



The Corporation of The Town of Cobourg
Divisional Staff Budget Presentation Meeting
Agenda

Wednesday, December 13, 2023

9:00 a.m.

Council Chambers, Victoria Hall, Cobourg

Pages

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST
3. CLOSED SESSION

Action Recommended

THAT Council meet in Closed Session in accordance with the *Municipal Act, 2001* regarding:

- a meeting held for the purpose of educating or training the members and at the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council (s. 239 (3.1)).

4. RECONVENE INTO OPEN MEETING
5. TRADITIONAL LAND ACKNOWLEDGEMENT

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

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

6. BUDGET INTRODUCTION

Introductory Remarks: Mayor Lucas Cleveland

Mayor Lucas Cleveland will explain the general purpose of the meeting, which is to receive presentations from Municipal Staff on the 2024 Operating and Capital Budget Estimates. Council may seek clarification by Staff on particular items of concern or interest. The final budget will be reviewed and debated on January

9th, 2024 at the Strategic Priorities and Policy Standing Committee and approved on January 31st, 2024 at the Regular Council Meeting 6:00 p.m.

7. NOTIFICATION

The Municipal Clerk will advise as to the notice provided for the meeting.

8. DIVISIONAL STAFF BUDGET PRESENTATIONS

8.1 2024 Divisional Budget Presentations

1

8.1.1 Public Works

8.1.2 Environmental Services

8.1.3 Community Services

Action Recommended

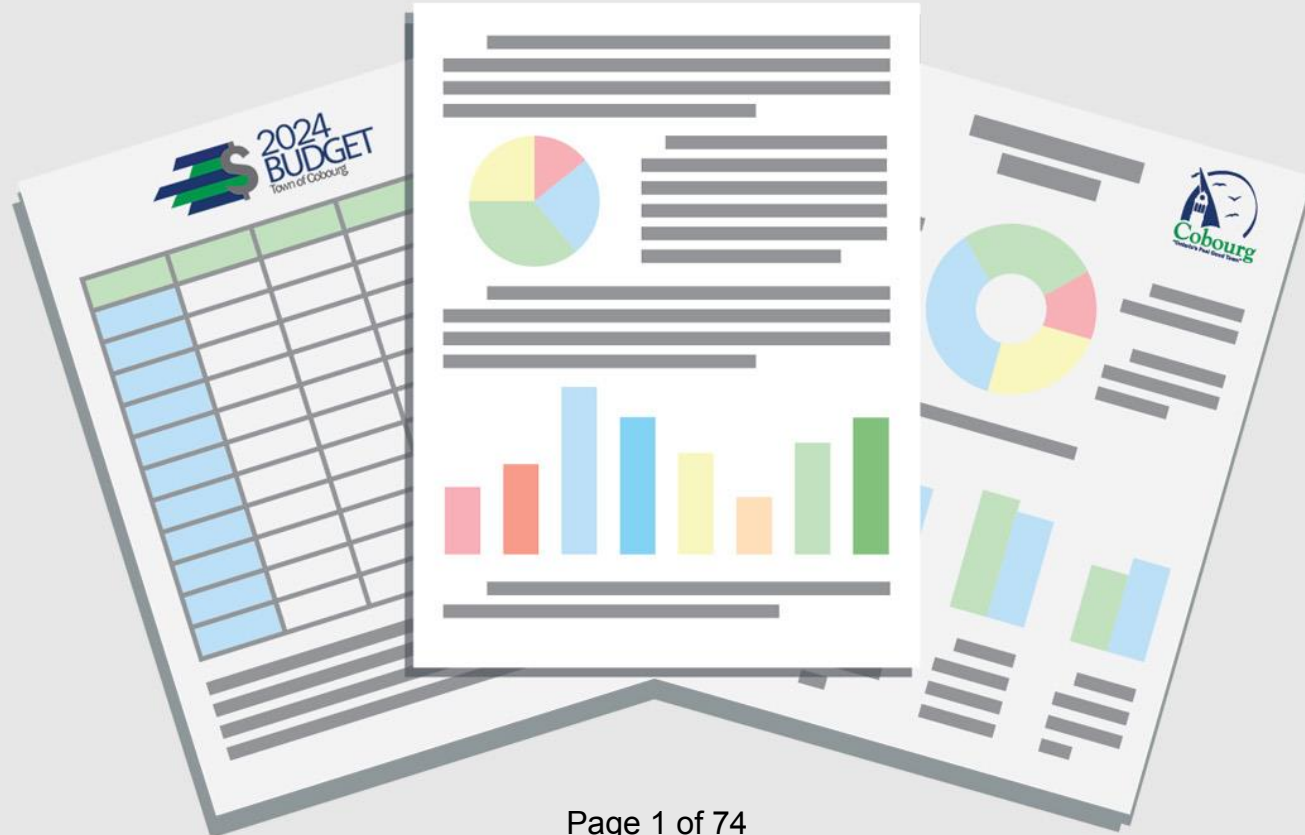
THAT Council receive the 2024 Division Budget Presentations for information.

9. ADJOURNMENT



2024 BUDGET

Town of Cobourg



Land Acknowledgement



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

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Agenda



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



Public Works Division

Departments include:

Roads and Sewers

Engineering

Geographic Information System (G.I.S)

Transit

Environmental Services



Roads and Sewers

★ Operating Budget Drivers

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

+ New Staff Hires

- N/A



Roads and Sewers

Large Operating Increases

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

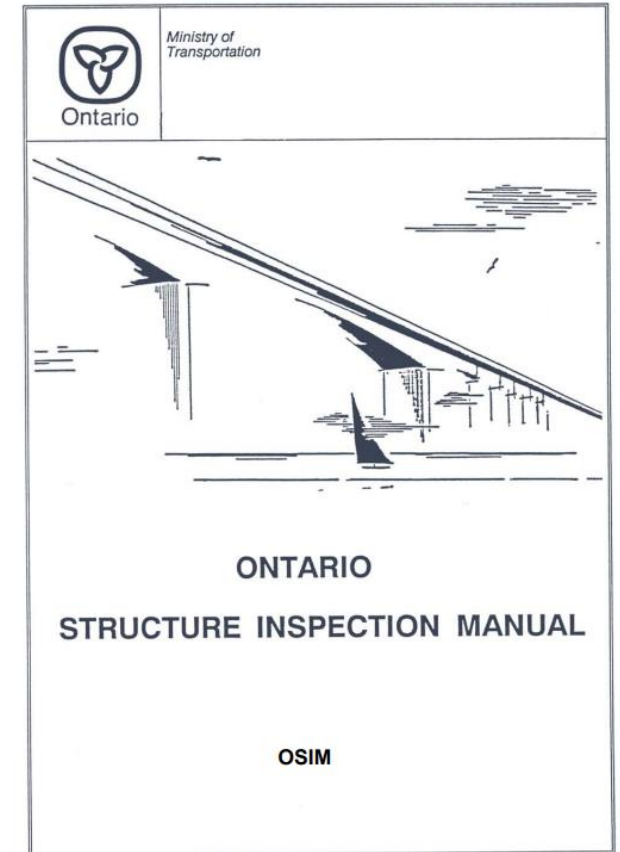
Roads and Sewers

Special Projects

- Bi-Annual OSIM Bridge Inspections

Budget required - \$16,500

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



Capital Projects

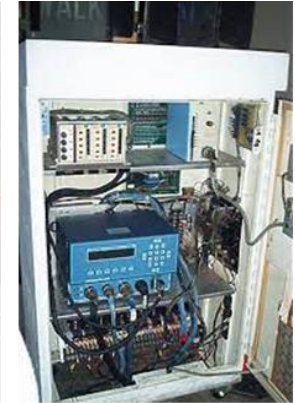
Traffic Signal Intersection Upgrade & Accessible Pedestrian Signals (APS)

Budget required - \$115,000

Funding available includes:

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

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



Capital Projects

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

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



Roads and Sewers

Capital Projects

Half Tonne Truck Replacement

Budget required - \$80,000

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



Capital Projects

Snow Plow Replacement

Budget required - \$450,000

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



Capital Projects

One Tonne Truck Replacement

Budget required - \$120,000

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



Capital Projects

Tractor Backhoe Replacement

Budget required - \$200,000

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





Engineering



Cost Avoidance and Savings



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

★ Operating Budget Drivers

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

👤+ New Staff Hires

- One (1) new senior level engineering Staff



Large Operating Increases

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



Special Projects (Operating)

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

Capital Projects

Bi-Annual Sidewalk Program

Budget required - \$556,402.470

Funding available includes:

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



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

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

Capital Projects

William Street Bridge Rehabilitation

Budget required - \$2,100,000

Funding proposed:

- Debentures

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



Capital Projects

King Street West Reconstruction

Budget required - \$750,000

Funding available includes:

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

Future Budget Requirements:

- 2025: \$4,700,000

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



Capital Projects

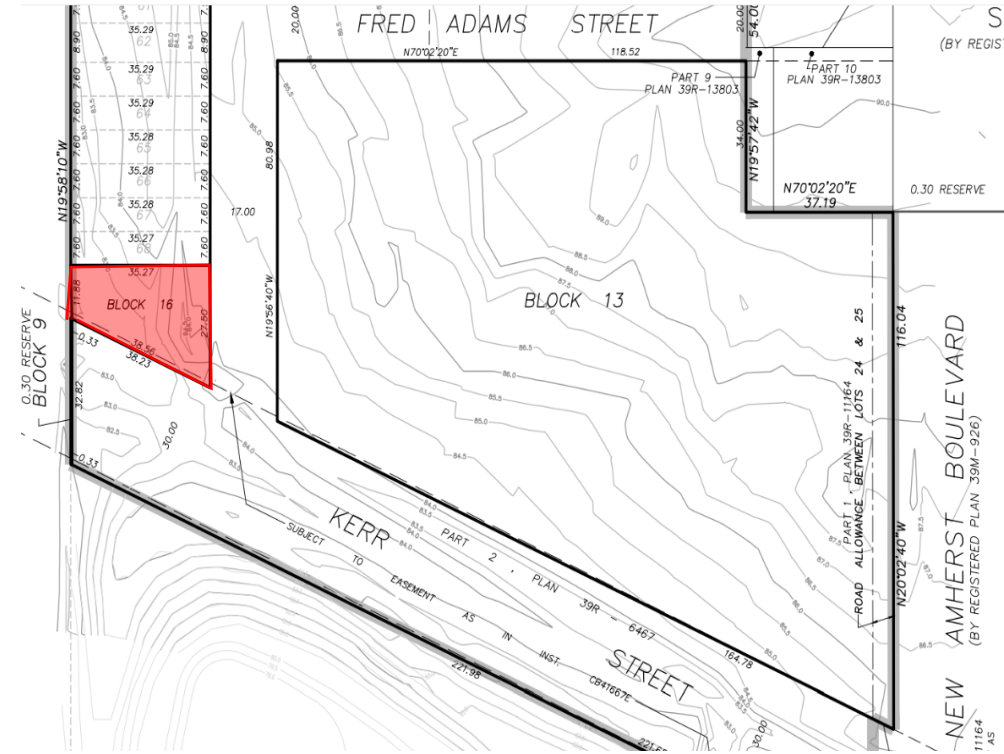
New Amherst Sanitary Pump Station and Forcemain

Budget required - \$2,233,600

Funding available includes:

- Development Charges - \$2,233,600

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



Capital Projects

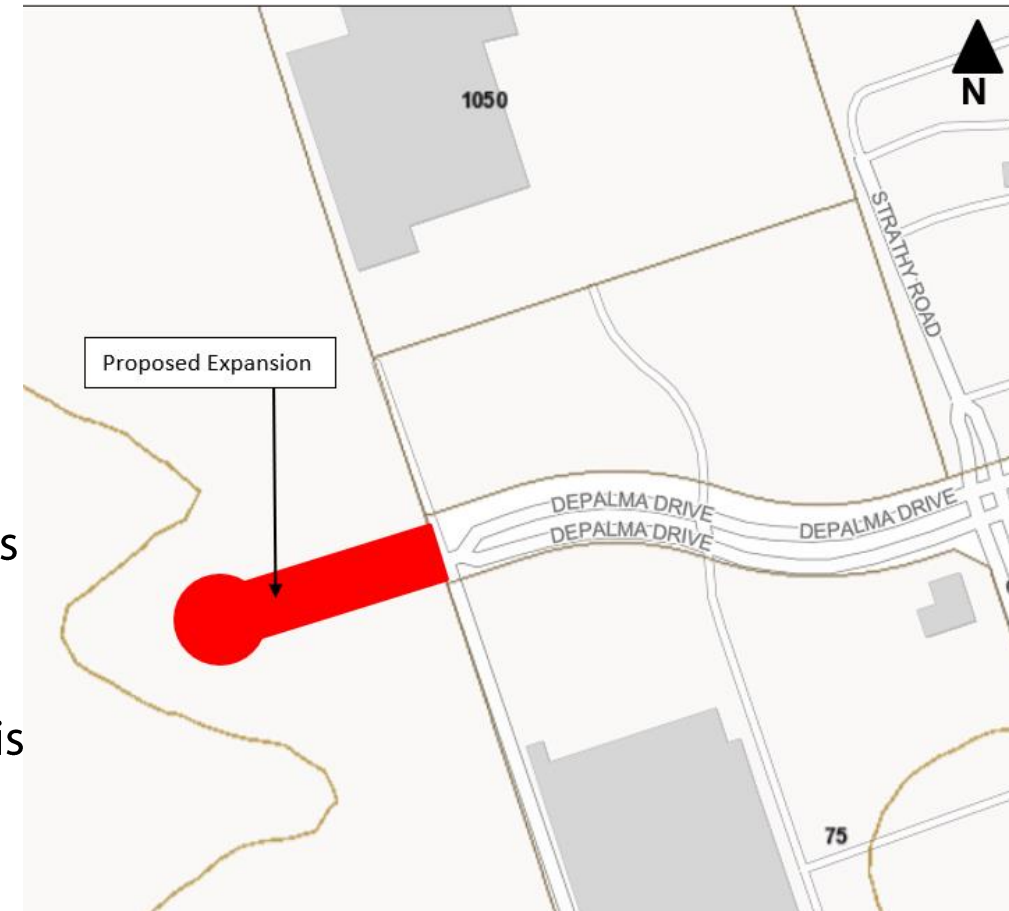
Deplama Drive Road Extension

Budget required - \$190,374

Funding available includes:

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

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



Capital Projects

King/College Flashing Beacons

Budget required - \$25,000

Funding available includes:

- Development Charges - \$171,337



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



Capital Projects

Midtown Creek Monitoring and Repairs

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

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





Geographic Information System (G.I.S.)

★ **Operating Budget Drivers**

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

👤+ **New Staff Hires**

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



Large Operating Increases

- Not Applicable



Special Projects (Operating)

- Not Applicable

 **Capital Projects**

Hardware Replacement - Desktop and Laptop

Budget required - \$13,600

Funding available includes:

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

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

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



Transit



Transit



Cost Avoidance and Savings



Comingled transit service (conventional and Wheels riders)



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



New vehicle maintenance contract to better control costs and preventative maintenance



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



Transit

★ Operating Budget Drivers

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

+ New Staff Hires

- Not Applicable



Transit

Large Operating Increases

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

Special Projects (Operating)

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



Transit

Capital Projects

Transit Vehicle Purchased
Budget required - \$550,000

Funding available includes:

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



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



Transit



Capital Projects

Transit Stop Improvements

Budget required - \$20,000

Funding available includes:

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

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



Transit



Capital Projects

Transit Operations Centre

Budget required - \$150,000

Funding available includes:

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

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



Environmental

★ Operating Budget Drivers

- None of specific note

👤+ New Staff Hires

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



Large Operating Increases

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



Special Projects (Operating)

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



Environmental

Capital Projects

Sweep Arm - North Secondary Clarifier
(Plant #1)

Budget required - \$300,000

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



Capital Projects

Digester Mixing Pumps (2) - Plant #1

Budget required - \$150,000

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



Capital Projects

Guiderrails - Plant #1

Budget required - \$50,000

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



Capital Projects

Alum Flow Meters - Plant #2

Budget required - \$15,000

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



Capital Projects

Ozone Upgrades - Plant #1

Budget required - \$400,000

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

The project may span 2 years before completion.



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Capital Projects

Alum Pumps (3) - Plant #2

Budget required - \$75,000

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

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



Capital Projects

Waste Activated Sludge (WAS) Pump #2

Budget required - \$30,000

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



Capital Projects

McGill Pump #2

Budget required - \$150,000

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

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





Community Services Division

Services include:

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



Recreation & CCC

Recreation & CCC



Cost Avoidance and Savings



No new programs or services added



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



User fees updated – no increases have been made since 2019

Recreation & CCC

Large Operating Increases

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

Special Projects (Operating)

- None

★ Operating Budget Drivers

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

👤+ New Staff Hires

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



Large Fee Increases

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



Minimal Fee Increases

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

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

Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS:

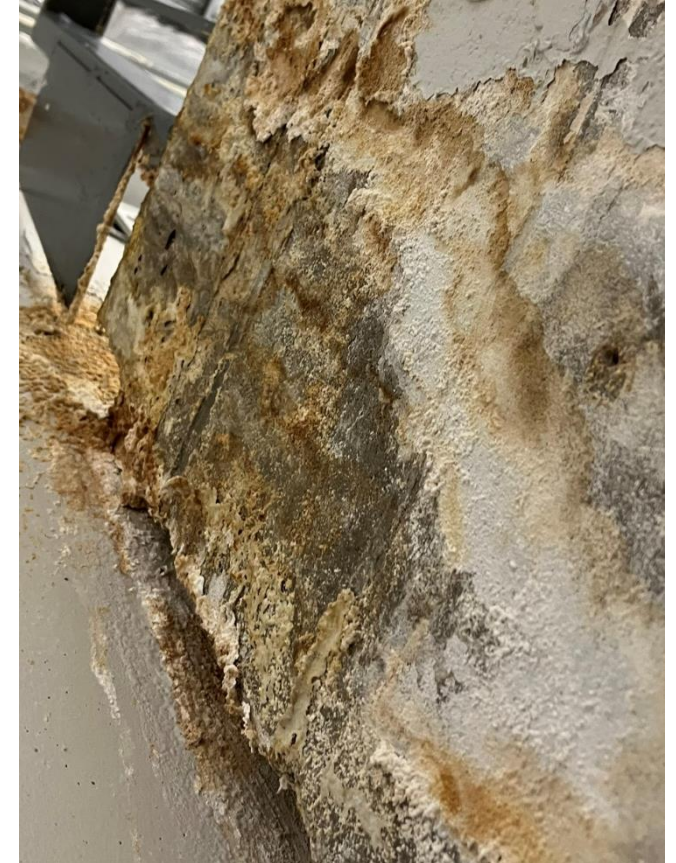
- Chairs & Table replacements: \$ 10,000
- Refrigeration compressor replacement: \$ 60,500
- Floor Scrubber replacement: \$ 25,000
- Ice Resurfacer replacement (gas): \$110,000
- Stadium seating – replace broken groups of seats: \$ 20,000
- Glycol pump bearing replacement: \$ 14,000



Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS (continued):

- Pond Roof Repair: \$90,000
- Gym/ HVAC condensation leak repairs: \$20,000
- Cash register replacement: \$ 8,500
- CCC Security system renewal: \$10,000



Recreation & CCC

Capital Projects

IMPROVEMENT PROJECTS

Budget Required: \$35,000

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



Capital Projects

PUBLIC ELECTRIC VEHICLE CHARGERS:

Budget Required - \$120,000

(90% Grant funded)

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





Parks and Forestry



Parks and Forestry



Cost Avoidance and Savings



No new services



User fees increased



Many desirable community projects deferred until at least 2025



Parks and Forestry



★ Operating Budget Drivers

- Utility costs and inflation

👤+ New Staff Hires

- 1 Parks Student – responding to Town growth



Parks and Forestry



Large Operating Increases

- Utilities, to reflect actual costs



Special Projects (Operating)

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



Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS:

- Rotary Harbourfront Park Compressor: \$ 15,000
- Fitzhugh Asphalt Path – Replace: \$ 50,000
- Tracey Park Asphalt Path – Replace: \$ 75,000
- Truck #31-13 – Replace: \$ 90,000
- Tractor #31-13 – Replace: \$150,000
- Wide Area Mower #43-15 – Replace: \$115,000



Capital Projects

PUBLIC WASHROOM DESIGNS (AODA)

Budget Required - \$75,000

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



Parks and Forestry

Capital Projects

IMPROVEMENT PROJECTS:

- Peace Park – Pave gravel pathway: \$50,000
- Westwood Park – Parking lot extension: \$65,000
 - Extend existing gravel parking westward
 - D.C. Funded





Waterfront Operations



Waterfront Operations



Cost Avoidance and Savings



Revised open job position for Assistant Manager to Coordinator



Increased user fees



Waterfront Operations



★ Operating Budget Drivers

- Utilities and general inflation

👤+ New Staff Hires

- None



Waterfront Operations



Large Operating Increases

- None



Special Projects (Operating)

- None



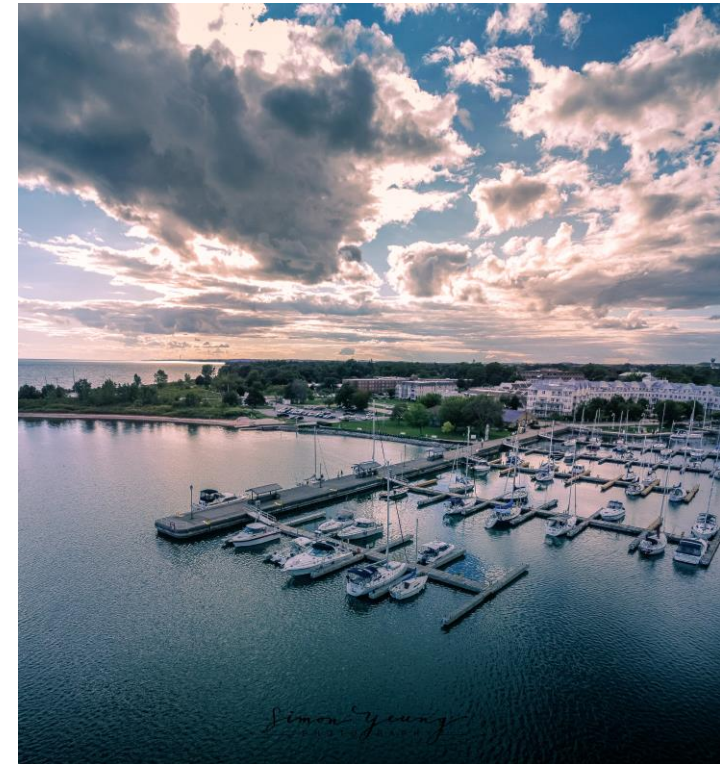
Waterfront Operations



Capital Projects

MAINTAIN SERVICE-LEVEL PROJECTS:

- Replace 2 Utility Task Vehicles: \$ 35,000
- Marina Power Pedestals –replace: \$ 40,000
- Marina customer washroom renewal: \$150,000
- Storage compound security system renewal:
\$ 24,000





Culture and Events



Culture and Events



Cost Avoidance and Savings



Removed Sandcastle Festival



Minimized inflationary increases to Events



Deferred special projects; for example – no printed leisure guide



Culture and Events

★ Operating Budget Drivers

- Inflation
- User fees have not been updated since 2019

+ New Staff Hires

- None



Culture and Events

Large Operating Increases

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

Special Projects (Operating)

- Renew bicycle rental program at waterfront



Culture and Events

Capital Projects

CONCERT HALL LIGHTING

Budget Required - \$15,000

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





THANK YOU

Questions or feedback? Contact the Finance Department:



finance@cobourg.ca



905-372-4301