



LEGISLATIVE SERVICES



New Staff



Operating Budget - New Staff Hire

Position Title:	Municipal Law Enforcement & Licensing Clerk – Full Time (1 employee)	Reports to:	Manager, Municipal Law Enforcement & Licensing
Division:	Legislative Services	Department:	Municipal Law Enforcement & Licensing
Start Date:	Feb. 01, 2024	Position Type:	Full Time (1 position)

Justification Category

- Council Request
 Organizational Review
 New Impacts
 Other

Please explain in detail:

Municipal Law Enforcement & Licensing Services is responsible for the enforcement of all Town by-laws and applicable Statutes and Licensing categories within the Town’s jurisdiction under the guidance of the Manager of Municipal Law Enforcement and Licensing. The Municipal Law Enforcement & Licensing Clerk will provide general reception, intake and dispatch of calls for service, assist with processing FOI and disclosure requests, create and issue Town identification cards/access control cards, consolidate by-law amendments, assist with preparation of reports and presentations, maintain commercial vehicle registrations, provide administrative support including front counter customer service, receive and record payment of penalties/fines and parking permits, complete data entry, receive and respond to general inquiries via telephone, e-mail and in person, process tenders and receive bids, process licence and permit applications, schedule & coordinate property standards and AMP Hearings, maintain records and filing, order supplies, process mail and invoices.

The Department currently consists of a Manager, a Licensing Officer, three (3) full-time Municipal Law Enforcement Officers and two (2) part-time Municipal Law Enforcement Officers. Calls for service have steadily increased, while new by-laws have been passed by Council and greater emphasis on enhanced hours of operation and customer service. This submission seeks to ensure the appropriate level of administrative support for the business unit’s functions and back up for the existing complement of licensing staff.

Strategic Plan Comments:

The Municipal Council Strategic Plan references improved customer service which was implemented initially through the hiring of a Manager of By-law Enforcement.

This coincided with an organizational change to deliver comprehensive municipal law enforcement services which includes property, parking and animal enforcement along with emerging demands for service related to various categories of licensing such as STRA’s Vehicles for Hire, implementation of an Administrative Monetary Penalty system, additional by-laws as well as addressing homeless encampments and vagrancy. Former hours and delivery of service were immediately improved to a 7 day, 2 shift model including overnight emergency response. To consistently facilitate an improved and efficient way in which municipal law enforcement and licensing services is being delivered in response to resident’s expectations in the Town of Cobourg additional staff resources are required. There is no current capacity to continue the existing model of service as the role and duties of the Licensing Officer has evolved and a dedicated administrative resource function is required.

Expanding the existing staff compliment with administrative support will allow for a focus on continuous improvement while streamlining customer service in a consistent manner. With a properly resourced compliment of staff in the department there can be prioritization of administrative tasks, calls for service, dispatch, and adequate coverage for breaks, vacation, and unplanned absences.

Risk Mitigation Comments:



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The addition of administrative support and separation of clerical functions from the existing Licensing Officers function will help to manage enforcement within Cobourg in a manner consistent with acceptable service levels and would mitigate delay in responses to resident’s concerns particularly those of a priority involving public safety or consumer protection. In today’s municipal environment, Municipal Law Enforcement Departments are increasingly tasked with situations of a regulatory nature which have been transferred from other agencies and services that either do not have capacity or have mandates to enforce more serious matters (Criminal and Provincial Offences). Issues surrounding STRA’s, Vehicles for Hire and homelessness, encampments and vagrancy have been recently added to the ever growing list of municipal law enforcement tasks. These issues not only reflect consumer protection and public safety but various aspects of the regulatory responsibilities identified in the Town’s current bylaws. The department recognizes that residents, elected officials, internal/external stakeholders expect and require appropriate levels of communication and effective response with consistent messaging year-round.

Service Excellence:

If this administrative position is approved through the Budget, it would greatly improve the level of service of the Municipal Law Enforcement Department and ensure timely administrative functions and response, consistency of customer service and effective and efficient enforcement of the Town’s bylaws. The suggested position would enhance service for residents and appropriately respond to emerging trends more quickly, continually improve processes and meet the demand of a growing municipality.

Demand For Service:

The Town of Cobourg By-law Department has been noted in the Town’s Service Delivery Review as being under resourced based on current service levels and also based on comparator municipalities. The demand is also increasing in overall Town wide By-law Enforcement with the required creation and revision of many Town Of Cobourg By-laws and the introduction of licensing by-laws that will require increased amount of dedicated enforcement and corresponding administrative support.

Budget Implications

Salary & Benefits	Submitted Salary & Benefits for Municipal Law Enforcement & Licensing Clerk = \$Total (\$salary + \$benefits) on detailed budget sheets. Position to be funded 60% from Parking Reserve and 40% from the Tax Levy.
,Total Salary (\$):	
\$55,656	

Additional Benefits Required for Position: <i>Please include any required clothing, footwear, gloves, protective safety wear, etc.</i> This position will require a communication device (cell phone).
Total Cost of Benefits (\$):
\$1,000

Equipment Required for Position: <i>Please include any required technology, office supplies or any other specialized equipment.</i> This position will require general technology (office PC & Monitor, desktop phone and general office supplies).
Total Cost of Equipment (\$):
\$0



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Training/Memberships Required for Position:

Please include any training costs, designation dues, fees and/or memberships.

N/A.

Total Cost for Training/Memberships (\$):	\$
Total Budget Required (\$):	Click here to enter text.



Operating Budget - New Staff Hire

Position Title:	Municipal Law Enforcement Officer – Full Time (1 employee)	Reports to:	Manager, Municipal Law Enforcement & Licensing
Division:	Legislative Services	Department:	Municipal Law Enforcement & Licensing
Start Date:	Feb. 01, 2024	Position Type:	Full-Time (1 positions)

Justification Category

- Council Request
 Organizational Review
 New Impacts
 Other

Please explain in detail:

Municipal Law Enforcement Officers are responsible for the enforcement of all Town by-laws and applicable Statutes within the Town’s jurisdiction under the guidance of the Manager of Municipal Law Enforcement and Licensing. The Officer conducts research, performs inspections and investigations in relation to alleged contraventions of bylaws and regulations to gain compliance with prescribed municipal standards in three main disciplines; Animal, Parking, and Property Enforcement activities.

The Town currently employs three (3) full time officers all year and two (2) part-time municipal law enforcement officers providing shift coverage seven (7) days a week during days, afternoons and partial seasonal coverage overnights. This submission seeks to balance the staffing levels and hours of coverage year-round to ensure adequate officer safety, back up during vacations, absences, illness and operational demands related to parking infrastructure services.

Strategic Plan Comments:

The Municipal Council Strategic Plan references improved customer service which was implemented initially through the hiring of a Manager of By-law Enforcement. This coincided with an organizational change to deliver comprehensive municipal law enforcement services which includes property, parking and animal enforcement along with emerging demands for service related to homeless encampments and vagrancy. Former hours and delivery of service were immediately improved to a 7 day, 2 shift model including overnight emergency response which was accomplished for the summer months. To consistently facilitate an improved and more efficient way in which enforcement is being delivered in response to residents expectations in the Town of Cobourg adequate staff resources are required for the entire year. Expanding the existing full-time compliment will allow for a focus on continuous improvement while streamlining enforcement in a consistent manner, prioritization of calls for service, adequate coverage outside regular day-time hours, as well as the required support for public safety, compliance with municipal standards and personal protection.

Risk Mitigation Comments:

The additional full-time officer will help to manage enforcement within Cobourg in a manner consistent with acceptable service levels and would mitigate delay in responses to resident’s concerns particularly those of a priority involving public safety or consumer protection. In today’s municipal environment, Officers are increasingly tasked with enforcement in situations of a regulatory nature which have been transferred from other agencies and services that either do not have capacity or have mandates to enforce more serious matters (Criminal and Provincial Offences). Issues surrounding homelessness, encampments and vagrancy have been recently added to the ever growing list of municipal law enforcement tasks along with licensing of short term rentals and vehicles for hire. These issues not only reflect public safety but various aspects of the regulatory responsibilities identified in the Town’s current bylaws.

The department recognizes that residents, elected officials, internal/external stakeholders expect and require appropriate levels of communication and effective response with consistent inspection/enforcement services.



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This specific position will allow for the department to focus a single officer when on shift to dedicate time in monitoring and managing parking infrastructure and materials. This includes collection of meters and pay and displays, making sure all technology and materials are functioning accurately and working correctly, replacing paper, responding to inquiries and service calls and troubleshooting equipment. Currently during the busy summer season, this function is performed by a regularly scheduled Officer, who is on shift to conduct routine enforcement duties during shift. Without this staff position, the Town would continue to have customer service-related concerns, arguments on accuracy of infrastructure and also lose on potential revenues of nonpayment, and also on regular enforcement activity that promotes public safety and standards compliance in the community.

Service Excellence:

If this position is approved through the Budget, it would greatly improve the level of service of the By-law Department and ensure consistency of customer service and effective and efficient enforcement of the Town’s bylaws. The position would enhance service for residents and appropriately respond to emerging trends more quickly, provide solutions to problems that may arise by complainants and address gaps in services in an innovative manner that requires dedicated resources to continually improve processes and meet the demand of a growing municipality.

Demand For Service:

The Town of Cobourg By-law Department has been noted in the Town’s Service Delivery Review as being under resourced based on current service levels and also based on comparator municipalities. The demand is also increasing in overall Town wide requests for By-law Enforcement with the required creation and revision of many Town Of Cobourg By-laws and the introduction of licensing by-laws that will require increased amount of dedicated enforcement.

Determining the number of officers needed requires an assessment of citizen calls, officer-initiated calls, citations, written warnings, assisting outside agencies, the need for safety and security, a flexible beat/patrol structure, time spent on investigations, preventive patrol time and the specific types of service that the public wants and expects. Although there is no universally accepted scientific methodology for determining the number of Officers needed in a given jurisdiction, in most situations, departments utilize the “calls for service” model in determining an appropriate number of field personnel. The basic elements of the “calls for service” model are as follows:

- Each 8-hour position requires 2,920 hours to fill one shift for 365 days.
- Officer availability for staffing is determined by deducting from 2,080 hours (the maximum for one year), and the time required for vacation, sick leave, court time, “flex” days and training. In using this model, the average number of hours dedicated to enforcement services will be 1,832 hours (a standardized ratio), or 229 days.
- Determine the relief factor (relating to the number of officers needed to fill one position for the entire year) by dividing the number of days of work required for each beat area in a year (365) by the average number of days officers actually work in a year. In using this ratio, the 365 divided by 229 = 1.60 officers per day/shift, per beat area.

Based on the above criteria and the current structuring of three enforcement zones the department is recommending that an additional full-time officer be added to the current compliment to meet the calls/demand for service year round.

Budget Implications

Salary & Benefits	Submitted Salary for additional full-time - Attached to detailed budget sheets. Position to be fully funded form the Parking Reserve account.
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Total Salary (\$):	\$73,273
Additional Benefits Required for Position:	
Total Cost of Benefits (\$):	\$.
Equipment Required for Position:	
<p><i>Please include any required uniform, footwear, technology, office supplies or any other specialized equipment.</i></p> <p>Officer positions require the authorized uniform kit (summer and winter items) and protective safety equipment (body armour and body cameras) communication devices (cell phones & radios) and immunization protocol (pre-exposure rabies vaccine) currently provided to all municipal law enforcement staff. Included within operating budget.</p>	
Total Cost of Equipment (\$):	\$6,000
Training/Memberships Required for Position:	
<p><i>Please include any training costs, designation dues, fees and/or memberships.</i></p> <p>Training and membership with Municipal Law Enforcement Officers Association and the Ontario Association of Property Standards Officers is a requirement.- Included within operating budget</p>	
Total Cost for Training/Memberships (\$):	\$5,000
Total Budget Required (\$):	Click here to enter text.



Operating Budget - New Staff Hire

Position Title:	Council and Committee Coordinator	Reports to:	Deputy Clerk/Manager, Legislative Services
Division:	Legislative Services Division	Department:	Clerks Department
Start Date:	March 1, 2024	Position Type:	Full-Time

Justification Category

- Council Request
 Organizational Review
 New Impacts
 Other

Please explain in detail:

The Clerk’s Office provides support services to the Council, Committees, Task Forces, Advisory Committees and to local boards, as necessary. Recording Secretary services in the past have been provided to advisory committees by non-Clerk’s Office Staff and being provided by administrative staff from various divisions and departments. The Clerk and Deputy Clerk continues and provides procedural advice to members of Council, advisory committees, local boards and staff.

The workload related to Council and Committee meeting management has increased without new staff resources added permanently. Adequate resources are crucial to maintain existing service levels. As the Town grows and municipal business increases this will directly have an impact on the time spent preparing and circulate agenda packages, attendance and coordination of meetings, reporting out Council and Committee decisions. A new position to provide adequate services to Members of Council, staff and the public and to meet the necessary legislative changes that impact the corporation.

Currently there are two (2) positions that provide direct support to governance and Council and Committee related work who are the Deputy Clerk/Manager of Legislative Services and the Town Clerk/Director of Legislative Services. This current staffing resources is considered low for a municipality our size, as well as the Director being involved in the some of the basic administrative preparation and after meeting support and secretarial functions on Committees. Since 2018, Council and Committee Meetings have increased, and in 2022, staff coordinated 133 meetings. Within and between meeting cycles there is much time spent on and needed to be dedicated to agenda preparation and reporting out following the meetings to staff and the public and various other operational items internally and externally on Council decisions and direction. In 2023, staff are projected to coordinate and manage over 100 Council and Committee Meetings.

In 2023 Staff have undertaken a Governance Review, which will change the structure of the Council Governance process. This will add the number of meetings a year as the proposal is to break out the Committee of the Whole meetings into multiple meetings. Additionally,

Managing Council and Committee meetings is a key component in the Town’s governance structure to ensure Members of Council, staff and the public have timely access to meeting information. Failing to maintain the existing service level will have significant impacts including timing on the publication of agenda materials and potential staff burnout due to an increase in meetings and accurate, timely reporting and management of Town decisions. Council meetings have increased annually even prior to a governance review and change. Staff burnout and challenges with retention will result in putting this current service at major risk, which has been a factor in the past few years.

Program Expansion Benefits: The benefits for this expansion request include assisting the Deputy Clerk with Council and various committees. The role fulfilled by the Council/Committee Coordinator will also reduce the current workload of the Clerk, Deputy Clerk and other staff in the Corporation. This will provide additional time throughout the year for these staff members to work on other projects, priorities and day-to-day initiatives.



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Program Expansion Costs: As a new position there will be additional wages and benefits added to the Operating Budget. Costs are attached.

Impact on Future Operating Budgets: Costs for this position will be included in future operating budgets.

Alternatives: If this position is not approved, the administrative Council and Committee workload will continue to be a consistent task of the Clerk/Director, Legislative Services

It is recommended that a new Council Coordinator position be added. This ensures the Town can meet growth demands and achieve existing service levels. Access to government information is crucial and with an additional position, staff will have the ability to continue to look at ways to improve our processes for Members of Council and the public.

Budget Implications

Salary Scale:	\$67,000 – \$80,000				
Grade:	5	Level:	2	Union:	Non-Union
Total Salary (\$):				\$72,715	

Benefits Required for Position:

Please include any required benefits, equipment, clothing, footwear, gloves, protective safety wear, etc.
 Click here to enter text.

Total Cost of Benefits (\$):	\$0
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Equipment Required for Position:

Please include any required technology, office supplies or any other specialized equipment.
 Click here to enter text.

Total Cost of Equipment (\$):	\$2,500
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Training/Memberships Required for Position:

Please include any training costs, designation dues, fees and/or memberships.
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Total Cost for Training/Memberships (\$):	\$1,000
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Total Budget Required (\$):	Click here to enter text.
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