer service training to:

- All employees and volunteers,
- Anyone involved in developing our policies, and
- Anyone who provides goods, services, or facilities to customers on our behalf.

7.1 Training Schedule

Staff will be trained on accessible customer service before their work term begins or within ten (10) days after being hired. Any additional training that is specific or niche to a position will be conducted within thirty (30) days after being hired.

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

7.2 Training Subjects

Training will include:

- The purpose of the *Accessibility for Ontarians with Disabilities Act, 2005* and the requirements of the customer service standard,
- The Town of Cobourg's policies related to the Customer Service Standard in *Ontario Regulation 191/11*,
- How to interact and communicate with people with various types of disabilities,
- How to interact with Persons with Disabilities who use an assistive device or require the assistance of a service animal or a support person,
- How to use the equipment or devices available on-site or otherwise that may help with providing goods, services or facilities to Persons with Disabilities, and
- What to do if a Person with a Disability is having difficulty in accessing the Town of Cobourg's goods, services, or facilities.

Staff will also be trained when changes are made to our accessible customer service policies.

7.3 Training Records

Training records shall be kept, including the dates when the training is provided, number of individuals to whom the training was provided and the signature of all those individuals trained on a particular date.

8.0 Feedback Process

The Town of Cobourg welcomes feedback on how we provide accessible customer service. Customer feedback will help us identify barriers and respond to concerns.

Customers who wish to provide feedback on the way the Town of Cobourg provides goods, services or facilities to Persons with Disabilities can provide feedback in the following way(s):

- Through our Report It feature on the website,
- In person,
- By telephone, and
- By email.

All feedback, including complaints, will be handled in the following manner:

- A service notification will be given to the Accessibility Coordinator,
- The Accessibility Coordinator

Customers can expect to hear back within seven (7) business days.

Corporation of the Town of Cobourg

Policy Title: Accessible Workplace and Customer Service

The Town of Cobourg will make sure our feedback process is accessible to Persons with Disabilities by providing or arranging for accessible formats and communication supports, on request.

9.0 Notice of Availability of Documents

The Town of Cobourg will notify the public that documents related to accessible customer service, are available upon request [by contacting the Accessibility Coordinator](#).

In addition, a copy of this policy is available on [the Town's website under the Accessibility section](#).

The Town of Cobourg will provide this document in an accessible format or with communication support, on request. We will consult with the person making the request to determine the suitability of the format or communication support. We will provide the accessible format in a timely manner and, at no additional cost.

10. Modifications to This or Other Policies

Any policies of the Town of Cobourg that do not respect and promote the principles of dignity, independence, integration and equal opportunity for Persons with Disabilities will be modified or removed.

Administration

The Chief Administrative Officer shall implement and administer the terms of this policy and shall establish related operating procedures as required. This will be done with the assistance of the Accessibility Coordinator.

Cross Reference

Other relevant documents and legislation:

- [Accessibility for Ontarians with Disabilities Act, 2005](#),
- [Accessible Customer Service Policy](#),
- [Accessible Workplace Policy](#),
- [Early and Safe Return to Work](#),
- [Integrated Accessibility Standards, Ontario Regulation 191/11](#),
- [Ontario Human Rights Code](#),
- [Town of Cobourg's Accessibility Advisory Committee](#),
- [Town of Cobourg's Multi-Year Accessibility Plan](#), and
- [Town of Cobourg's Transportation Multi-Year Accessibility Plan](#).



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday October 26, 2020, Council considered a memo from the Accessibility Coordinator, regarding the proposed updated Integrated Accessible Standards Policy for the Town of Cobourg;

NOW THEREFORE BE IT RESOLVED THAT Council approve and adopt the Integrated Accessible Standards Policy for the Town of Cobourg as attached to the motion as Appendix "A".

Appendix "A"



Corporation of the Town of Cobourg

Policy Title: Integrated Accessibility Standards Policy

Division: Corporate Services

Department: Legislative Services

Effective Date: December 1, 2020
2021

Revision Date: December 1,

Approval Level: Town Council

Contact Person: Accessibility Coordinator and/or Clerk

Contact Information: accessibility@cobourg.ca

Section Number: 3-1

Policy Number: LEG-ADM17

Purpose

This policy is intended to provide the overarching framework to guide the review and development of other policies, standards, procedures, by-laws, and guidelines of the Town of Cobourg in order to comply with the standards developed under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and the *Integrated Accessibility Standards Regulation* (IASR) established by Ontario Regulation 191/11.

The AODA contains accessibility standards that assist organizations in the identification, prevention, and removal of barriers to accessibility for Persons with Disabilities.

These accessibility standards are in a variety of areas, including:

1. Customer Service,
2. Information and Communications,
3. Employment,
4. Transportation, and
5. Design of Public Spaces.

The AODA and its standards are not a replacement or substitution for the requirements of the *Ontario Human Rights Code*.

This policy can be provided in an alternative format upon request. Please contact the Accessibility Coordinator at accessibility@cobourg.ca or 905-372-4301.

Policy Statement

The Town of Cobourg is committed to identifying and meeting the needs of Persons with Disabilities and that all persons achieve accessibility standards as set out in the *AODA*, *Canadian Charter of Rights and Freedoms*, and the *Ontario Human Rights Code*.

The principles of the AODA include:

- Dignity,
- Independence,
- Integration, except when alternate measures are necessary to meet the needs of Persons with Disabilities, and
- Equal Opportunity.

Integrated Accessibility Standards Policy

Definitions

“Accessible Formats” includes, but are not limited to, large print, recorded audio and electronic formats, Braille and other formats usable by Persons with Disabilities.

“Accommodation” shall mean the special arrangement made or assistance provided so that Persons with Disabilities can participate in the experiences available to persons without disabilities. Accommodation will vary depending on the person’s needs.

“Barrier” is anything that prevents Persons with Disabilities from fully participating in one or more aspects of society, including a physical barrier, an architectural barrier, information or communications barrier, attitudinal barrier, technological barrier, policy, practice, or program.

“Communication Supports” are supports that Persons with Disabilities may need to access information. They include, but are not limited to, captioning, alternative and augmentative communication supports, plain language, sign language, and other supports that facilitate effective communications.

“Disability” shall mean:

- a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impairment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- b) a condition of mental impairment or a developmental disability;
- c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- d) a mental disorder; or
- e) an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997* (“handicap”).

“Feedback” includes any comments, compliments, suggestions, or complaints provided to the Town of Cobourg.

“Information” shall mean data, facts and knowledge that exists in any format, including text, audio, digital or images, and that conveys meaning.

“Mobility Aid” is a device that is used to facilitate the transport, in a seated posture, of Persons with Disabilities.

“Redeployment” is reassignment of employees to other departments or jobs within the organization as an alternative to layoff, when a particular job or department has been eliminated.

Integrated Accessibility Standards Policy

“**Self-Service Kiosk**” shall mean an interactive electronic terminal, including a point-of-sale device, intended for public use that allows users to access one or more services or products or both.

“**Third Party**” shall mean a representative of a business or organization who is receiving Town goods or services or acting in an official capacity.

Application

This policy shall apply to all departments of the Town, Council, its boards and committees, and all persons who deal with members of the public or other third parties on behalf of the Town.

1.0 General Provisions

The general provisions are to assist organizations oversee all of the other accessibility standards and provide commitment to Persons with Disabilities.

1.1 Accessibility Advisory Committee

The Town of Cobourg Accessibility Advisory Committee is established and appointed by Municipal Council, and is a requirement under the *Accessibility for Ontarians with Disabilities Act* (AODA). The Accessibility Advisory Committee is responsible for advising Municipal Council on the development and implementation of the Multi-Year Accessibility Plan and advising Council on issues relating to citizens with a disability.

The Accessibility Advisory Committee meets on a monthly basis and provides advice on the implementation of the accessibility legislation as required through the regulation and standards.

To learn more about the mandate of the [Town of Cobourg's Accessibility Advisory Committee](https://www.cobourg.ca/en/town-hall/Accessibility-Advisory-Committee.aspx), as well as past Agendas and Minutes, please see our website here: <https://www.cobourg.ca/en/town-hall/Accessibility-Advisory-Committee.aspx>.

1.2 Accessibility Plan and Policies

The Town of Cobourg shall prepare a Multi-Year Accessibility Plan which will be:

- Reviewed and updated at least every five (5) years; and
- Established, reviewed, and updated in consultation with Persons with Disabilities and the Town of Cobourg Accessibility Advisory Committee.

The Town of Cobourg will report annually on the progress and the implementation of the Plan, post the information on the Town of Cobourg website and will provide it in accessible formats upon request.

If through public consultation, feedback, and the Town's own accessibility action and planning processes, it is determined that the Multi-Year Accessibility Plan needs

Integrated Accessibility Standards Policy

revision, the Town of Cobourg will update the plan to reflect this new information. This will be done on an ongoing and annual basis.

Please read the [Town of Cobourg's Multi-Year Accessibility Plan](#) for more information.

1.3 Procurement and Self-Service Kiosks

The Town will use accessibility criteria and features when procuring or acquiring goods, services, or facilities. If the Town determines that it is not practicable to incorporate an accessibility criteria or features when procuring or acquiring goods, services, or facilities, an explanation will be provided.

Although the Town of Cobourg does not currently use self-service kiosks, the Town will have regard to the accessibility for Persons with Disabilities should it design, procure, or acquire self-service kiosks by considering what accessibility features could be built into kiosks to best meet the needs of Persons with Disabilities.

1.4 Training

All Town of Cobourg Employees, volunteers and third parties providing goods and services on the Town's behalf shall be required to undergo training on the requirements of the AODA accessibility standards and on the *Human Rights Code* as it pertains to Persons with Disabilities as well as all Human Resources AODA policies and procedures.

The training provided shall be appropriate to the duties of the employee, volunteer, or third party and shall be done before or within ten (10) days of hire. Any specific or niche training that is required for certain positions will be conducted within thirty (30) days of hire. Training shall take place as soon as it is practicable and upon completion, the Town shall keep a record of the training provided including the dates on which accessibility training took place.

2.0 Information and Communications Standard

To help organizations make their information accessible to Persons with Disabilities.

2.1 Feedback on Town Services

The Town of Cobourg has established a process for receiving and responding to feedback on the manner in which the Town provides goods and services to Persons with Disabilities and will ensure that these processes are provided in accessible formats and with communication supports upon request.

A member of the public may [provide feedback through the Town of Cobourg website](#), as well as by telephone at 905-372-4301, [email](#), and in-person at:

Legislative Services (Clerks Department)
Victoria Hall

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55 King Street West
Cobourg, Ontario

2.2 Accessible Formats and Communications

Except as otherwise provided by the AODA, the Town of Cobourg shall, upon request, and in consultation with the person making the request, provide or make arrangements to provide accessible formats and communication supports for Persons with Disabilities.

The Town of Cobourg will use best practices for creating accessible documents and content for the information that is consistently provided to the public.

Accessible formats and communication supports shall be provided in a timely manner, taking into account the person's accessibility needs and at a cost that is no more than the regular cost charged to other persons.

2.3 Emergency Information

When the Town of Cobourg prepares emergency procedures, plans, or public safety information and makes the information available to the public, the information will be available in an accessible format or with appropriate communication supports, as soon as practicable, upon request.

The most current and up-to-date information will always be available on [the Emergency Planning and Preparedness webpage](#).

2.4 Website Accessibility

All Town internet websites, and any website and web content controlled directly by the Town, will conform to the [World Wide Web Content Accessibility Guidelines \(WCAG\) 2.0 Level AA](#) in accordance with the schedule set out in the Information and Communication Standards of the IASR.

Except where meeting this requirement is not practicable, this conformity applies to websites, web content, and web-based applications that are controlled directly or through a contractual relationship that allows for the modification of the product and web content.

New documents (PDF, Word, PowerPoints, etc.) posted to the municipal website will be presented in an accessible format as defined by the WCAG 2.0 standards.

Website users are encouraged [to contact the municipality](#) if they are unable to access a document posted on the municipal website.

2.5 Public Libraries

The [Town of Cobourg's Public Library Board](#) will provide access to, or arrange for the provision of access to, accessible materials where they exist. Accessible materials may

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include conversion ready format of print, digital, multimedia resources, or materials. The variety of these resources will be available upon request.

Due to the fragile nature of some special collections, archival materials, and rare books, these may not be available in accessible formats.

Through regular communication channels, the Town and the Cobourg Public Library Board will notify public about the availability of accessible formats of library materials.

3.0 Employment Standards

To help make hiring and employee support practices more accessible.

3.1 General Statement

The Town of Cobourg is committed to creating an inclusive work environment for all and providing accessibility for Persons with Disabilities throughout their employment in accordance with the requirements and timelines set out in the Employment Standards of the *Integrated Accessibility Standards Regulation* and the existing requirements under the *Ontario Human Rights Code*.

The Town of Cobourg will provide this information to new employees as soon as practicable after they begin their employment and provide updated information to all employees whenever there is a change to existing Town policies on the provision of job accommodation that takes into account an employee's accessibility needs due to a disability.

3.2 Recruitment

Throughout the recruitment process, all interested applicants will be notified about the availability of accommodations for Persons with Disabilities. A standard statement of commitment will be provided on all Town job postings.

During the recruitment process, applicants selected for the assessment or selection process will be notified that accommodations are available. If an applicant requests an accommodation, the Town will arrange for a suitable accommodation in a manner that takes into account the applicant's accessibility needs. The decision as to which accommodation is to be provided rests with the Town.

When making an offer of employment, the Town will notify the successful applicant of its policies for accommodating Employees with a Disability.

3.3 Accessible Formats and Communication Support of Employees

The Town will inform its employees of policies developed for those with a disability. This information will be provided to new employees as soon as practicable after they begin their employment.

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Any changes to policies will be communicated through communication channels or through formats that take into account the employee's disability.

3.4 Workplace Emergency Response Information

At the request of the employee, the Town will provide Individualized Workplace Emergency Response Plans to employees. If an employee requests an Individualized Workplace Emergency Response Plan and identifies the need for assistance from a colleague(s), the Town will provide the information to the designated colleague(s). This information will be provided to the designated colleagues as soon as practicable after the Town becomes aware of the need for accommodation.

The employee's Individualized Workplace Emergency Response Plan will be reviewed when:

- The employee moves to a different location in the organization,
- The overall accommodation needs of the employee changes (as notified to the Town by the employee), and/or
- The Town's general emergency response policies are reviewed.

3.5 Documented Individual Accommodation Plans

The Individual Accommodation Plan template outlines the development process for individual accommodation plans for Employees with Disabilities. The following is included within the template:

- The manner in which an employee requesting an accommodation can participate in the development of their individualized accommodation plan,
- The means by which the employee is assessed on an individual basis,
- The manner in which the Town can request an evaluation by an outside medical or other expert, at the Town's expense, to determine if and how accommodation can be achieved,
- The frequency with which the individual accommodation plan will be reviewed and updated,
- The manner in which the individual accommodation plan will be reviewed,
- The manner which the reasons for the denial will be provided, if an accommodation plan is denied, and
- The means of providing the individual accommodation plan in a format that takes into account the employee's accessibility needs.

Individual accommodation plans will, if requested, include any information regarding accessible formats and communication supports. If required, information regarding the Individualized Workplace Emergency Response Plan may be included.

3.6 Return to Work Process

Integrated Accessibility Standards Policy

The Town has in place an Early and Safe Return to Work Policy which outlines the Town's commitment to make every reasonable effort to provide temporary modified or suitable alternative duties to a worker who had been absent from work due to a disability.

The Early and Safe Return to Work Policy outlines the steps the Town takes to facilitate the return of employees who were absent because of their disability. Individual Accommodation Plans are used during this process.

When employees are redeployed into the workplace, the Town will take into account the accessibility needs of the employee as well as the accommodations identified within the Individual Accommodation Plan.

3.7 Performance Management

The Town will take into account the accessibility needs of Employees with Disabilities and the documented Individual Accommodation Plan during all performance management processes.

3.8 Career Development and Advancement

The Town will take into account the accessibility needs of Employees with Disabilities and the documented Individual Accommodation Plan when providing career development and advancement.

4.0 Transportation

The Town of Cobourg is committed to providing Accessible Transit Services through conventional transit and specialized transit in accordance with the *Integrated Accessibility Standards* (Ontario Regulation 191/11) under the AODA and in particular, Part IV, Transportation Standards, of such Regulation.

This will be accomplished through the development and implementation of policies, practices, procedures, resources, equipment and training in the provisions outlined in the IASR under the AODA.

More information is available in the Town of Cobourg's Transportation Standard Multi-Year Accessibility Plan.

5.0 Built Environment

The Town of Cobourg shall comply with the AODA Design of Public Spaces Standards (Accessibility Standards for The Built Environment) when undertaking new construction and redevelopment of public spaces in the following areas:

- Recreational Trails and Beach Access Routes;
- Outdoor Public Use Eating Areas;
- Outdoor Play Spaces;
- Exterior Paths of Travel;

Integrated Accessibility Standards Policy

- Accessible Parking;
- Obtaining Services; and
- Maintenance of Accessible Elements.

The following policy does not apply to construction that is external to the Town of Cobourg for which the Town has provided a permit, however compliance with the AODA Built Environment Standards should be encouraged. The Town of Cobourg shall ensure that the Town's Accessibility Design Standards reflect the AODA Built Environment Standards.

6.0 Customer Service

To help remove barriers for people with disabilities so they can access goods, services or facilities.

6.1 General Statement

The Town of Cobourg is committed to the delivery of excellent customer service. The contents of this Policy are included in this document where appropriate.

6.2 Guide Dogs and Service Animals

If a Person with a Disability is accompanied by a guide dog or other service animal, the Town of Cobourg will permit the person to enter the premises with the animal and keep it with him or her. On request by Staff, the owner of the guide dog, service animal shall provide proof of registration and with an accreditation.

6.3 Support Persons

If a Person with a Disability is accompanied by a support person, they are permitted to enter the premises together and are not prevented from having access to each other while on the premises.

The Town may require a Person with a Disability to be accompanied by a support person while on its premises, but only if a support person is necessary to protect the health or safety of the Person with a Disability or the health or safety of others on the premises.

Where fees for goods and services are advertised or promoted by the Town, it will provide advance notice of the amount payable, if any, in respect of the support person.

6.4 Disruption of Services

If there is a temporary disruption in a particular facility or service used to allow a Person with a Disability to access goods or services, the Town will give notice of the disruption to the public.

6.5 Assistive Devices

Integrated Accessibility Standards Policy

If a Person with a Disability requires assistive devices to access goods or services of the Town, they are allowed to use such devices.

7.0 Review Period

This policy shall be reviewed annually and will be revised in light of any legislative changes. If there are legislative changes, review of this policy will be done within ninety (90) days of the legislation becoming law.

8.0 Regulatory Requirements

Failure to comply with the AODA regulations can result in administrative penalties as defined in Part V: Compliance of the *Integrated Accessibility Standards, Ontario Regulation 191/11*.

The Accessibility Directorate or a designate may issue an order against a person, organization or corporation to pay a penalty amount as a result of non-compliance with the AODA or the accessibility standard.

Scope

This Policy and its related procedures apply to the following, unless otherwise stated:

- All Town Employees
- Volunteers, and
- To any individual or organization that provides goods, services or facilities to the public or other third parties on behalf of the Town, in accordance with the legislation.

Administration

The Chief Administrative Officer shall implement and administer the terms of this policy with the assistance of the Accessibility Coordinator.

Cross Reference

Other relevant documents and legislation:

- [Accessibility for Ontarians with Disabilities Act, 2005](#),
- [Accessible Customer Service Policy](#),
- [Accessible Workplace Policy](#),
- [Early and Safe Return to Work](#),
- [Integrated Accessibility Standards, Ontario Regulation 191/11](#),
- [Ontario Human Rights Code](#),
- [Town of Cobourg's Accessibility Advisory Committee](#),
- [Town of Cobourg's Multi-Year Accessibility Plan](#), and
- [Town of Cobourg's Transportation Multi-Year Accessibility Plan](#).



Moved By _____
Last Name Printed _____

Resolution No.:

Seconded By _____
Last Name Printed _____

Council Date:
November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020, Council considered a memo from the Director of Planning and Development, regarding the Town of Cobourg Affordable & Rental Housing Community Improvement Plan (CIP);

NOW THEREFORE BE IT RESOLVED THAT Council adopt 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, 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; and

FURTHER THAT Council prioritize and expedite approvals for development projects that increase the supply of purpose-built rental housing, smaller unit sizes, secondary units, and mixed-ratio builds, and support of transitional housing initiatives as part of the CIP's 2021 intake; and

FURTHER THAT Council direct staff to put together an inventory of potential municipal owned surplus lands, buildings and/or facilities by March 22, 2021 for it to consider as potential support for Section 3.8.8 Donation or Sale of Surplus Lands of the Affordable and Rental Housing Community Improvement Plan; and

FURTHER THAT Council direct staff to work with the Northumberland Affordable Housing Committee and other organizations where applicable to investigate partnership opportunities for implementing programs that are created through the Affordable and Rental Housing Community Improvement Plan.



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020 Council considered a memo from the Secretary of the Cobourg Heritage Advisory Committee regarding a Heritage Permit Application, 520 William Street, Building “C” (Certo building), Cobourg. (HP-2020-031) (Submitted by Keith Colterman of Historic Carpentry Inc. on behalf of FV Pharma);

NOW THEREFORE BE IT RESOLVED THAT Council endorse the recommendation of the Heritage Advisory Committee and grant a Heritage Permit HP-2020-031, to permit the proposed roof replacement, building stabilization and masonry restoration of Building “C” (Certo building) at property known municipally as 520 William Street, Cobourg, subject to the finalization of details by Building and Heritage Staff.



Moved By _____
Last Name Printed _____

Resolution No.:

Seconded By _____
Last Name Printed _____

Council Date:
November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020 Council considered a memo from the Deputy Director of Community Services, regarding the Town of Cobourg Outdoor Rink at Rotary Harbour Waterfront Park;

NOW THEREFORE BE IT RESOLVED 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.



Moved By _____
Last Name Printed _____

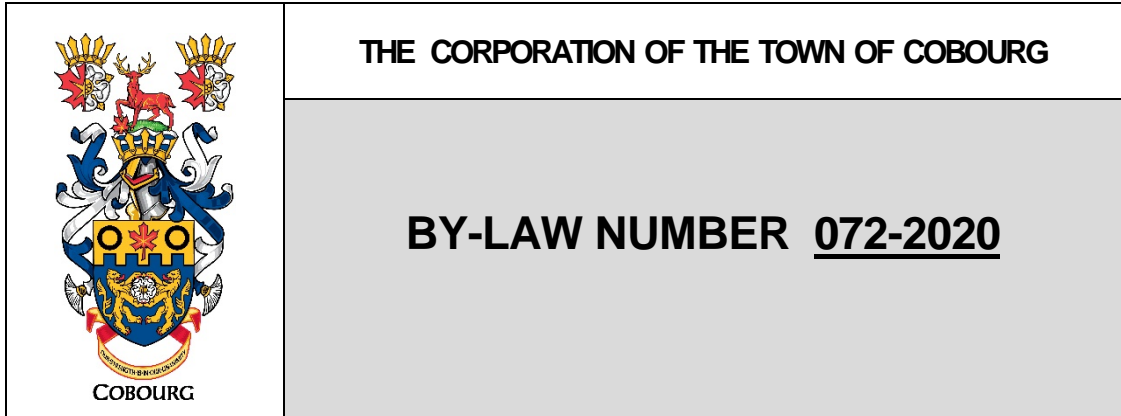
Resolution No.:

Seconded By _____
Last Name Printed _____

Council Date:
November 23, 2020

WHEREAS at the Committee of the Whole Meeting on Monday November 16, 2020 Council considered a memo from the Fire Chief, regarding, a 2021 Budget Pre-Approval Request - Town of Cobourg Fire Department Renovations;

NOW THEREFORE BE IT RESOLVED THAT Council approve the request from the Cobourg Fire Chief for 2021 Budget Pre-Approval for the completion of renovations at the Cobourg Fire Station in the amount of \$240,000.



A BY-LAW TO AMEND BY-LAW NO. 008-2019 TO INCLUDE THE TERMS OF REFERENCE FOR THE MUNICIPAL CORPORATE REVIEW PROTOCL WORKING GROUP AND TOWN OF COBOURG ROAD SAFETY RESPONSE TEAM

WHEREAS Council of the Town of Cobourg authorized preparation of a by-law to amend the Terms of Reference By-law (008-2019), to include a Corporate Policy Review Team, and Town of Cobourg Road Safety Response Team at the Committee of the Whole Meeting held on November 16, 2020;

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

1. **THAT** the Terms of Reference By-law (008-2019) be amended to include Schedule 'B' – 3 of the by-law to include the Terms of Reference for the Corporate Policy Review Team.
2. **THAT** the Terms of Reference By-law (008-2019) be amended to include Schedule 'B' – 4 of the by-law to include the Terms of Reference for the Town of Cobourg Road Safety Response Team.
3. **THAT** this By-law shall take effect upon the date of final passing.

By-law read and passed in Open Council this 23rd day of September, 2020.

MAYOR

MUNICIPAL CLERK



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.



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

5.0 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.

6.0 Action Plan:

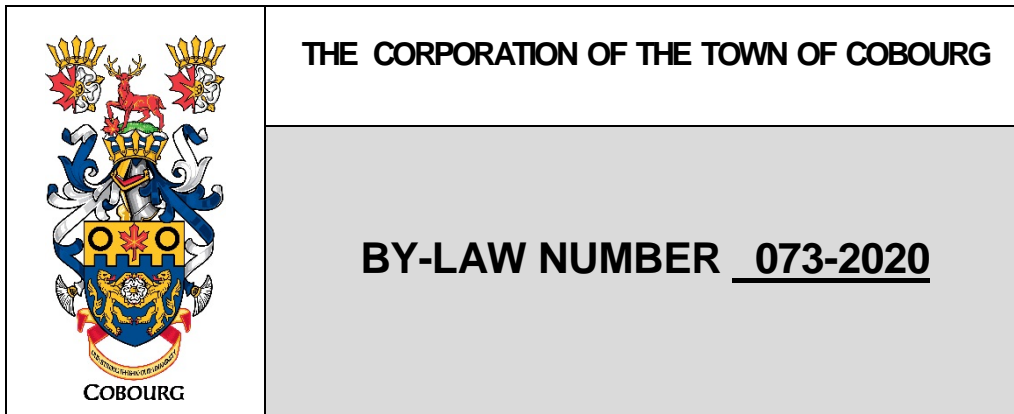
- The Response Team is a technical review team comprised of municipal staff from a variety of disciplines and has no independent authority; its role is to provide recommendations principally to Town Council or where appropriate to Town Departments respecting technical and operational matters.
- The Response 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.

7.0 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.

8.0 Meeting Schedule

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



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.

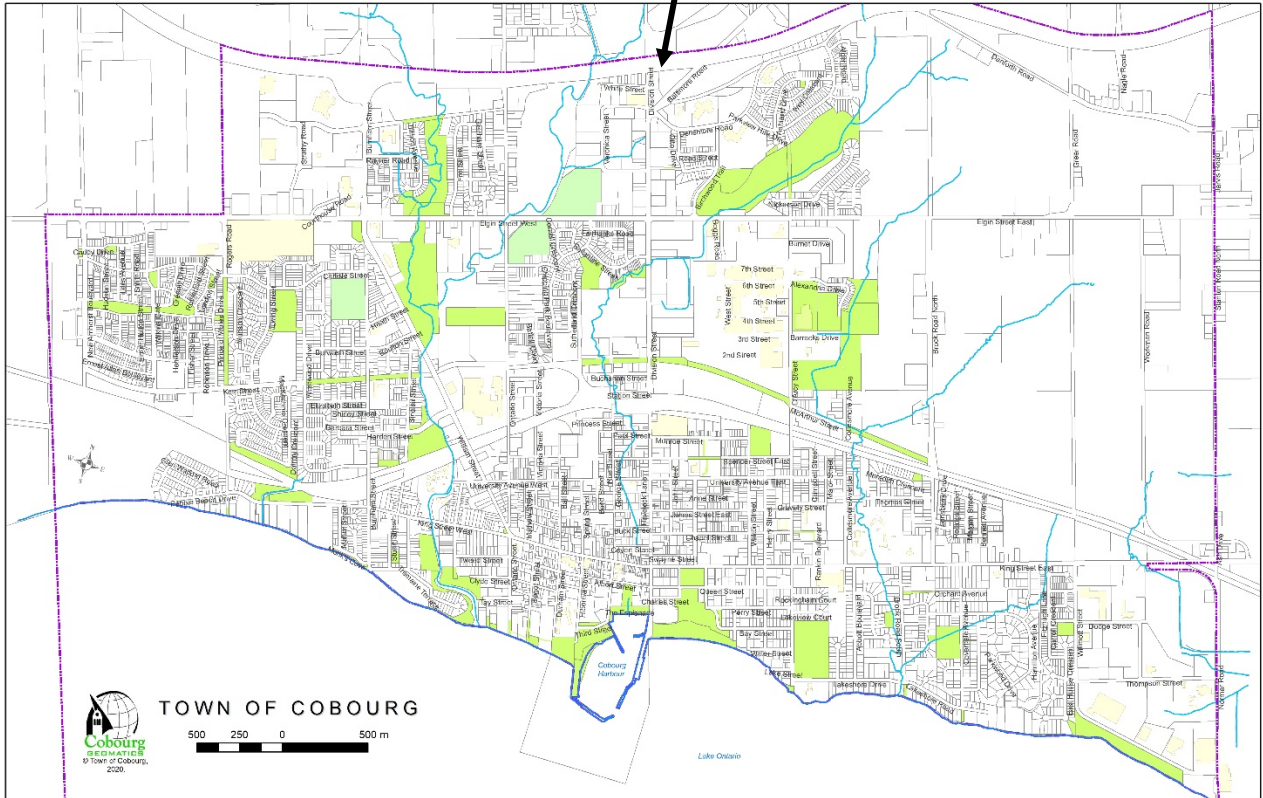
NOW THEREFORE the Council of the Corporation of the Town of Cobourg, pursuant to its authority under S. 28(2) of the *Planning Act*, enacts as follows:

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.

Schedule "A"

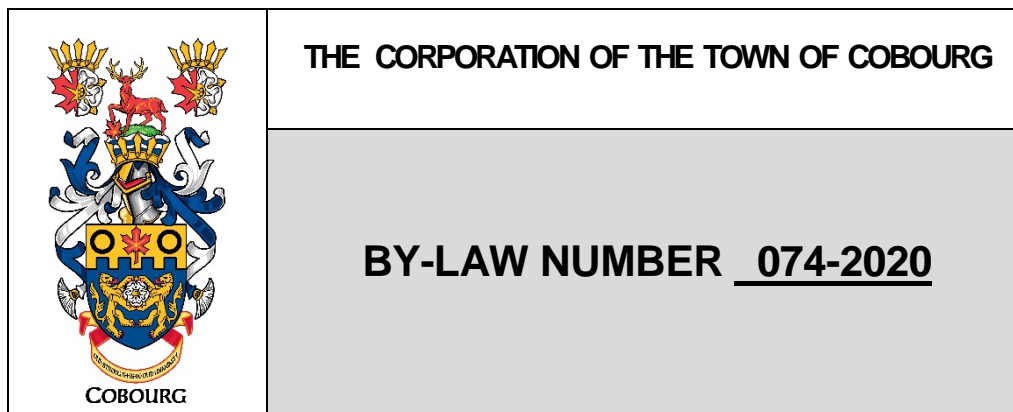
Affordable & Rental Housing
Community Improvement Project Area*



*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



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

WHEREAS By-Law No. 073-2020 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.

Schedule “A”

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



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 Hermsen 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.

Prepared by:

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Executive Summary

Overview

In the fall of 2019, MacNaughton Hermsen 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.

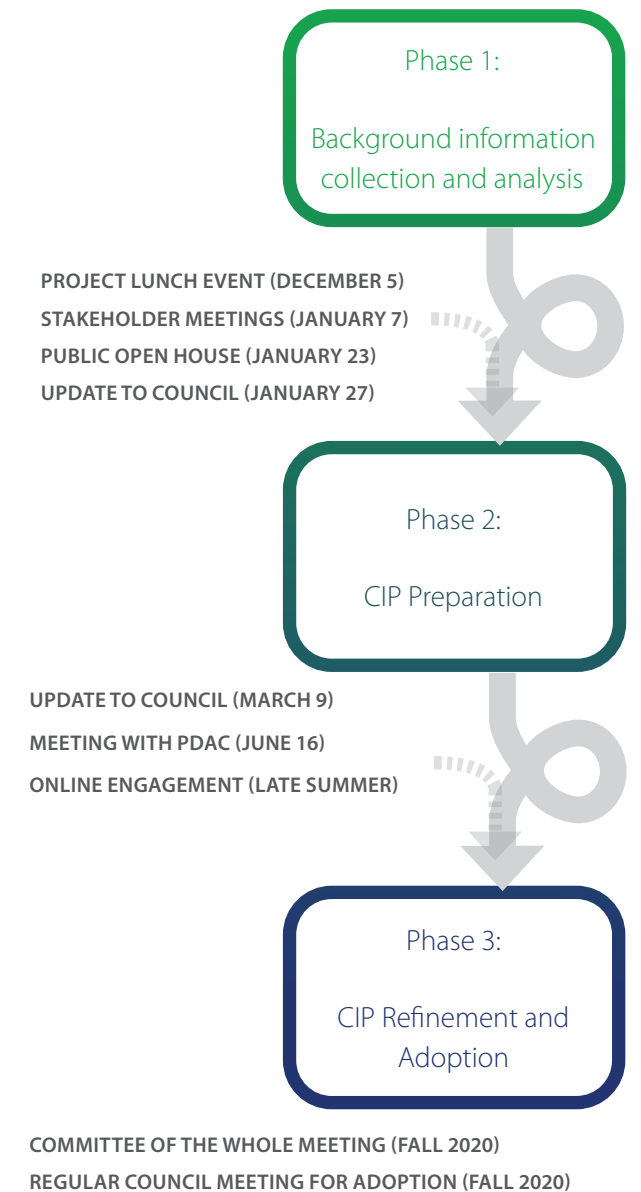


Figure 1: Project Schedule and Process

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.

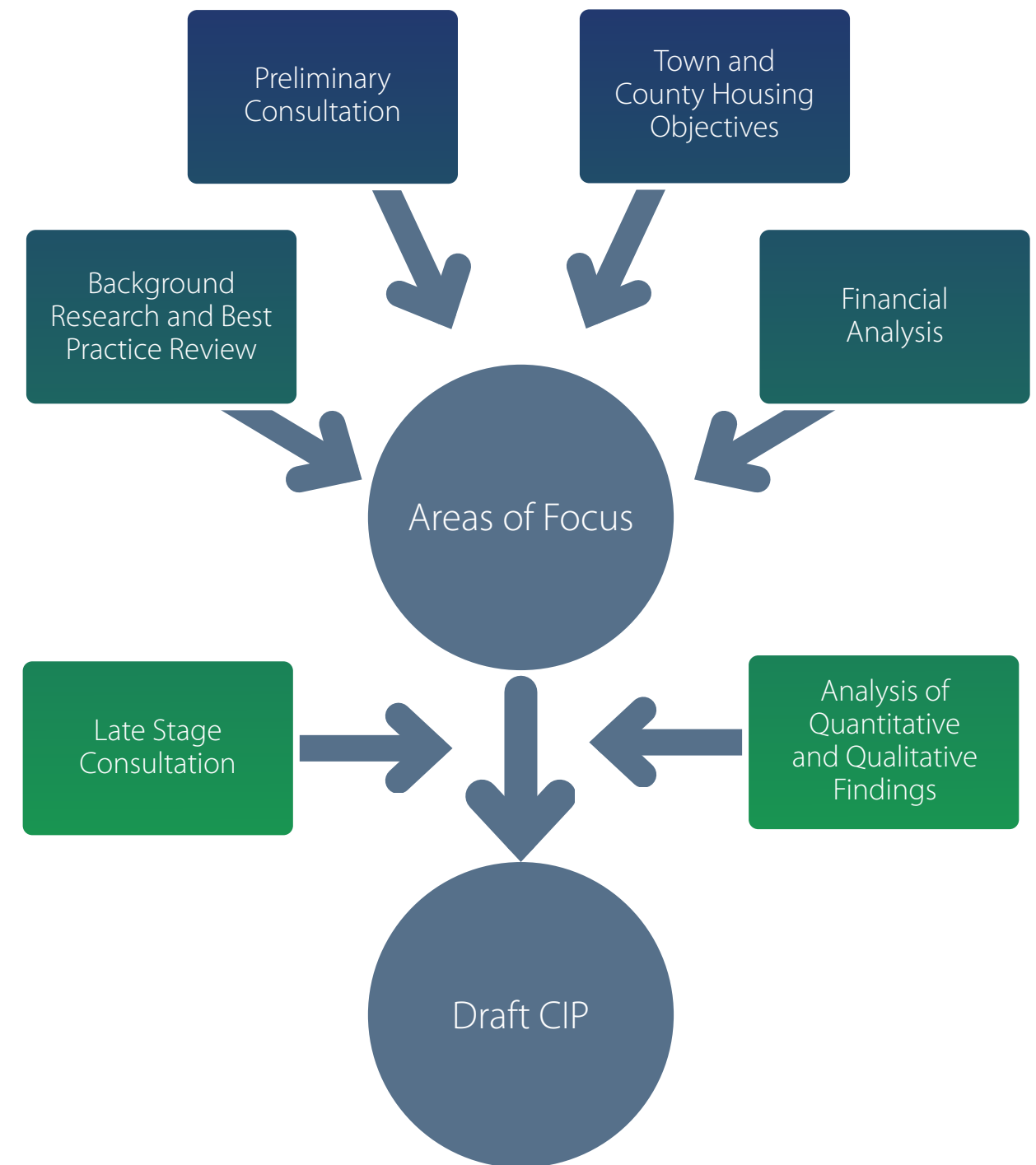


Figure 2: CIP Project Methodology

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:	In the case of ownership housing, means households with incomes in the lowest 60 percent of the income distribution for the regional market area. 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	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 provides affordable, 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 through 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.
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.

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 or by an intake process based on the needs of the program as assessed from time to time. 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 where the authority is delegated by Council. 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

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

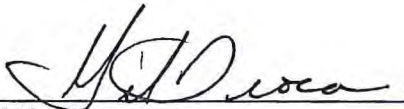
A BY-LAW TO ESTABLISH A TARRIFF OF FEES FOR THE PROCESSING OF APPLICATIONS MADE IN RESPECT OF PLANNING MATTERS

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;

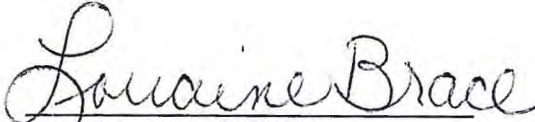
NOW THEREFORE the Municipal Council of the Corporation of the Town of Cobourg enacts as follows:

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

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	\$3,000.00 + \$35.00 per unit*	\$3,500.00 + \$40 per unit*	\$4,000.00 + \$45 per unit*	\$4,500.00 + \$50 per unit*	\$5,000.00 + \$55 per unit*	Major Residential
	\$3,500.00	\$4,500.00*	\$5,000.00*	\$5,500.00*	\$6,000.00*	\$6,500.00*	Major Commercial
	\$750.00	No Fee (NEW)	No Fee	No Fee	No Fee	No Fee	Industrial
	\$1,000.00	\$1,100.00*	\$1,200.00*	\$1,300.00*	\$1,400.00*	\$1,500.00*	Site Plan Amendment (excluding Major Residential and Major Commercial)
	\$2,000.00	\$2,500.00*	\$2,750.00*	\$3,000.00*	\$3,250.00*	\$3,500.00*	Other
		*+ \$500.00 per submission >= 3 rd submission (NEW)	*+ \$600.00 per submission >= 3 rd submission	*+ \$700.00 per submission >= 3 rd submission	*+ \$800.00 per submission >= 3 rd submission	*+ \$900.00 per submission >= 3 rd submission	
Consents for Severance	\$1,000.00 per new lot	\$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	\$200.00 Minor \$500.00	\$250.00 \$600.00	\$300.00 \$700.00	\$350.00 \$800.00	\$400.00 \$900.00	\$450.00 \$1,000.00	Easements, rights-of-way, leases, lot line adjustments, etc. 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
Compliance Letters (building, zoning, vehicle inspection, chip trucks, etc.)	\$75.00	\$80.00	\$85.00	\$90.00	\$95.00	\$100.00	Includes general review of planning records, zoning, agreements, and preparation of correspondence
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 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

Draft

APPENDIX B

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

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'

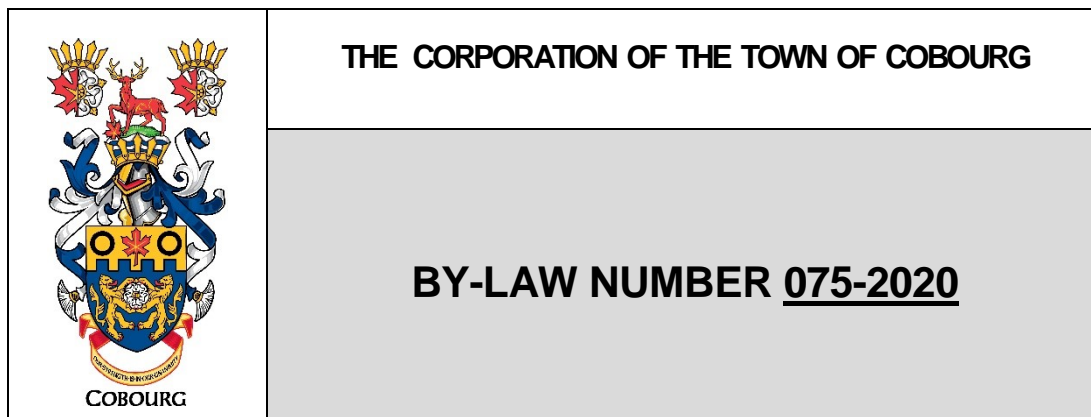
The Town of Cobourg may also identify the need to assign a staff member the specific role of the Affordable and Rental Housing CIP Expert that business owners, property managers and the general public could go to for key information related to the program.

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	★				★	★





A BY-LAW TO ESTABLISH TOWN OF COBOURG LAND KNOWN MUNICIPALLY AS KERR STREET AS A PUBLIC HIGHWAY.

WHEREAS sections 8, 9 and 10 of the *Municipal Act, 2001* authorize the Town of Cobourg to pass by-laws necessary or desirable for municipal purposes, and in particular by-laws with respect to highways; and

AND WHEREAS section 31(2) of the *Municipal Act, 2001* provides that land may only become a highway by virtue of a by-law establishing the highway.

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

1. THAT the land owned by and located in the Town of Cobourg, County of Northumberland described in Appendix "A" of this By-law is established as a public highway, forming Kerr Street.
2. THAT the Municipal Clerk or their authorized agent is authorized to establish the said land as a public highway.
3. THAT this By-law shall be registered on title in the Registry Office of the Land Registry Division of Northumberland (No. 39).


READ and passed in Open Council this day of 23rd Day of November 2020.

MAYOR

MUNICIPAL CLERK

Appendix "A"

1. **51095-0696** - PT COBOURG ST PL CADDY COBOURG (CLOSED BY NC290906) PT 2 39R9289; COBOURG
2. **51095-0690** - PT BLK K PL CADDY (FORMERLY LT 17 CON A HAMILTON) COBOURG PT 1 39R600; COBOURG
3. **51095-0646**- PT BLK H PL CADDY (FORMERLY LT 17 CON A HAMILTON) COBOURG PT 2 & 3 39R600 EXCEPT PT 2, 4-6 39R3474; COBOURG
4. **51098-0224** - FIRSTLY; PT LT 1 BLK K PL CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG; PT LT 2 BLK K PL CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG; PT LT 3 BLK K PL CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG; PT LT 4 BLK K PL CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG; PT GLEBE LT N OF RAILWAY PL CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG; PT PARKLT L PL CADDY (FORMERLY LT 16 CON A HAMILTON) COBOURG; PT PARKLT C PL CADDY (FORMERLY LT 16 CON A HAMILTON) COBOURG; PT PARKLT D PL CADDY (FORMERLY LT 16 CON A HAMILTON) COBOURG PT 4, 6 39R600; PT WELLINGTON ST PL CADDY COBOURG ; SECONDLY; PT PARKLT C PL CADDY (FORMERLY LT 16 CON A HAMILTON) PT 5 39R600 EXCEPT PT 1 39R13121; PT 1 39R8306; COBOURG
5. **51098-0240** - PART OF LOTS 1 AND 2, BLOCK K CADDY PLAN, COBOURG, DESIGNATED AS PARTS 2, 3 AND 4, PLAN 39R13906; SUBJECT TO AN EASEMENT OVER PART 3, PLAN 39R13906 AS IN ND5710; TOWN OF COBOURG
6. **51098-0242** - PART LOTS 2-3 BLOCK K PLAN CADDY (FORMERLY LT 15 CON A HAMILTON) COBOURG, PART 1 39R13906; TOGETHER WITH AN EASEMENT OVER PART 2 39R11406 AS IN ND5710; TOWN OF COBOURG

	THE CORPORATION OF THE TOWN OF COBOURG
	COBOURG PLANNING AND DEVELOPMENT ADVISORY COMMITTEE MEETING MINUTES
	Tuesday June 16, 2020 Via Zoom Video Conference 4:00PM

A regular meeting of the Cobourg Planning & Development Advisory Committee (PDAC) was held with the following Members in attendance

Rick Stinson - Vice Chair
 Nicole Beatty, Councillor
 George Kamphorst
 Alistair Commins
 Don Wilcox

The following staff were present:

Glenn McGlashon, Director of Planning and Development Services
 Adriane Miller, Recording Secretary

CALL TO ORDER

The meeting was called to order by the Vice Chair at 4:00PM

ELECTIONS

Election of Committee Chair

The Committee held a vote for Chair

A call for nominations for Chair was made. Member Don Wilcox nominated Member Rick Stinson for Chair. The Committee voted by a show of hands and the nomination was accepted.

A call for nominations for Vice-Chair was then made. Member Alistair Commins nominated member Don Wilcox. The Committee voted by a show of hands and the nomination was accepted

DECLARATIONS OF INTEREST BY MEMBERS

No declarations by members were made

APPROVAL/ADDITIONS TO THE AGENDA

No additions to the agenda

ADOPTION OF MINUTES

Approval of the meeting minutes from February 25, 2020

Moved by Councillor N. Beatty "THAT the minutes be accepted as written"

Carried

REPORTS

Affordable and Rental Housing CIP - Draft Report reviewed by Committee Members.

UNFINISHED BUSINESS

Tannery District Sustainable Master Plan- Expected to be reviewed by the Planning and Development Advisory Committee (PDAC) early 2021

Comprehensive Zoning By-Law- Staff will continue to move forward working on the ZBL review; however recent Ministry proposed changes to the Planning Act may impact or delay the completion of the review.

NEW BUSINESS

ADJOURNMENT

The meeting was adjourned at 5:23 PM

FUTURE MEETINGS

Tuesday August 11, 2020



**Ganaraska Region
Conservation Authority**

2216 County Road 28
Port Hope, ON L1A 3V8

Phone: 905-885-8173
Fax: 905-885-9824
www.grca.on.ca

MEMBER OF
CONSERVATION ONTARIO

November 20, 2020

Ms. Tracey Vaughan
Chief Administrative Officer
Town of Cobourg
55 King Street West
Cobourg, ON K9A 2M2

Dear Ms. Vaughan:

Re: Bill 229 Schedule 6 - Proposed Amendments to the *Conservation Authorities Act*

At the Board of Directors meeting on Thursday, November 19, 2020, the Board members passed the following resolution:

GRCA 41/20

MOVED BY: Brian Darling
SECONDED BY: Nicole Beatty

THAT the Board of Directors, through the Chair, send a letter to the Honourable Premier Ford, Honourable Rod Phillips, Minister of Finance, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, and the Honourable Jeff Yurek, Minister of the Environment, Conservation and Parks, to have Schedule 6 removed from Bill 229 to allow for consultation with municipalities who are directly affected by the work of Conservation Authorities and;

FURTHER THAT a copy of this letter be forwarded to MPP David Piccini and the watershed municipalities, and;

FURTHER THAT the following resolution be sent to the watershed municipalities asking for their support:

WHEREAS the Province has introduced Bill 229, Protect, Support and Recover from COVID 19 Act - Schedule 6 – Conservation Authorities Act

AND WHEREAS, municipalities believe that the appointment of municipal representatives on CA Boards should be a municipal decision; and the Chair and Vice Chair of the CA Board should be duly elected;

AND WHEREAS, changes to the legislation will create more red tape and costs for the conservation authorities, and their municipal partners, and potentially result in delays in the development approval process;

AND WHEREAS, municipalities require a longer transition time to put in place agreements with conservation authorities for non-mandatory programs;

... 2

AND WHEREAS, municipalities of the Ganaraska Region Conservation Authority watersheds value and rely on the natural habitats and water resources within our jurisdiction for the economic health and well-being of residents and our communities;

AND WHEREAS, we rely on the watershed expertise provided by local conservation authorities to protect residents, property and local natural resources on a watershed basis by regulating development, undertaking watershed scale studies and planning, and engaging in reviews of applications submitted under the *Planning Act*.

THEREFORE, BE IT RESOLVED,

THAT Schedule 6 be removed from Bill 229 to allow for consultation with municipalities who are directly affected by the work of Conservation Authorities.

Thank you for your consideration of our request for support in this matter.

Yours truly,



Linda J. Laliberte, CPA, CGA
CAO/Secretary-Treasurer



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

Last Name Printed _____

November 23, 2020

WHEREAS at the Regular Council Meeting on November 23, 2020, Council consider applications from Members of the Public to fill various vacancies on Town of Cobourg Advisory Committees;

NOW THEREFORE BE IT RESOLVED THAT Municipal Council appoint the following member to the Cobourg Heritage Advisory Committee:

Cobourg Heritage Advisory Committee



Moved By _____
Last Name Printed _____

Resolution No.:

Seconded By _____
Last Name Printed _____

Council Date:
November 23, 2020

WHEREAS at the Regular Council Meeting on November 23, 2020, Council consider applications from Members of the Public to fill various vacancies on Town of Cobourg Advisory Committees;

NOW THEREFORE BE IT RESOLVED THAT Municipal Council appoint the following members to the Planning and Development Advisory Committee:

Planning and Development Advisory Committee



Moved By _____

Resolution No.:

Last Name Printed _____

Seconded By _____

Council Date:

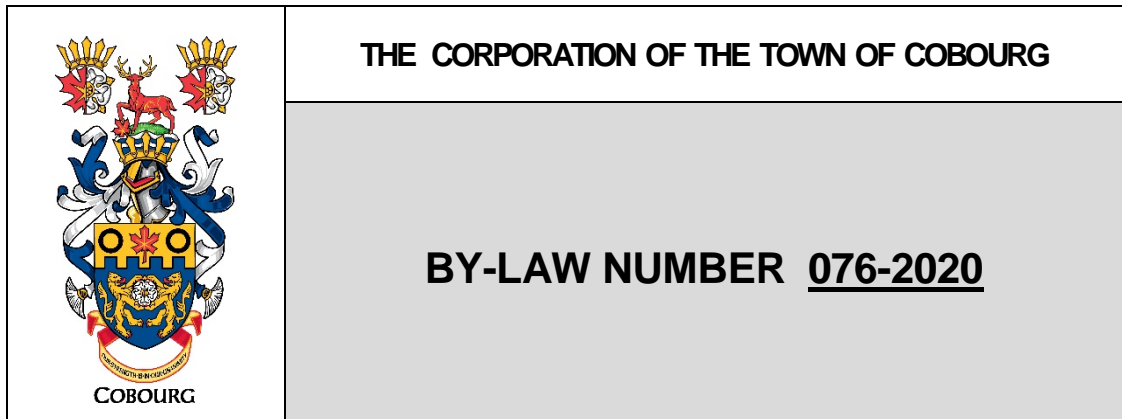
Last Name Printed _____

November 23, 2020

WHEREAS at the Regular Council Meeting on November 23, 2020, Council consider applications from Members of the Public to fill various vacancies on Town of Cobourg Advisory Committees;

NOW THEREFORE BE IT RESOLVED THAT Municipal Council appoint the following member to the Sustainability and Climate Change Advisory Committee:

Sustainability and Climate Change Advisory Committee



A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL OF THE CORPORATION OF THE TOWN OF COBOURG AT ITS REGULAR COUNCIL MEETING HELD ON NOVEMBER 23, 2020.

WHEREAS Section 5(1) of the *Municipal Act, 2001*, as amended, provides that the powers of a Municipality shall be exercised by its Council;

AND WHEREAS Section 5(3) of the *Municipal Act, 2001*, as amended, provides Municipal power, including the Municipality’s capacity, rights, powers and privileges under Section 8, shall be exercised by by-law, unless the Municipality is specifically authorized to do otherwise;

AND WHEREAS the Council of the Corporation of the Town of Cobourg adopted By-law No. 009-2019, establishing the rules of order and procedure, which provided for the enactment of a Confirmatory By-law at the end of each Regular Council Meeting to confirm the recommendations and actions approved at that meeting;

AND WHEREAS in many cases, action which is taken or authorized to be taken by Council does not lend itself to the passage of an individual by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Corporation of the Town of Cobourg at this meeting be confirmed and adopted by by-law;

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

1. **THAT** the actions of the Council of the Town of Cobourg at its Regular meeting held on November 23, 2020, in respect to each report, motion, resolution or other action passed and taken by Council at its meeting, is hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this by-law;
2. **THAT** where no individual by-law has been or is passed with respect to the taking of any action authorized in or by the above mentioned proceedings, then this by-law shall be deemed for all purposes to be the by-law required for approving and authorizing and the taking of any action authorized therein or thereby the proceedings of Council at its Regular meeting on November 23, 2020;
3. **THAT** this by-law, to the extent to which it provides authority for or constitutes the exercise of power for an undertaking, work, project, scheme, act, matter or thing which requires additional approval to that of Council, shall not take effect until the additional approval has been obtained;
4. **THAT** any member of Council who dissented from any action or proceeding or has abstained from discussion and voting thereon shall be deemed to have dissented or abstained, as the case may be, in respect to this by-law as it applies to such action or proceeding;

5. **THAT** the Chief Administrative Officer and the appropriate Division Head of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said actions of Council referred to in its November 23, 2020 Regular Council proceedings;
6. **THAT** the Mayor and Municipal Clerk, or their respective designates, are authorized and directed to execute all documents necessary on behalf of Council and to affix the corporate seal of the Corporation of the Town of Cobourg to all such documents;
7. **THAT** this by-law shall come into full force on the day it is passed.

Read and finally passed in Open Council on this 23rd day of November, 2020.

MAYOR

MUNICIPAL CLERK