

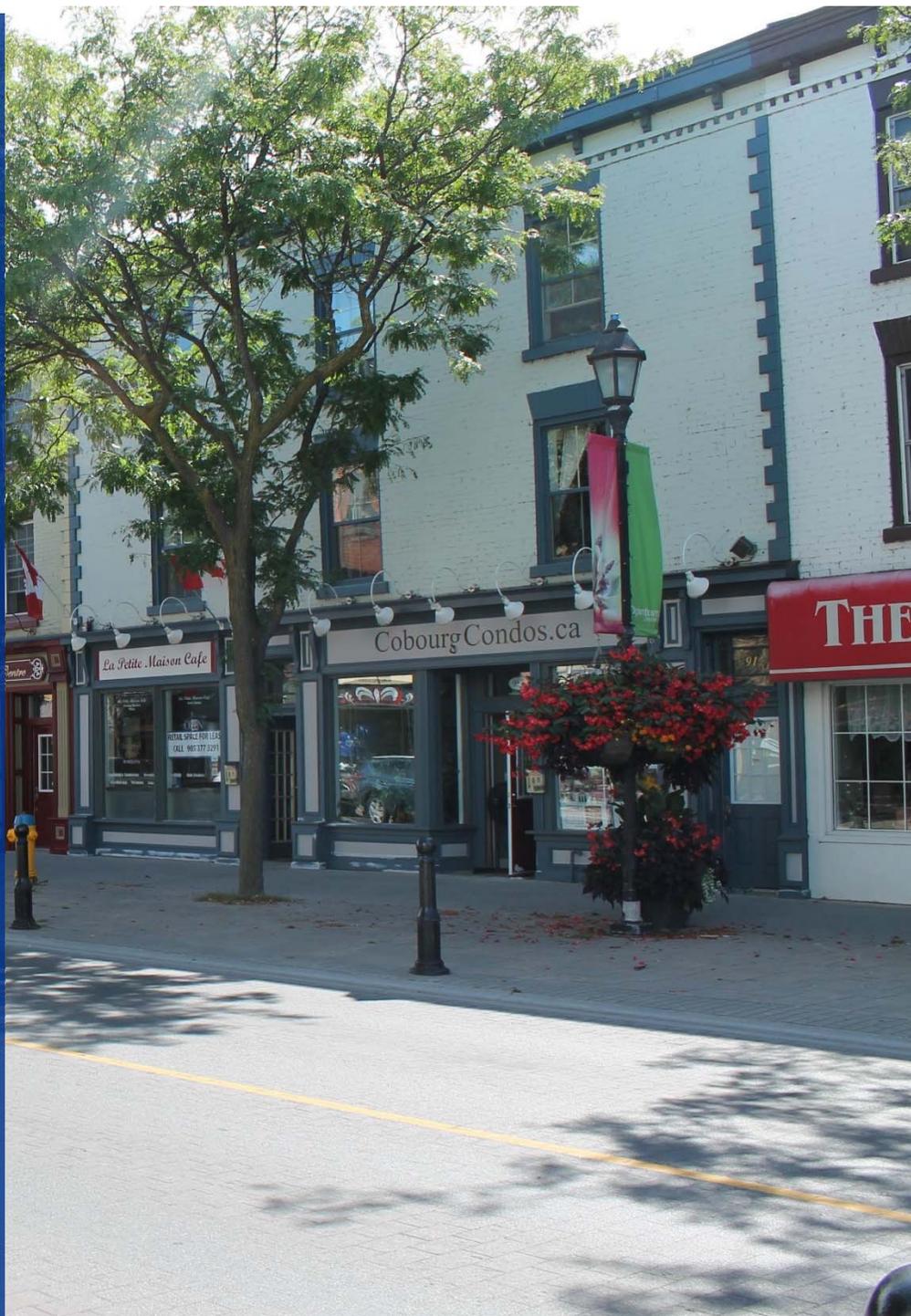


Town of Cobourg

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

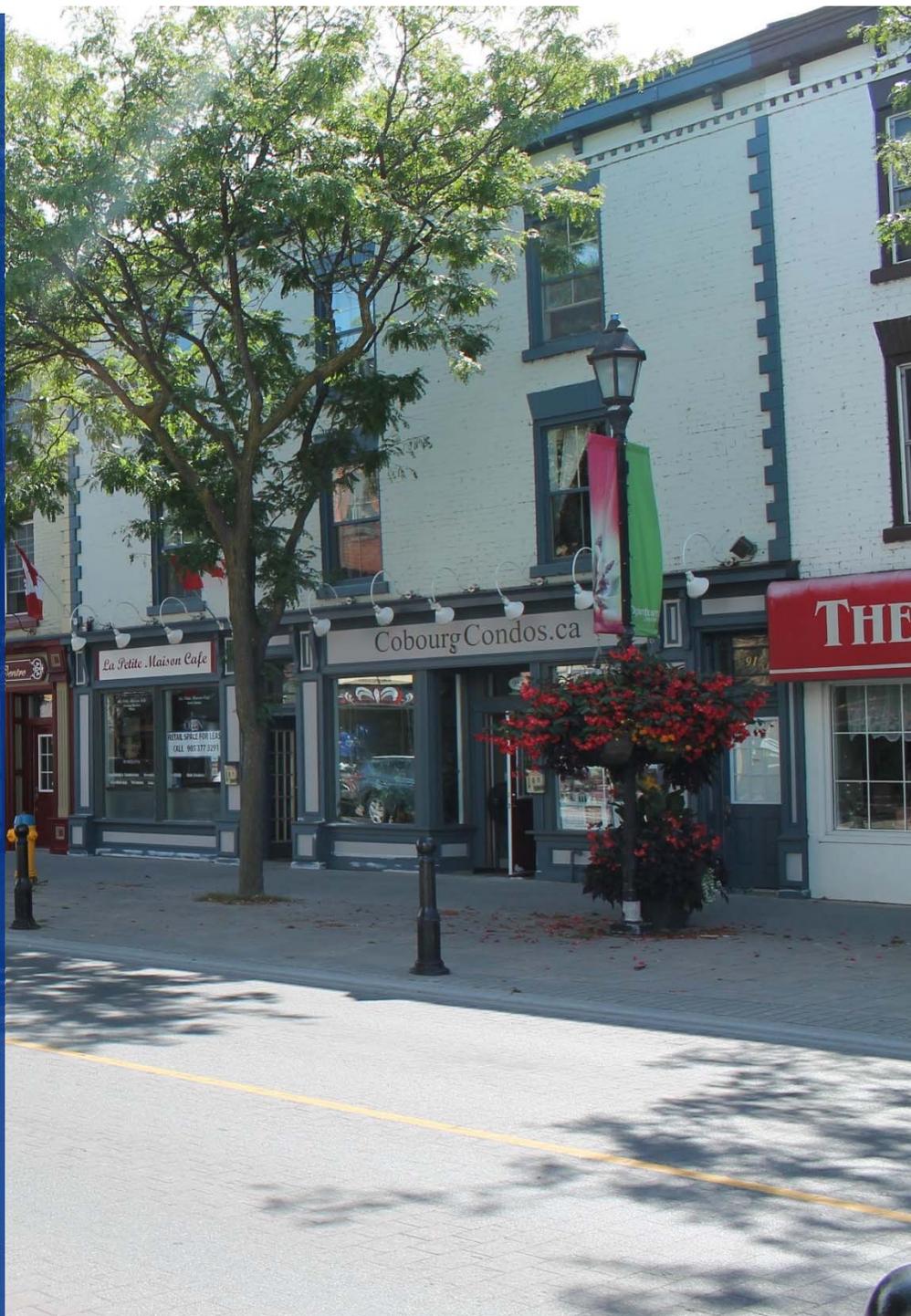
Category	
Enhance operating efficiencies and customer service experience	<ul style="list-style-type: none"> Implement strategies to reduce the use of paper documentation, with associated changes to the Town's records retention policy.
	<ul style="list-style-type: none"> Implement operational changes 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

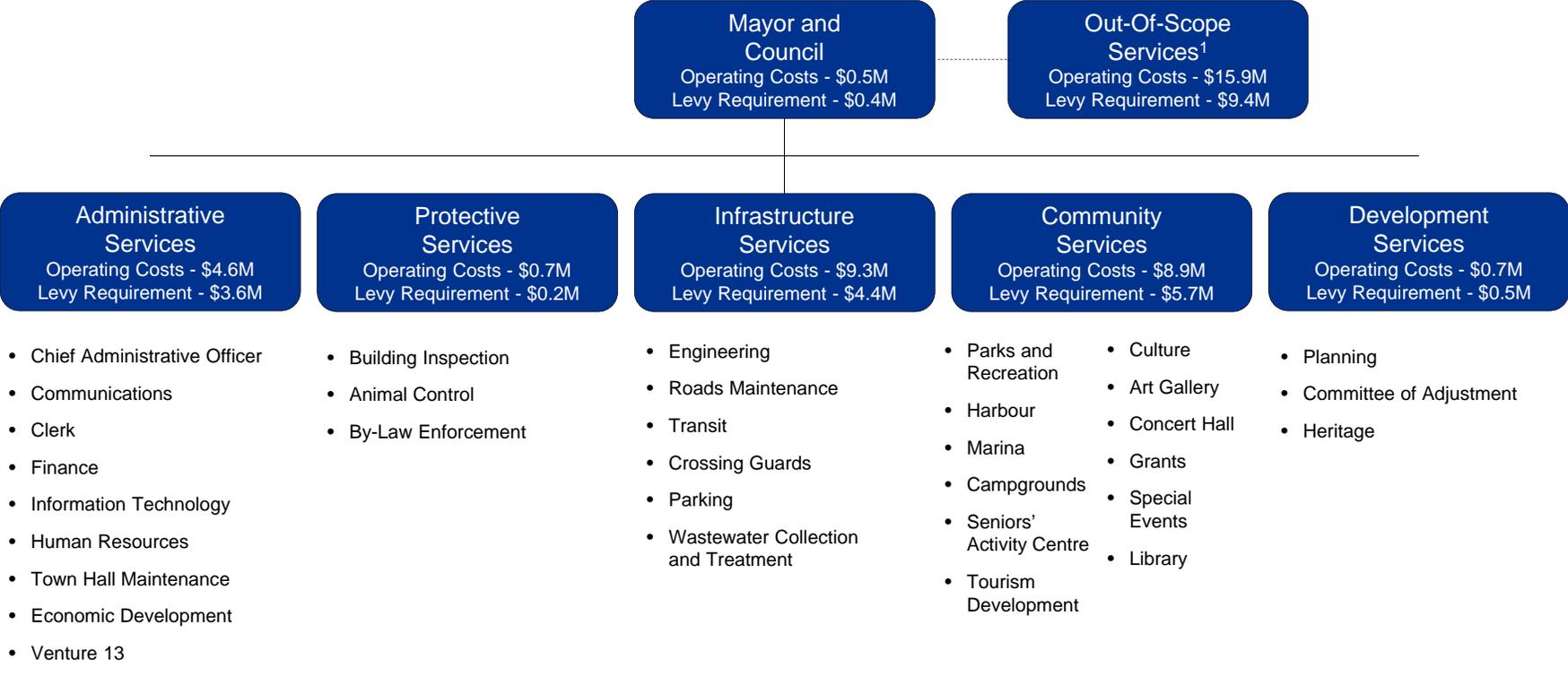
Service Delivery Review

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.

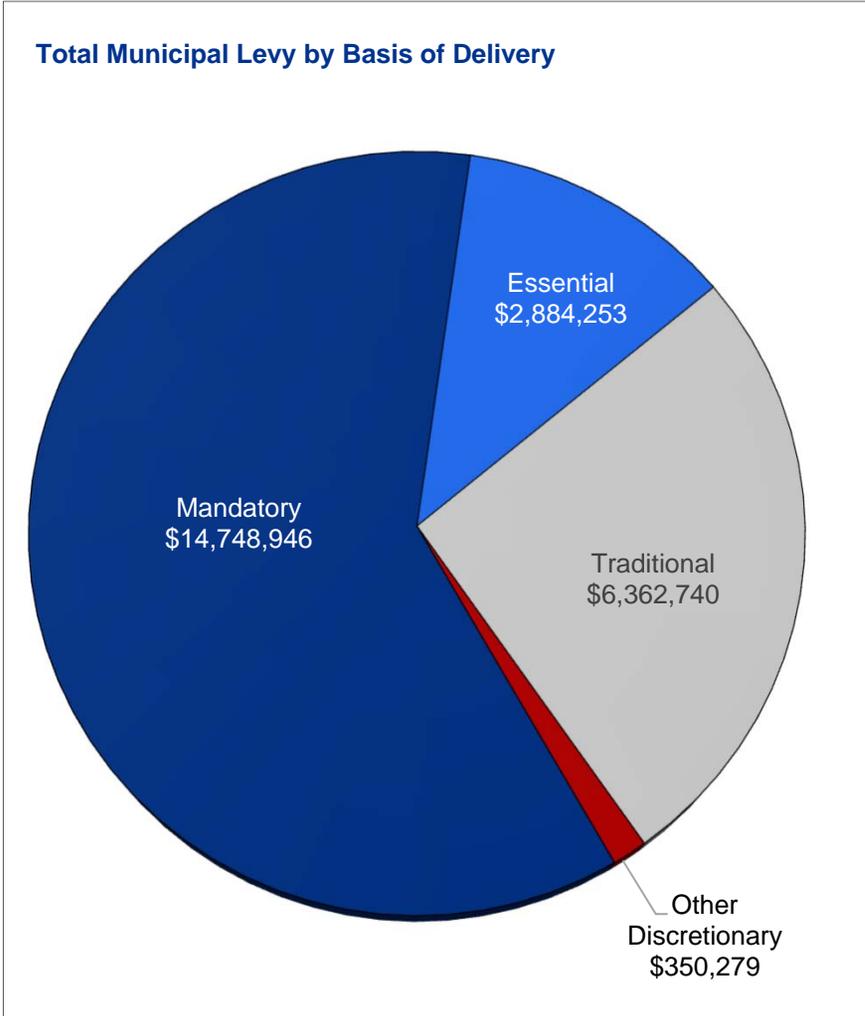
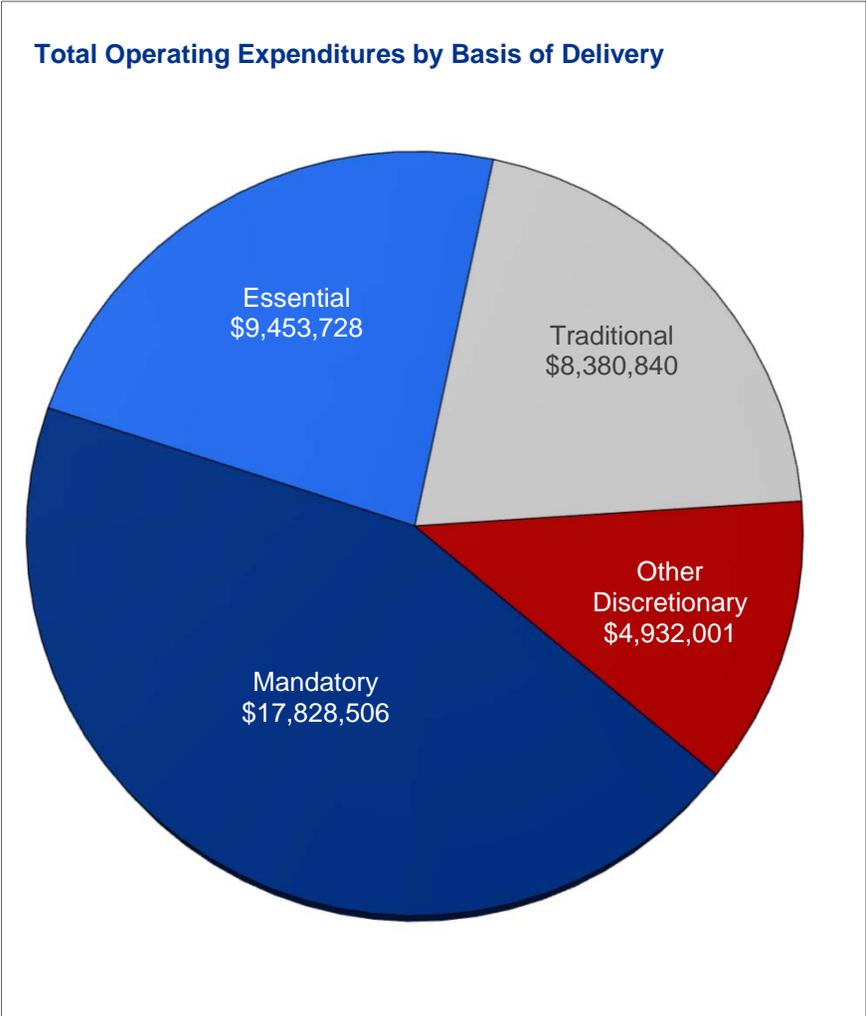
- **Mandatory Services** – Services that are explicitly required to be delivered by regulation or legislation, leaving the Town with no discretion in delivering the service.
- **Essential Services** – Services that, while not mandatory, are required to be delivered in order to ensure public health and 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.

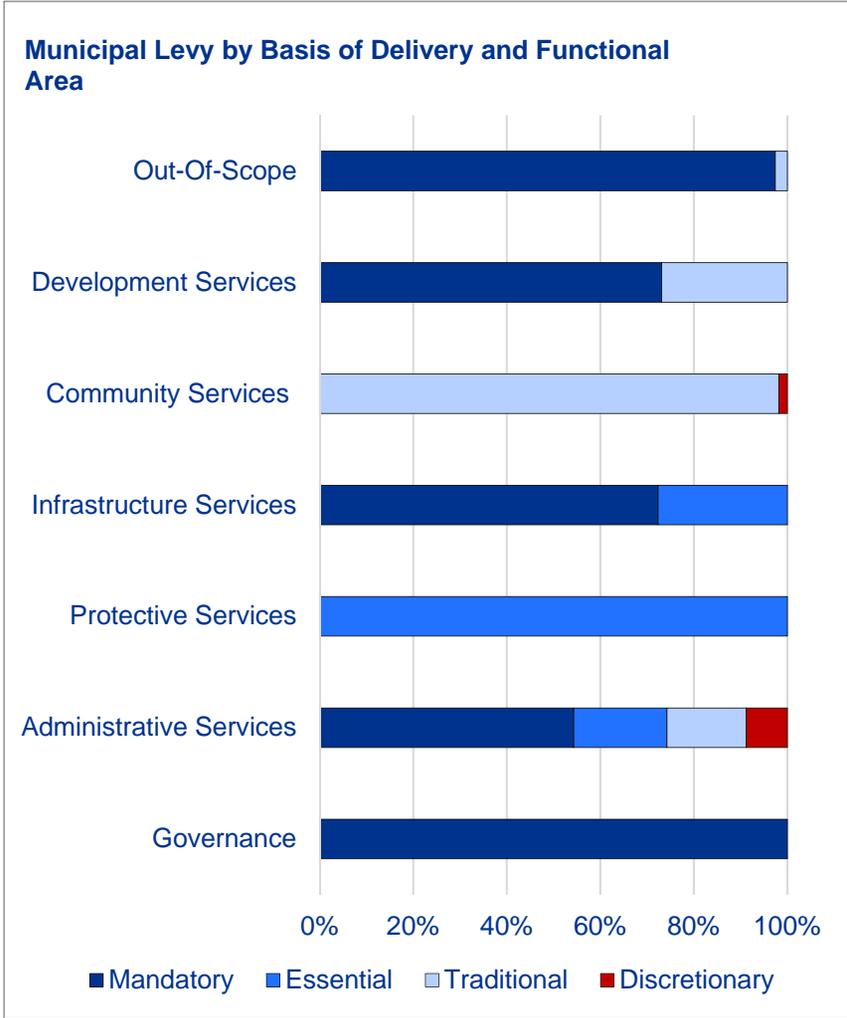
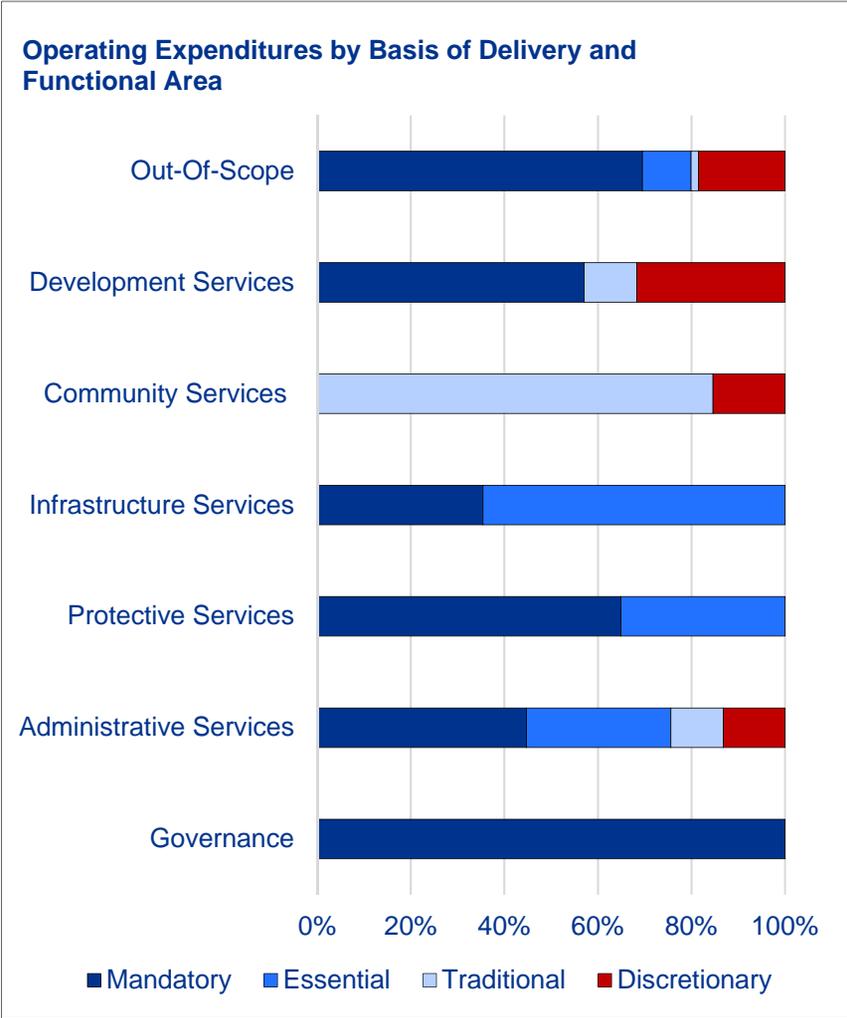
The Town's ability to realize meaningful reductions in operating costs through outright service eliminations would be limited to the discontinuance of discretionary costs, although the potential elimination of certain traditional discretionary services such as recreational facilities, recreational programming 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



Observations and Findings



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

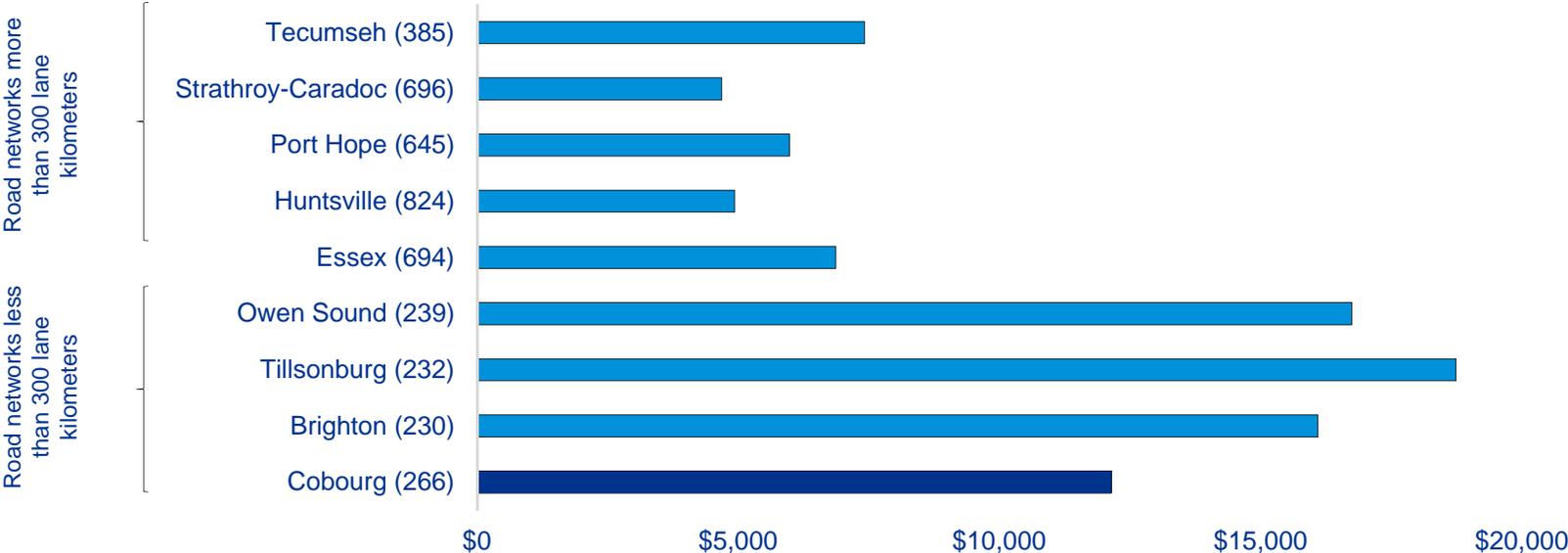
The results of the comparative analysis reflected a degree of variability with respect to the Town's level of taxation support for certain services in comparison to the selected municipalities.

- 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.

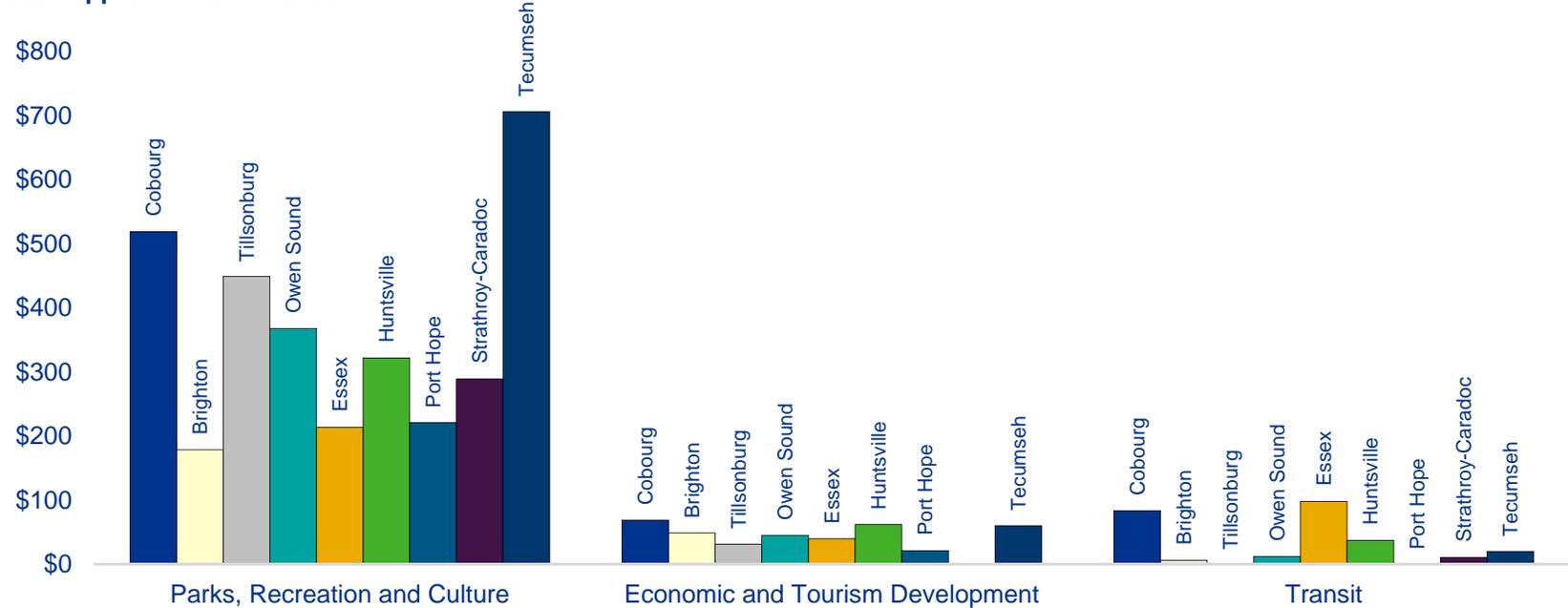
Public Works Tax Support (Excluding Parking and Transit) Per Lane Kilometer (Road Network Length in Brackets)



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



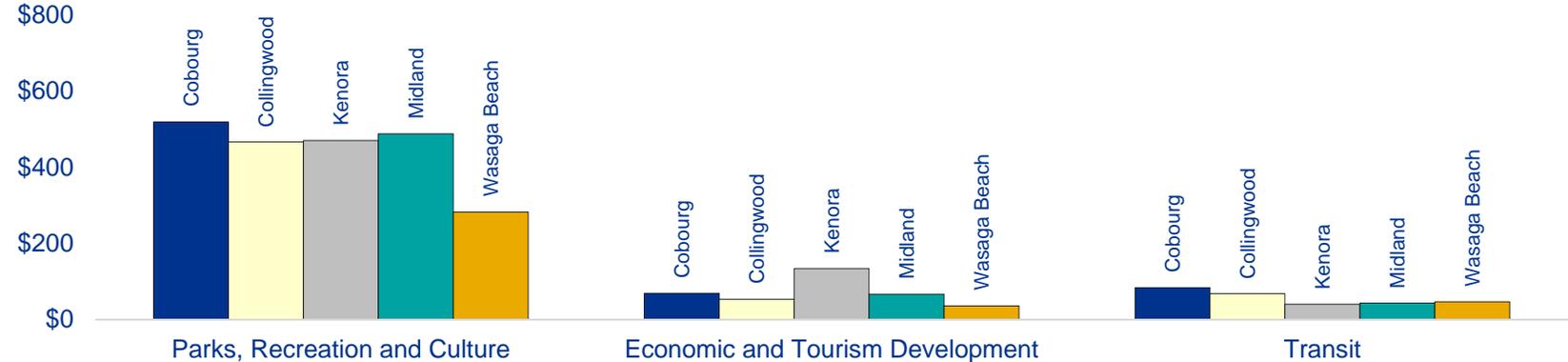
Observations and Findings

- 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

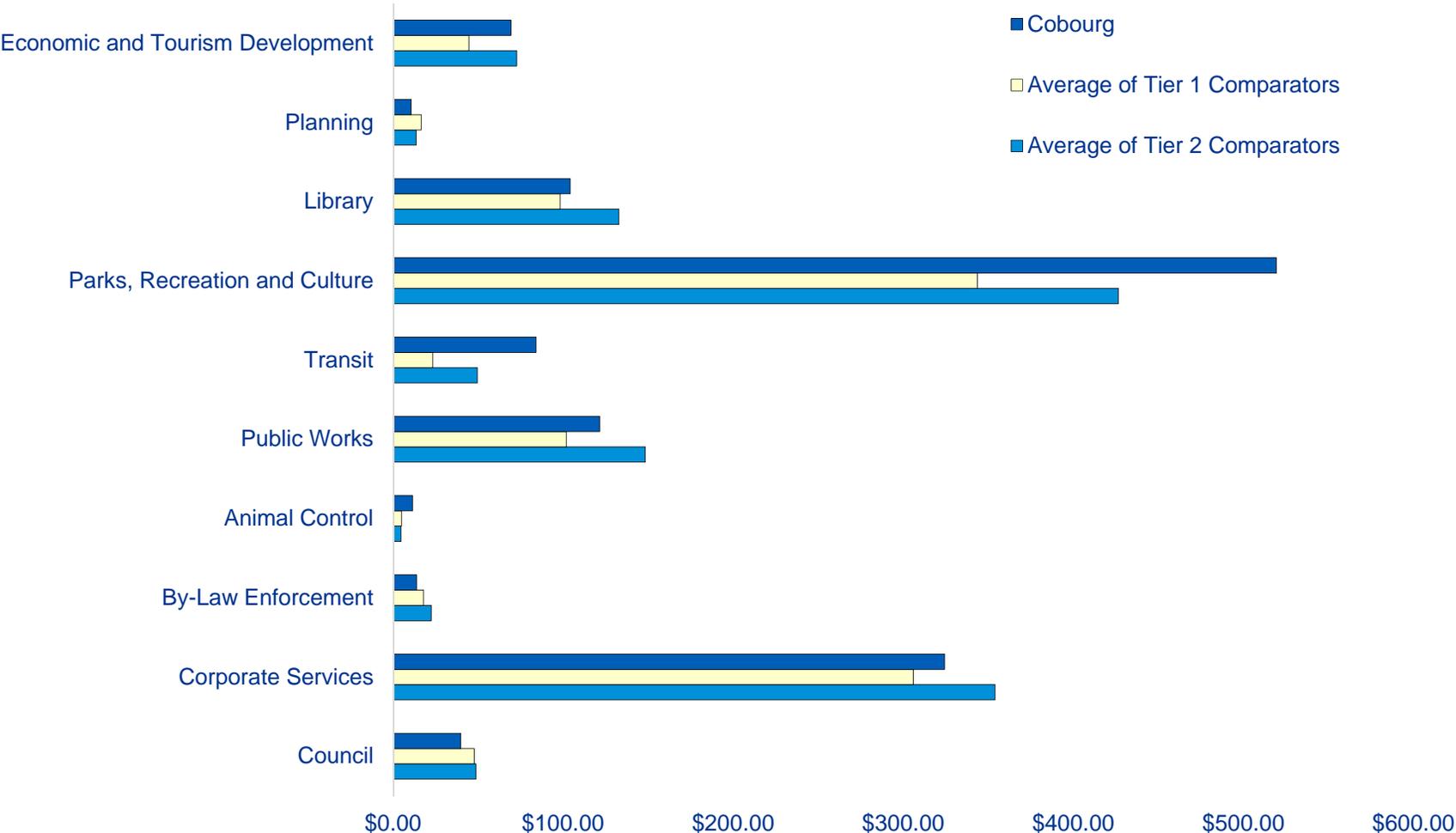


Please refer to Appendix C for a summary of the comparative analysis.



Observations and Findings

Municipal Levy Requirement

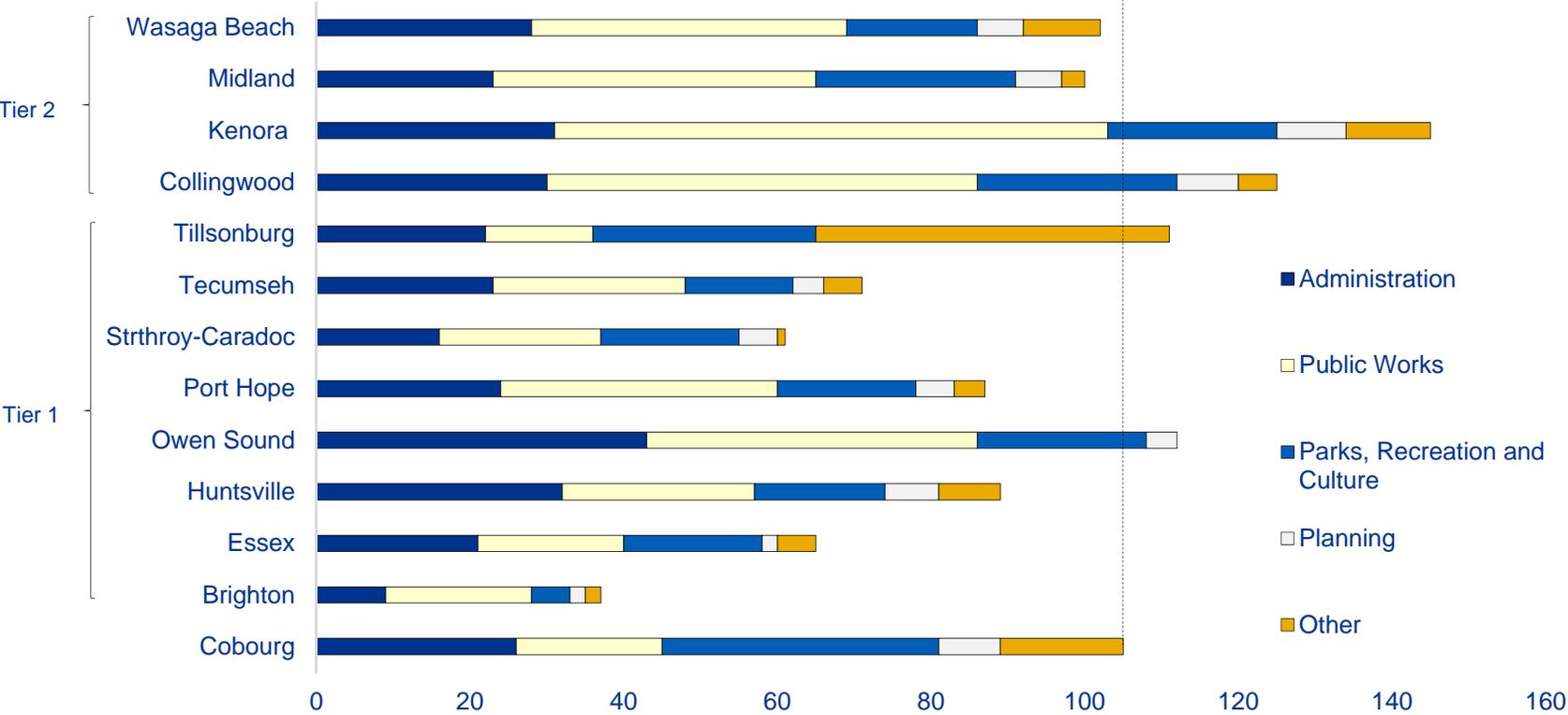


Observations and Findings

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



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:

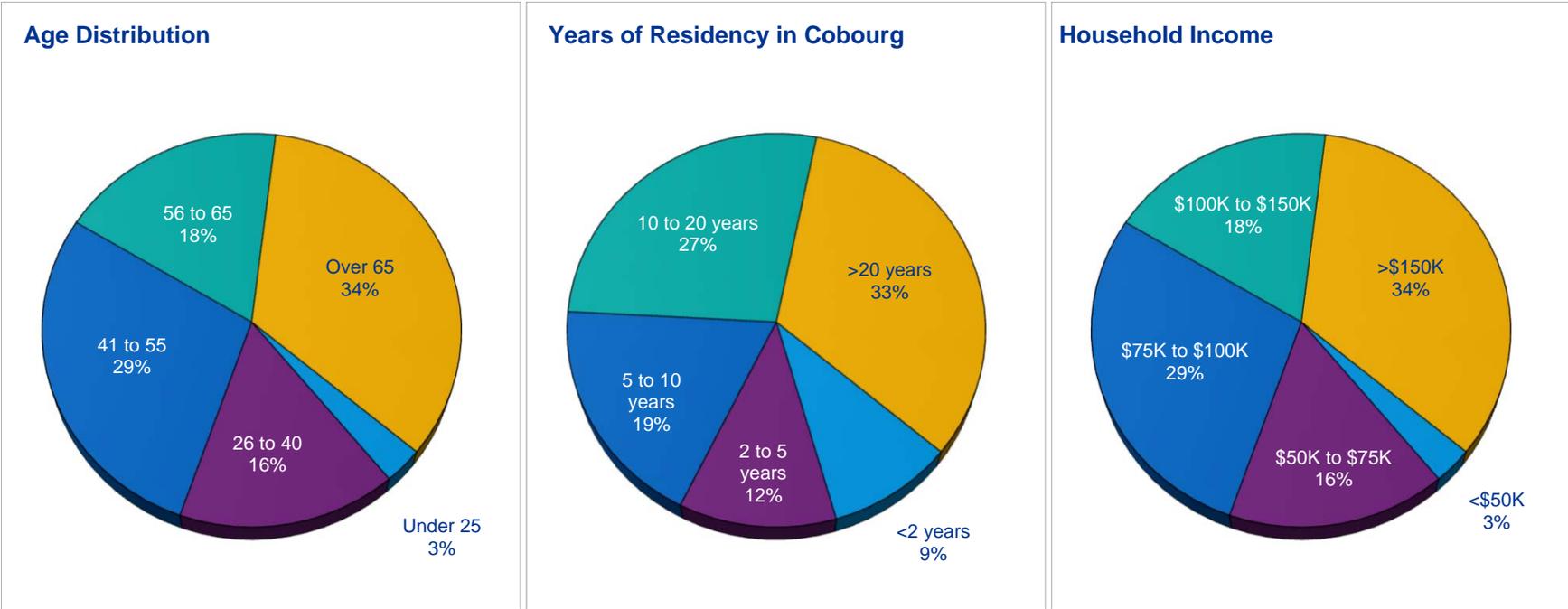
- The Town's reported financial reserves and reserve funds are towards the lower end of the range (12th lowest of the 13 municipalities included in the analysis), recognizing that the Town also has the 10th lowest level of debt per household, indicating the potential for additional debt financing if 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:

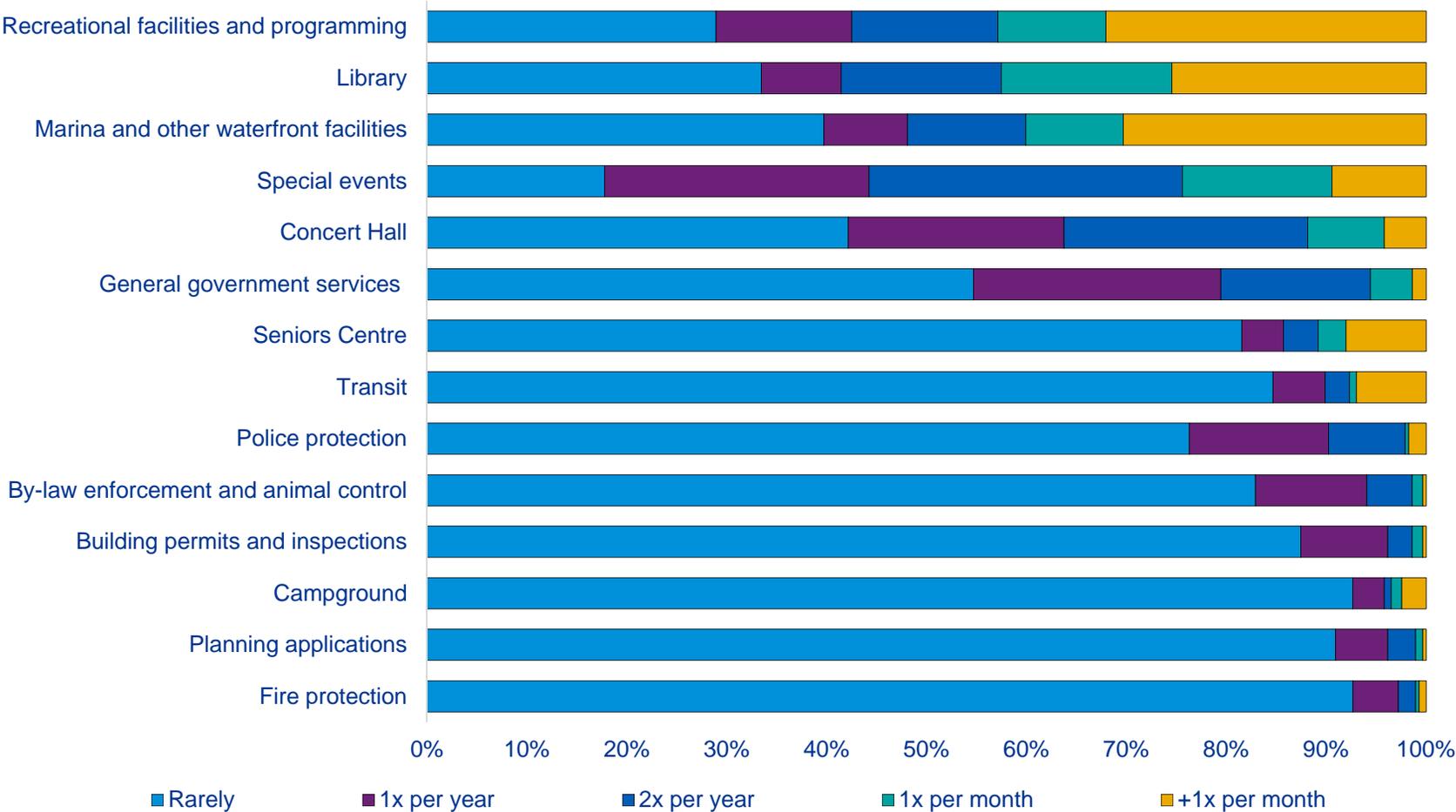
- How frequently do they use selected municipal services;
- What importance to they place on selected municipal services; and
- How do they perceive the Town's service levels.

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.

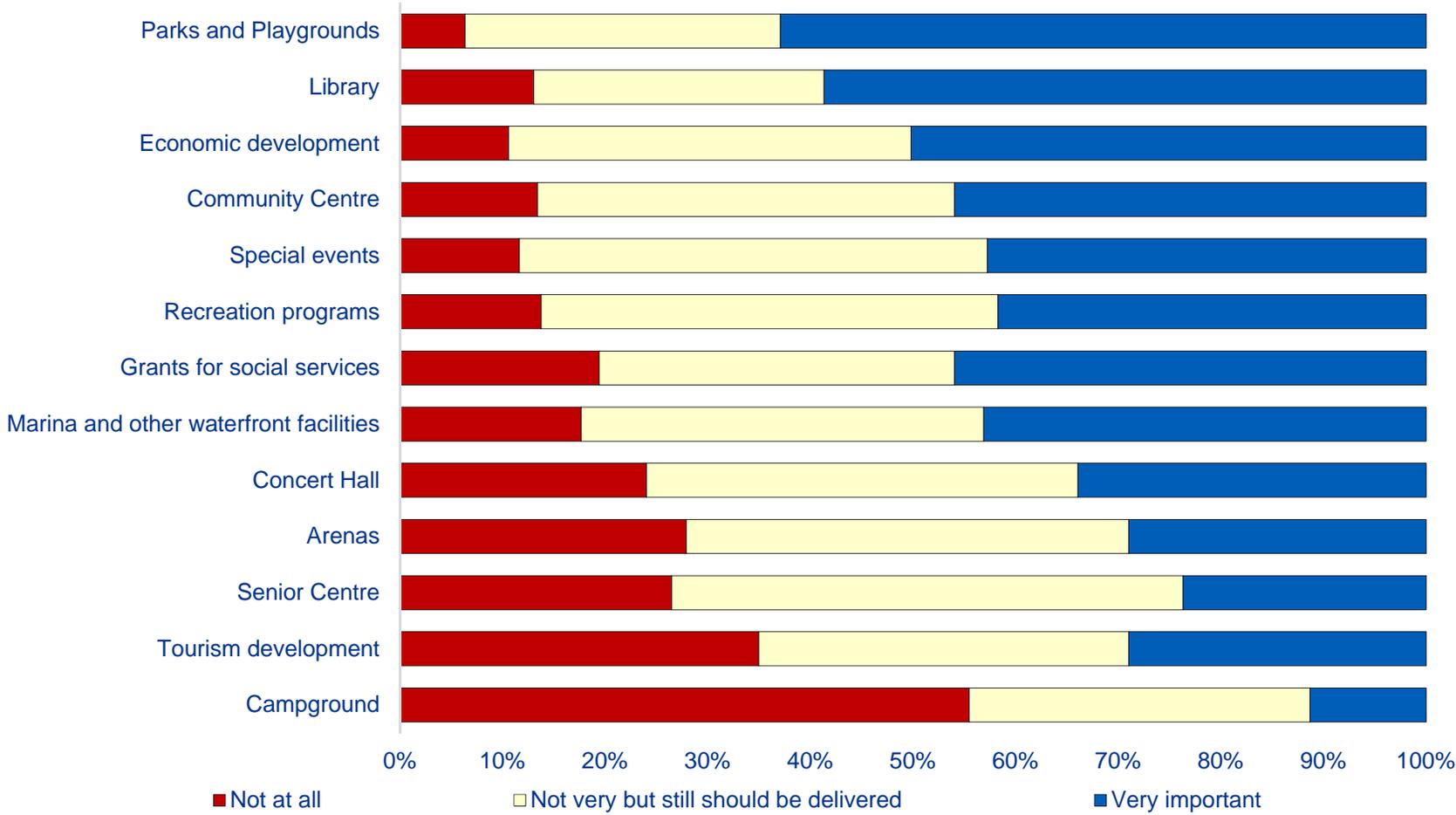
Observations and Findings

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



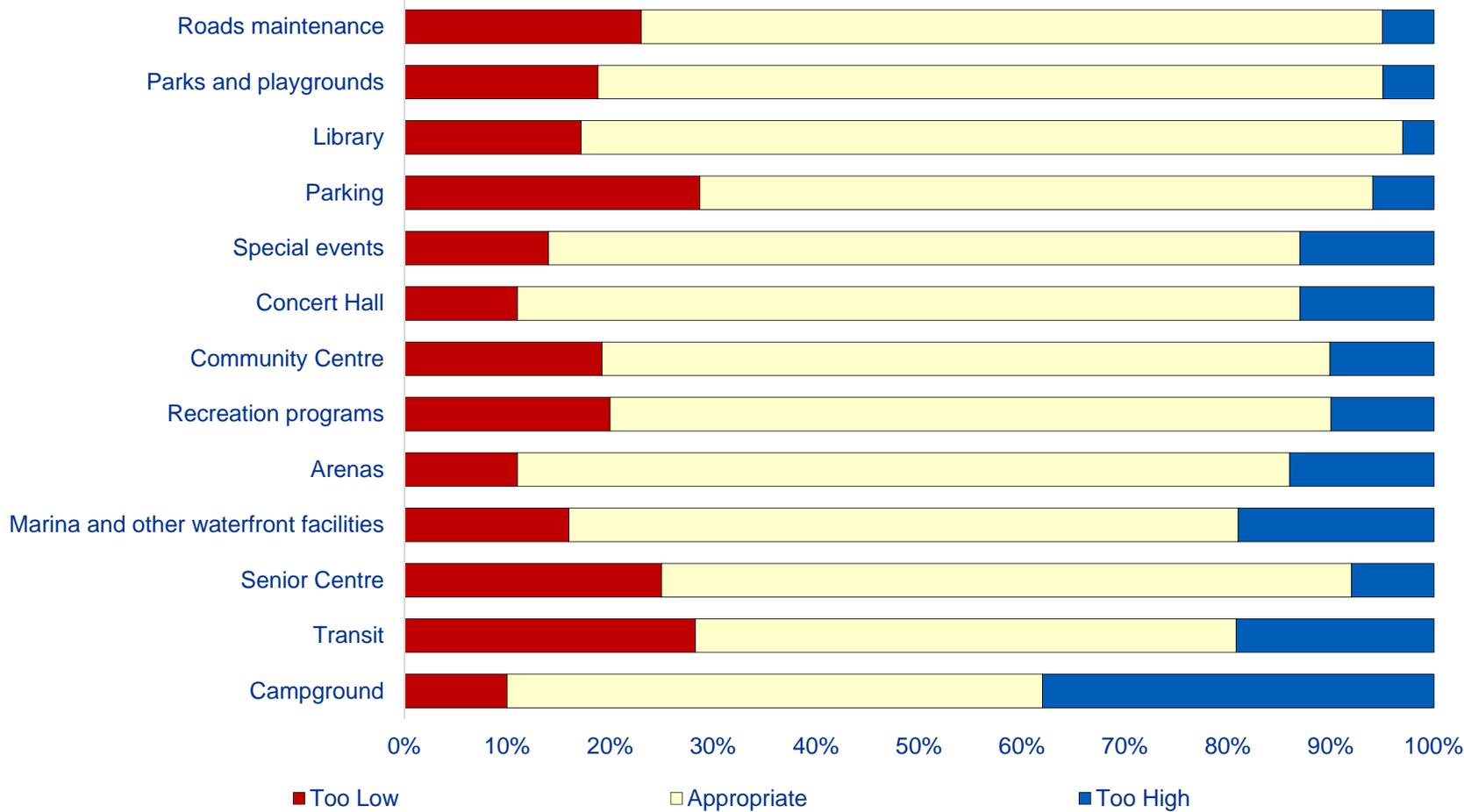
Observations and Findings

How Important Are The Town's Services To You?



Observations and Findings

Do You Believe The Level Of Service Provided Is Appropriate?

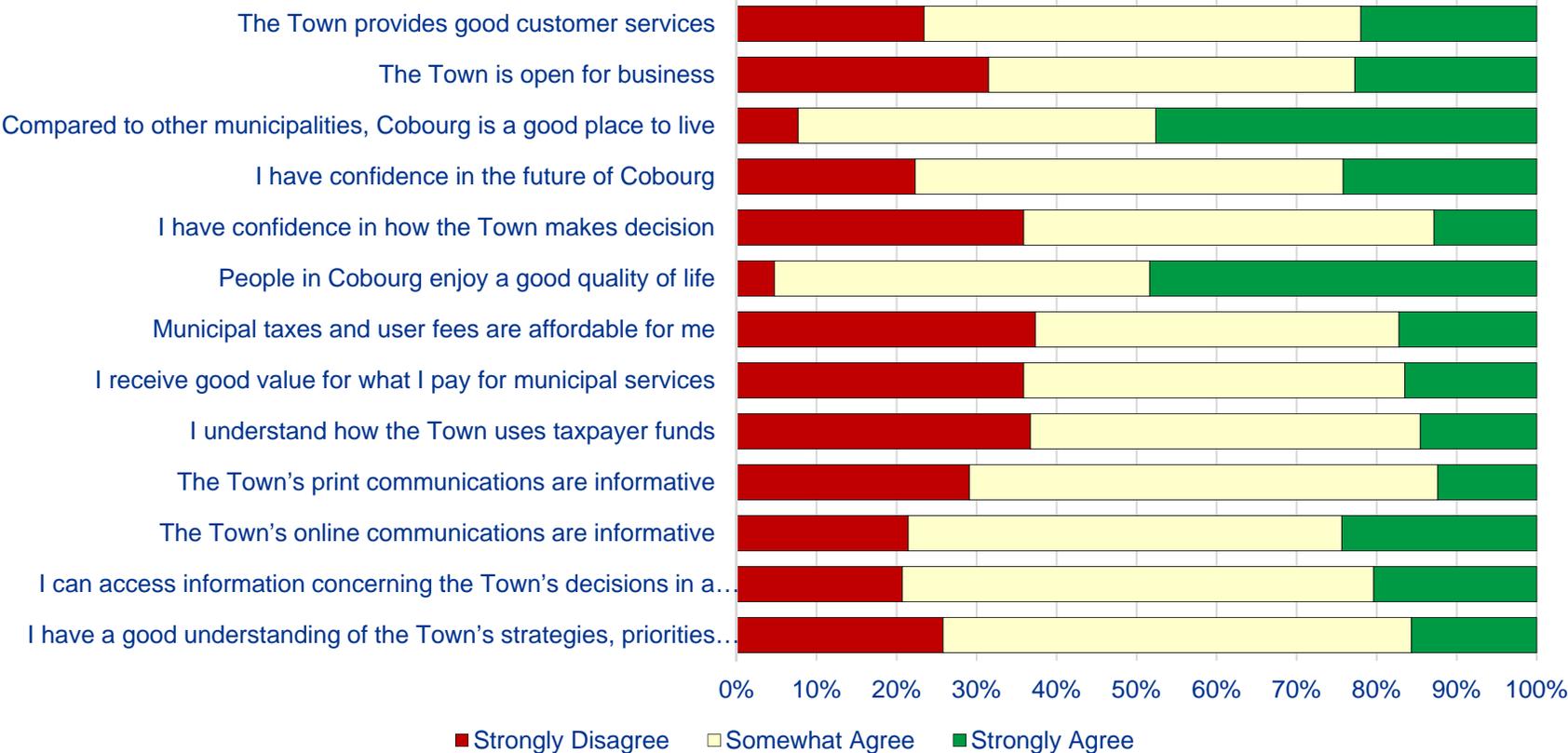


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Observations and Findings

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

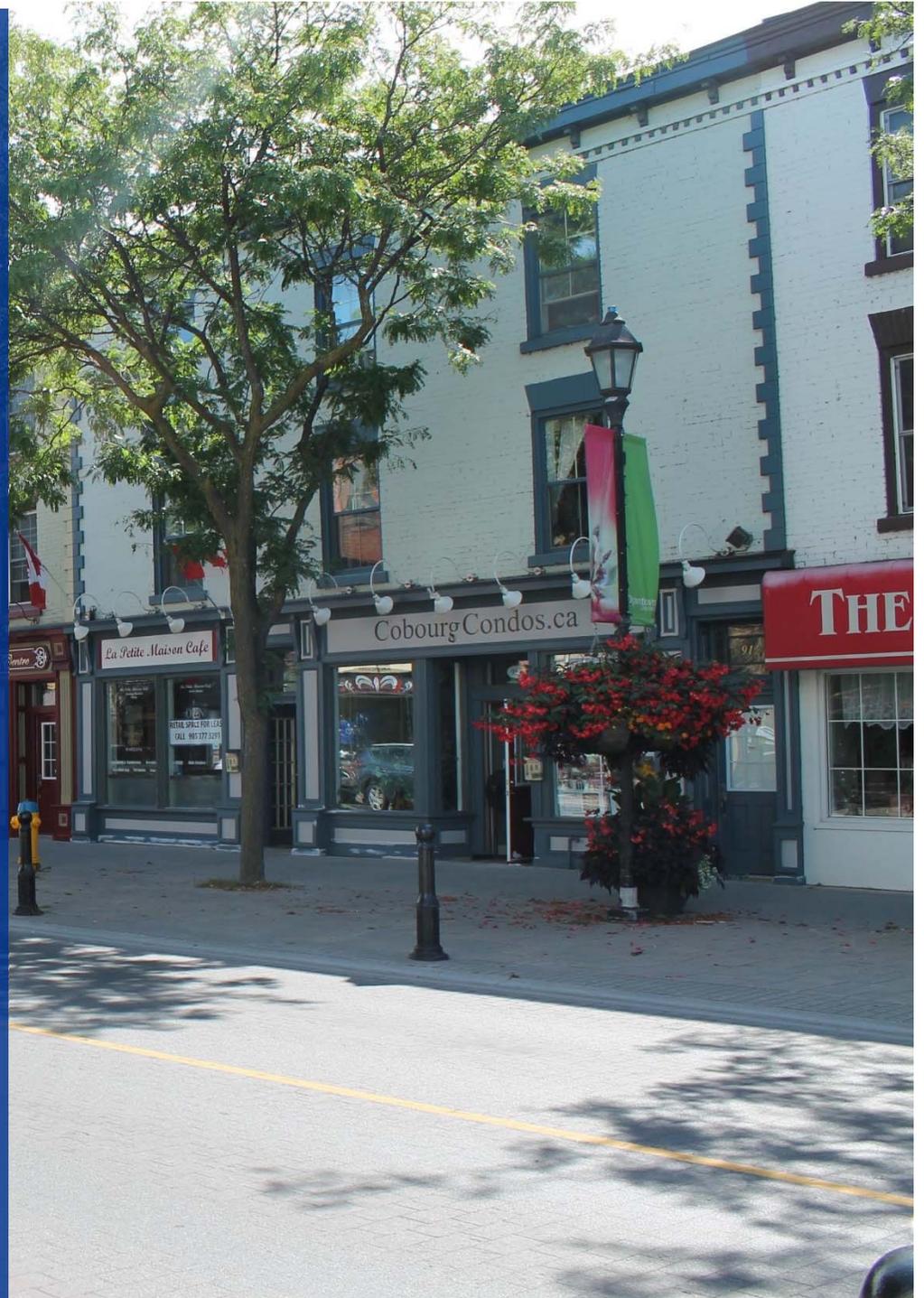
While the results of the Review have identified opportunities for cost reductions and enhanced operating efficiencies, we believe that the fundamental question arising from the Review is the extent to which the Town wishes to continue with the current level of investment in recreational and cultural 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 1208"> <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 1208">Stratford</td> <td data-bbox="680 1149 957 1208">18.77</td> <td data-bbox="957 1149 1234 1208">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

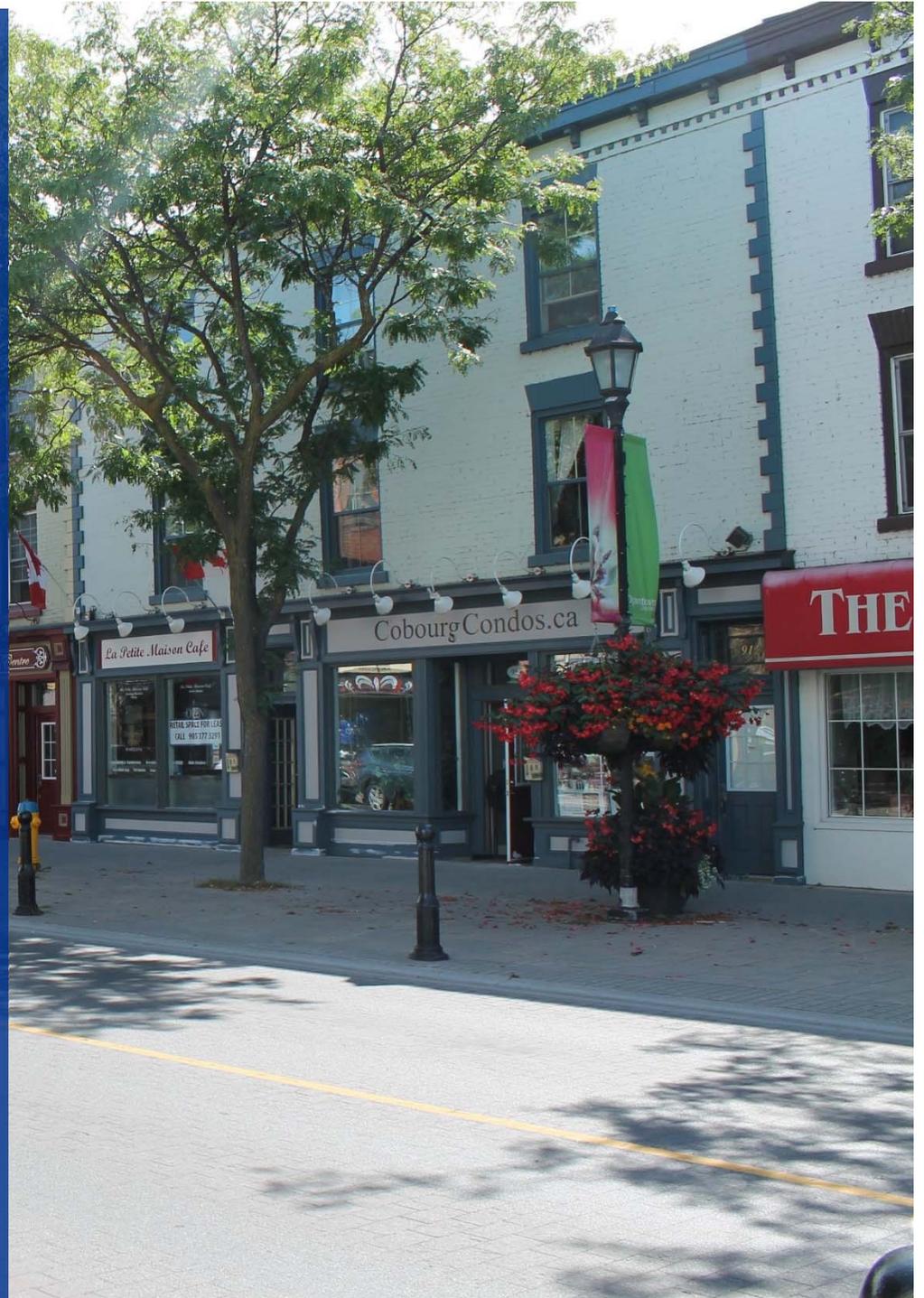
Opportunity Overview	Potential Annual Financial Impact
<p>13. During the course of the Review, we noted that while the Town undertakes a number of activities that contribute towards risk management, it lacks a formal Enterprise Risk Management Plan and as such, may be exposed to a range of risks (health 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	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
Personnel	Human Resources	571,963				571,963			(54,405)	(54,405)	517,558					517,558
Health and Safety	Human Resources	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)	(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	(37,000)				(37,000)				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)
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
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)	(271,600)	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					(1,795,900)		(144,000)			(144,000)
Police	Out of scope	7,897,353				7,897,353	(1,568,005)			(87,368)	(1,655,373)	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
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

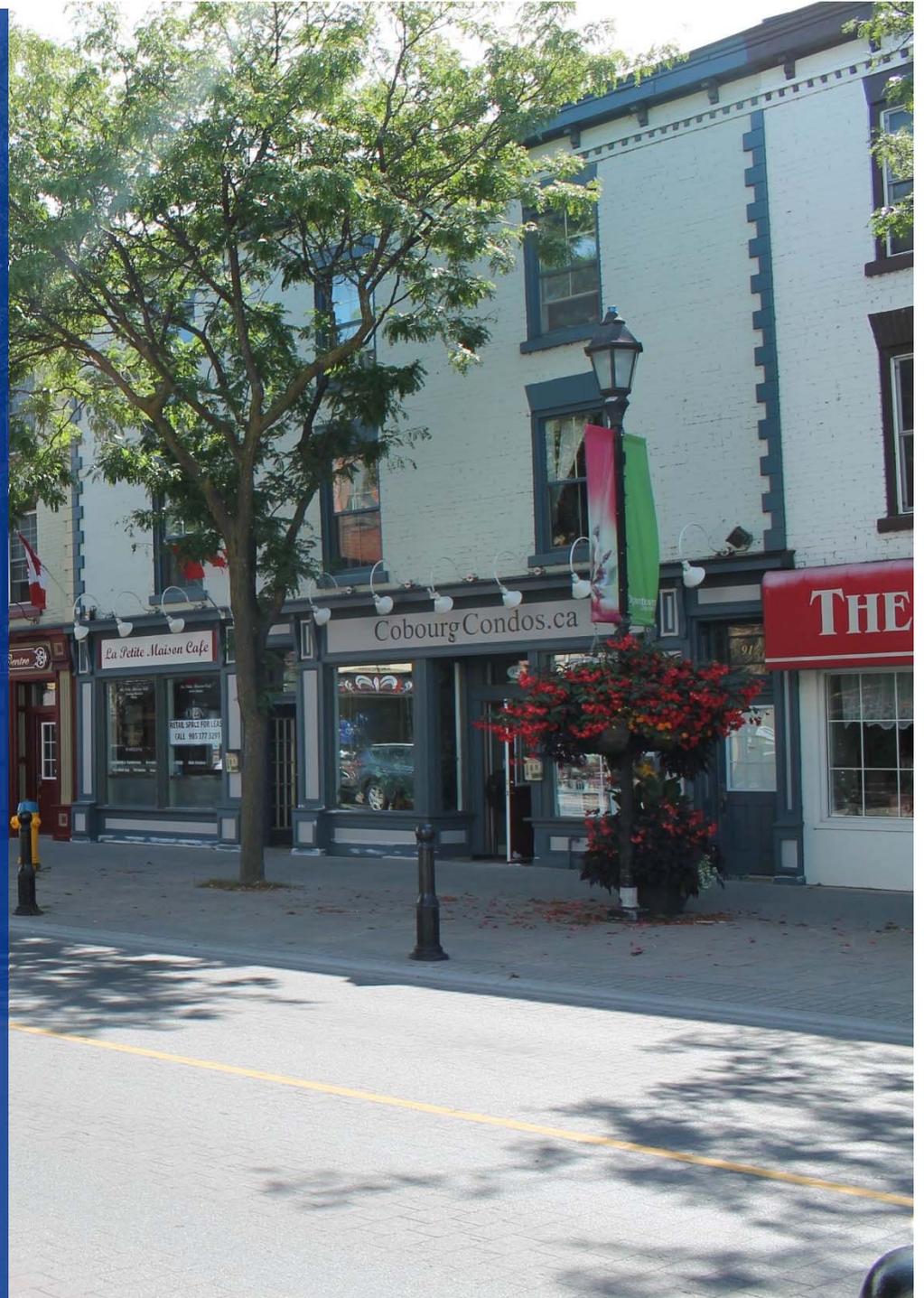
Direct control revenue	(636,910)
Debt servicing	650,700
Police capital	25,000
Capital levy	301,984
Total per 2020 budget	24,686,992
Difference	-



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

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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

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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

<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">The Town's human resource activities include but are not limited to employee recruitment, occupational health and safety, attendance and disability management, pension and benefits, compensation management and the retention of legal and consulting services in respect of personnel matters.</td> </tr> </table>	Service Overview		The Town's human resource activities include but are not limited to employee recruitment, occupational health and safety, attendance and disability management, pension and benefits, compensation management and the retention of legal and consulting services in respect of personnel matters.		<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 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

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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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<p>Facilities Management contributes towards the Town's delivery of services in a cost efficient and effective manner by maintaining Victoria Hall Building and other Town facilities.</p>																												
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<p>Due to differences in budget formats, we were unable to obtain a relevant comparison of facilities costs to the selected comparator municipalities. While the Town presents facilities maintenance as a single budgetary department, other municipalities appear to allocate facility costs between the functional departments, precluding a reliable comparison.</p>																												
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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

<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">Information Technology supports the investigation, development and implementation of new applications and technology designed to create efficiencies and service enhancements in all operational areas. IT also plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery. IT also provides the Town with information and data management, information security and data analysis, including protection from and responses to cybersecurity attacks.</td> </tr> </table>	Service Overview		Information Technology supports the investigation, development and implementation of new applications and technology designed to create efficiencies and service enhancements in all operational areas. IT also plans, builds, secures and sustains the enterprise architecture required to support all software applications, computer equipment and telecommunications networks used in support of municipal service delivery. IT also provides the Town with information and data management, information security and data analysis, including protection from and responses to cybersecurity attacks.		<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 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

<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>The Building Department is responsible for administering permit applications and issuance, conducting inspections in accordance with the Ontario Building Code and the Town of Cobourg's Comprehensive Zoning By-law, as well as other applicable laws and regulations to ensure the standards for construction and plumbing are consistent throughout the Province. Through plans review and site inspections, staff ensure that the design and construction of new structures comply with the Ontario Building Code. In addition, the Building Department is also responsible for the inspection of properties and administration of directives as set out through the Property Standards By-law and Clearing of Lands By-law.</p> </td> </tr> </table>	Service Overview		<p>The Building Department is responsible for administering permit applications and issuance, conducting inspections in accordance with the Ontario Building Code and the Town of Cobourg's Comprehensive Zoning By-law, as well as other applicable laws and regulations to ensure the standards for construction and plumbing are consistent throughout the Province. Through plans review and site inspections, staff ensure that the design and construction of new structures comply with the Ontario Building Code. In addition, the Building Department is also responsible for the inspection of properties and administration of directives as set out through the Property Standards By-law and Clearing of Lands By-law.</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 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"> (1) Reviews of construction plans as part of the building permit issuance process (2) Inspections during construction (3) Final occupancy inspections (4) 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

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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

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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

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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

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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"> (1) Wastewater collection and treatment (2) Laboratory testing (3) Regulatory reporting (4) 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

<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">Aquatics provides lifeguard services to Centennial Pool and Victoria Beach.</td> </tr> </table>	Service Overview		Aquatics provides lifeguard services to Centennial Pool and Victoria Beach.		<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 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

<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 a small craft marina adjacent to the Rotary Waterfront Park that offers a range of services to boaters and guests, including boat launch and extraction, washrooms, showers, laundry facilities, refuelling and grey water/black water pump outs. The Town also maintains operates a dredge to maintain water depths in the harbour entrance and other areas and performs maintenance on walkways and other public areas.</p> </td> </tr> </table>	Service Overview		<p>The Town operates a small craft marina adjacent to the Rotary Waterfront Park that offers a range of services to boaters and guests, including boat launch and extraction, washrooms, showers, laundry facilities, refuelling and grey water/black water pump outs. The Town also maintains operates a dredge to maintain water depths in the harbour entrance and other areas and performs maintenance on walkways and other public areas.</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 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

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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.	<ol style="list-style-type: none"> Ice rentals 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

<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 Cobourg Community Centre ("CCC") is a 142,000 square foot entertainment and recreational facility that includes (1) two ice pads, including an NHL-sized ice surface, 2,400 seating capacity, dressing rooms, referee rooms and press box; (2) a double gymnasium that can accommodate three volleyball courts, six pickleball courts or two basketball courts; (3) six multipurpose/meeting rooms; (4) a seniors' centre (+55 years of age) that includes kitchen facilities; and (5) an indoor walking trail. In addition to facility usage, the Town also provides a range of children, adult and seniors' programming through the CCC, including public skating, fitness classes, skating lessons, language lessons, dance classes and seniors' activities.</p> </td> </tr> </table>	Service Overview		<p>The Cobourg Community Centre ("CCC") is a 142,000 square foot entertainment and recreational facility that includes (1) two ice pads, including an NHL-sized ice surface, 2,400 seating capacity, dressing rooms, referee rooms and press box; (2) a double gymnasium that can accommodate three volleyball courts, six pickleball courts or two basketball courts; (3) six multipurpose/meeting rooms; (4) a seniors' centre (+55 years of age) that includes kitchen facilities; and (5) an indoor walking trail. In addition to facility usage, the Town also provides a range of children, adult and seniors' programming through the CCC, including public skating, fitness classes, skating lessons, language lessons, dance classes and seniors' activities.</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 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"> (1) Ice and facility rentals (2) Recreational and educational programming (child, adult and family) (3) Seniors' programming (4) 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

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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

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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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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

<table border="1"> <tr> <th colspan="2">Committee</th> </tr> <tr> <td colspan="2">Community Development</td> </tr> </table>	Committee		Community Development		<table border="1"> <tr> <th colspan="2">Service Overview</th> </tr> <tr> <td colspan="2"> <p>The Venture 13 innovation and entrepreneurship centre provides support to the local business community, including programs focused on entrepreneurial development and skills training, pitch competitions for entrepreneurial start-ups, community discussion panels, mentoring and coaching and technical and entrepreneurial programs focused on youth. Venture 13 also provides facilities for the Town's economic development function, Cobourg Police Services and other organizations involved in business development and innovation, most notably the Northumberland Maker's Program.</p> </td> </tr> </table>	Service Overview		<p>The Venture 13 innovation and entrepreneurship centre provides support to the local business community, including programs focused on entrepreneurial development and skills training, pitch competitions for entrepreneurial start-ups, community discussion panels, mentoring and coaching and technical and entrepreneurial programs focused on youth. Venture 13 also provides facilities for the Town's economic development function, Cobourg Police Services and other organizations involved in business development and innovation, most notably the Northumberland Maker's Program.</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
Committee																												
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Town of Cobourg

Municipal Service Profile Venture 13

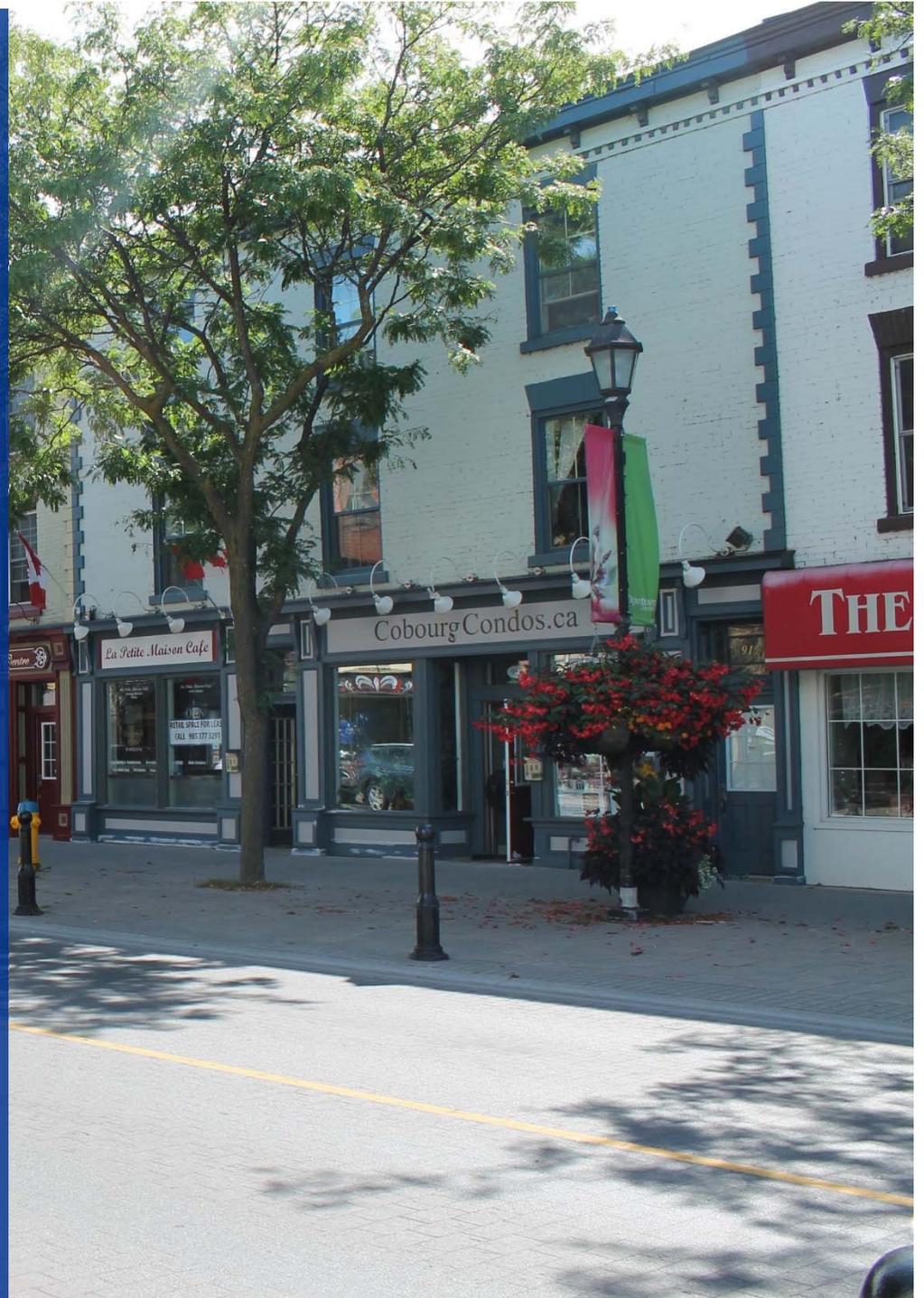
Profile Component	Definition	
Direct Client	A party that receives a service output and a service value.	<ul style="list-style-type: none"> • Entrepreneurs participating in programs and services offered by Venture 13 • Organizations utilizing Venture 13 facilities (e.g. Cobourg Police Services, Northumberland 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	1	155.8%

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

TIER 2 MUNICIPALITIES - WATERFRONT AND TOURISM DESTINATIONS

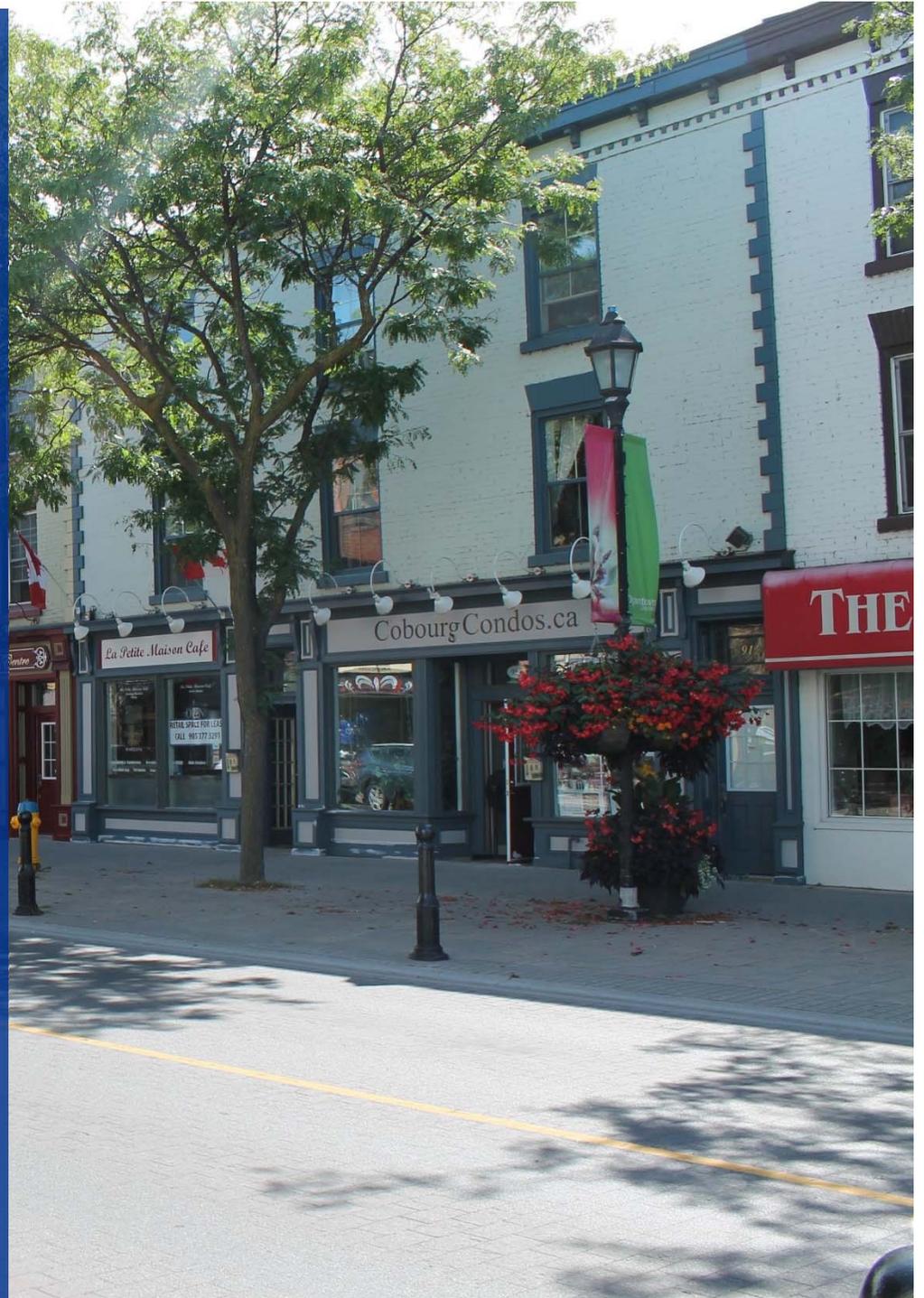
	Basis of Allocation	Cobourg	Collingwood	Kenora	Midland	Wasaga Beach	Comparator Average	Cobourg Rank (1 - Highest)	Cobourg as a Percentage of Average
(1) BUDGETED LEVY REQUIREMENT									
Council	Household	\$ 355,930	531,357	340,781	564,658	367,490			
Corporate Services	Household	\$ 2,939,766	5,593,230	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

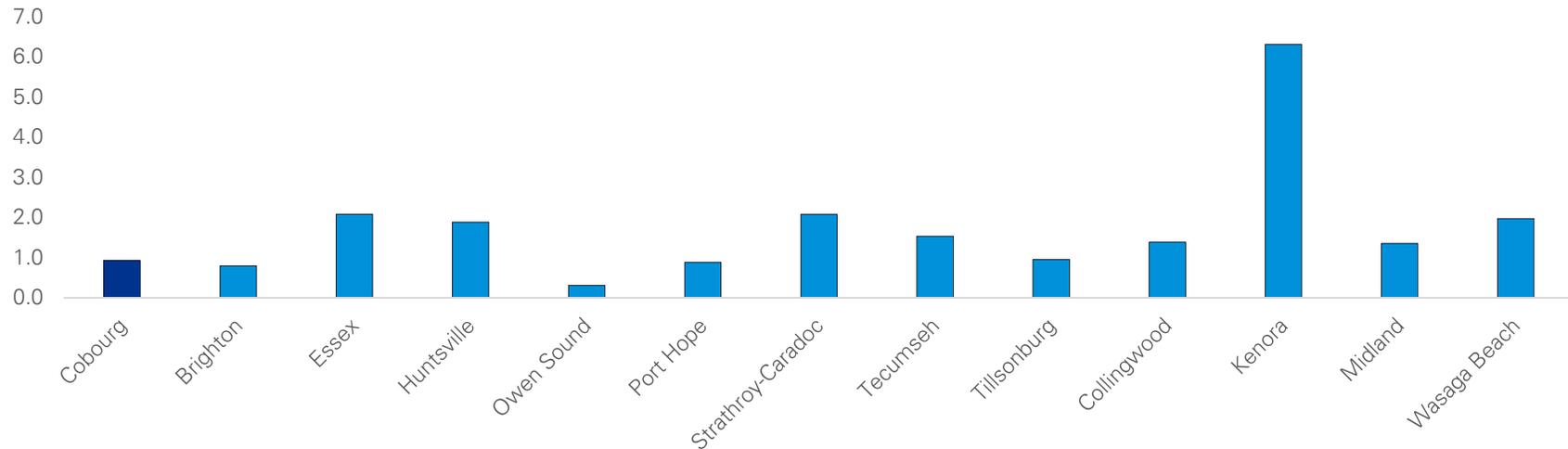
This financial indicator provides an assessment of the Town's solvency by comparing financial assets (including cash, investments and accounts receivable) to financial liabilities (accounts payable, deferred revenue and long-term debt). Lower levels of financial assets to financial liabilities (i.e. 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



Financial Indicators

TOTAL RESERVES AND RESERVE FUNDS PER HOUSEHOLD

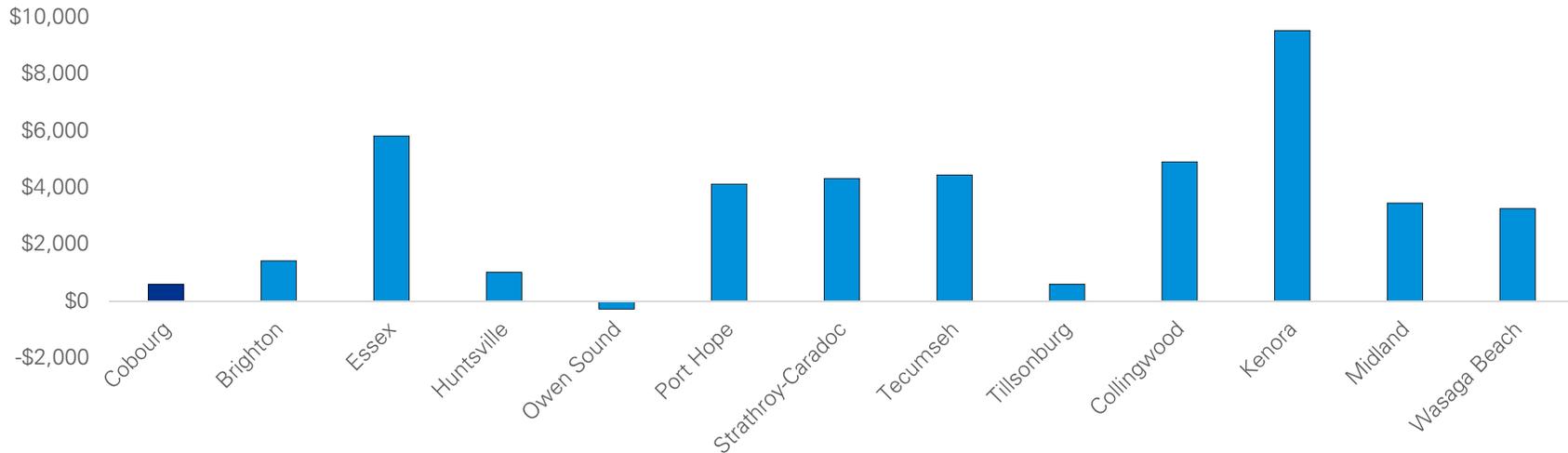
This financial indicator provides an assessment of the Town's ability to absorb incremental expenses or revenue losses through the use of reserves and reserve funds as opposed to taxes, user fees or debt. Low reserve levels are indicative of limited capacity to deal with cost increases or revenue losses,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



Financial Indicators

CAPITAL ADDITIONS AS A PERCENTAGE OF AMORTIZATION EXPENSE

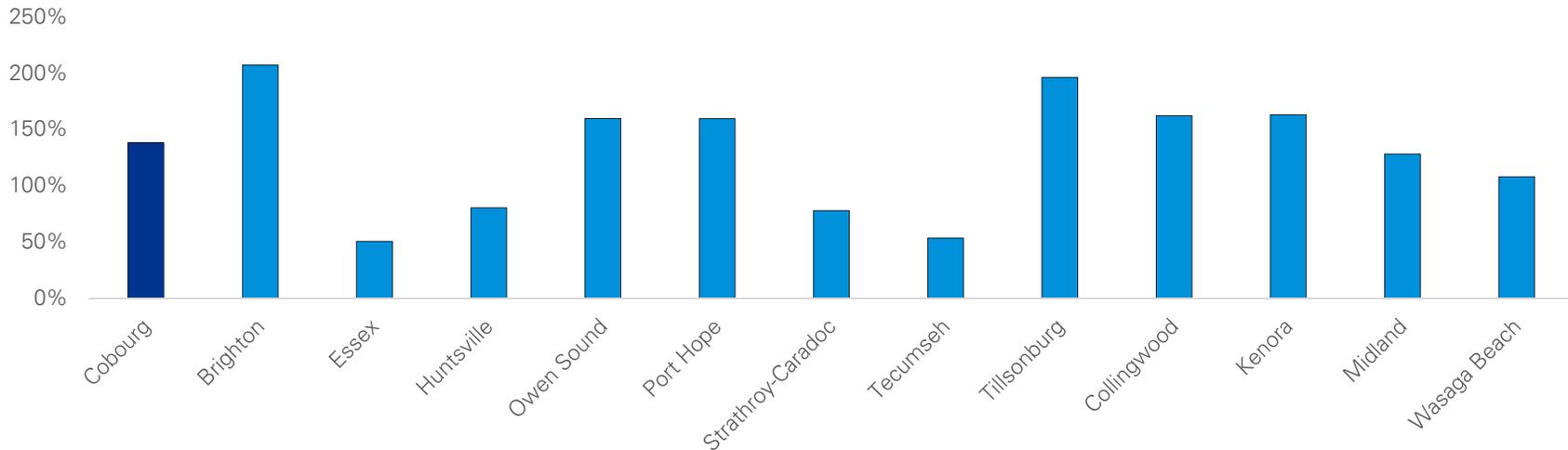
This financial indicator provides an assessment of the Town's solvency by assessing the extent to which it is sustaining its tangible capital assets. In the absence of meaningful reinvestment in tangible capital assets, the Town's ability to continue to deliver services at the current levels may be compromised. 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.



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

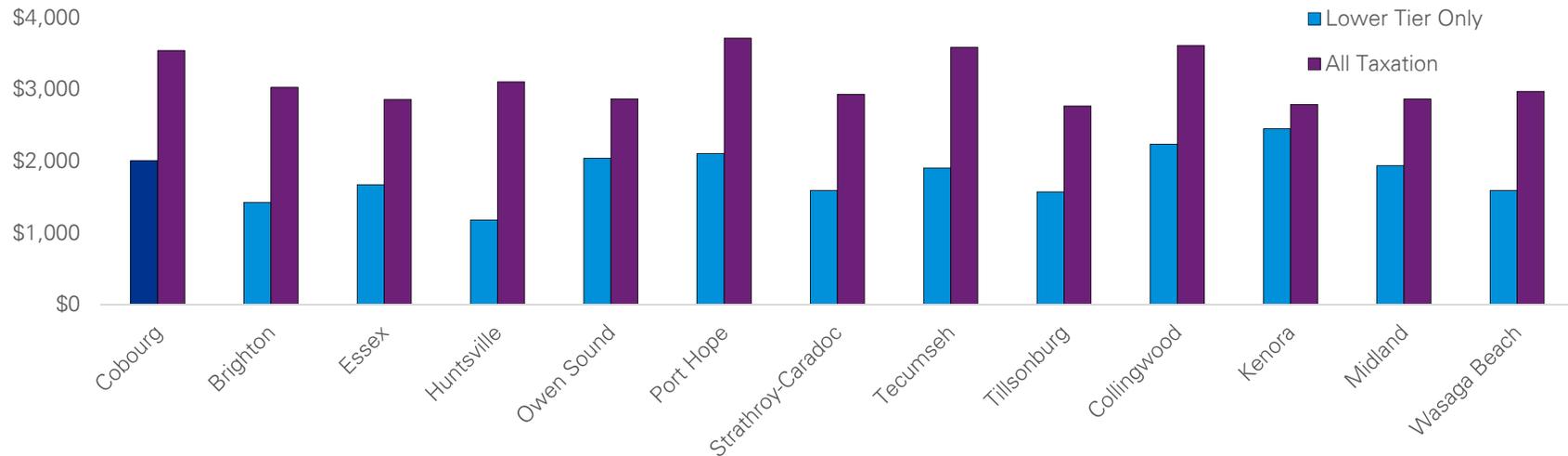
Sustainability

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.



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

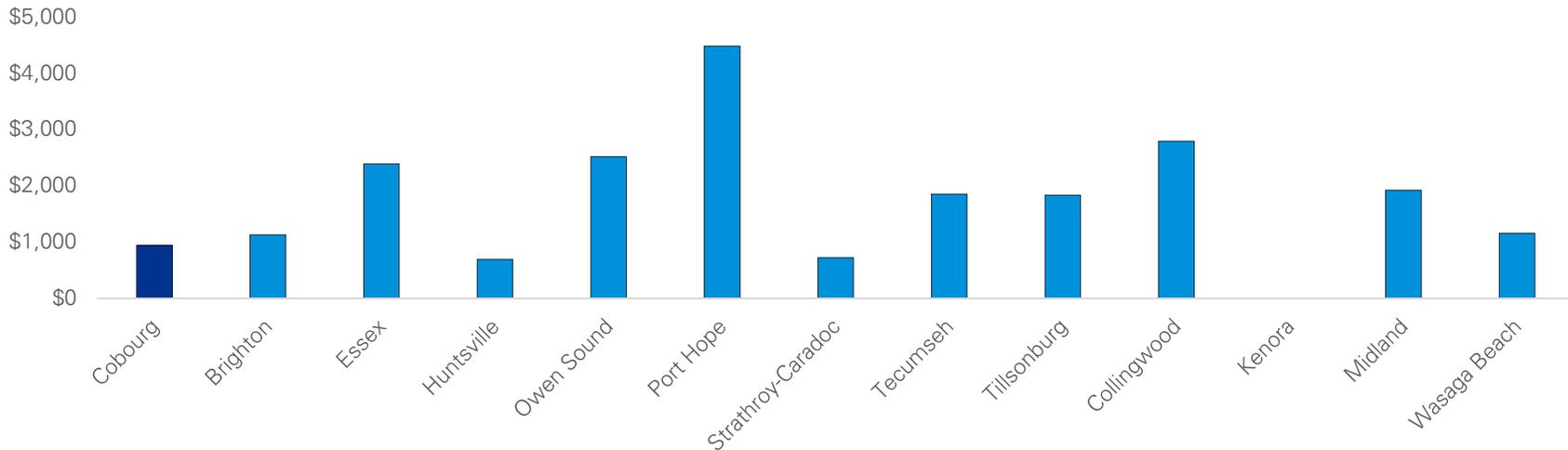
Sustainability

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



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

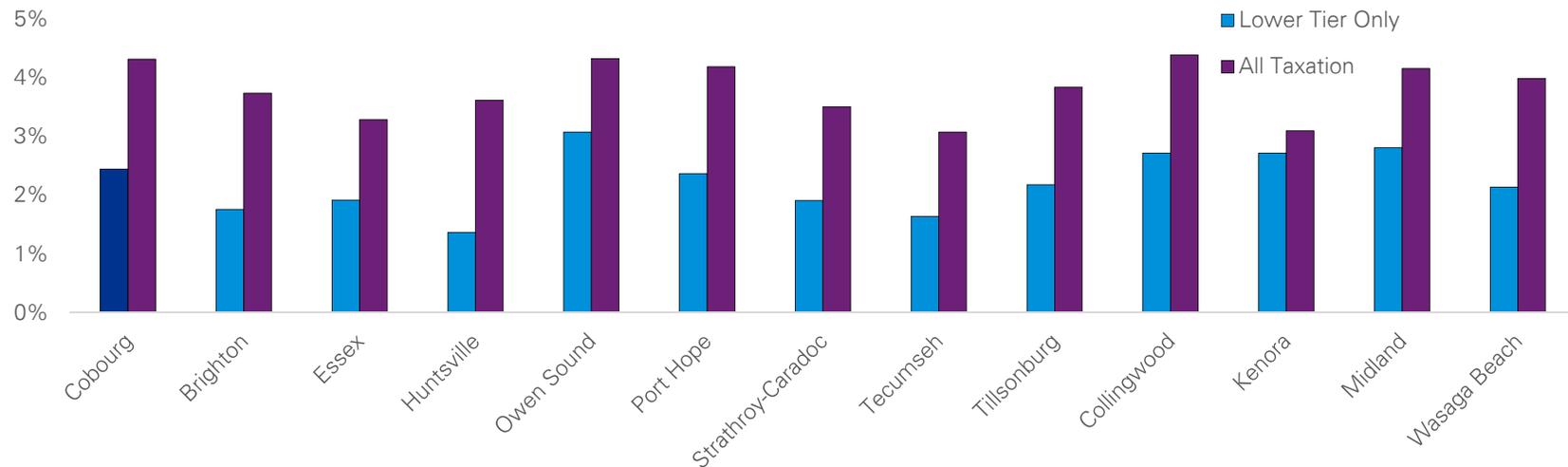
Sustainability

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.



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

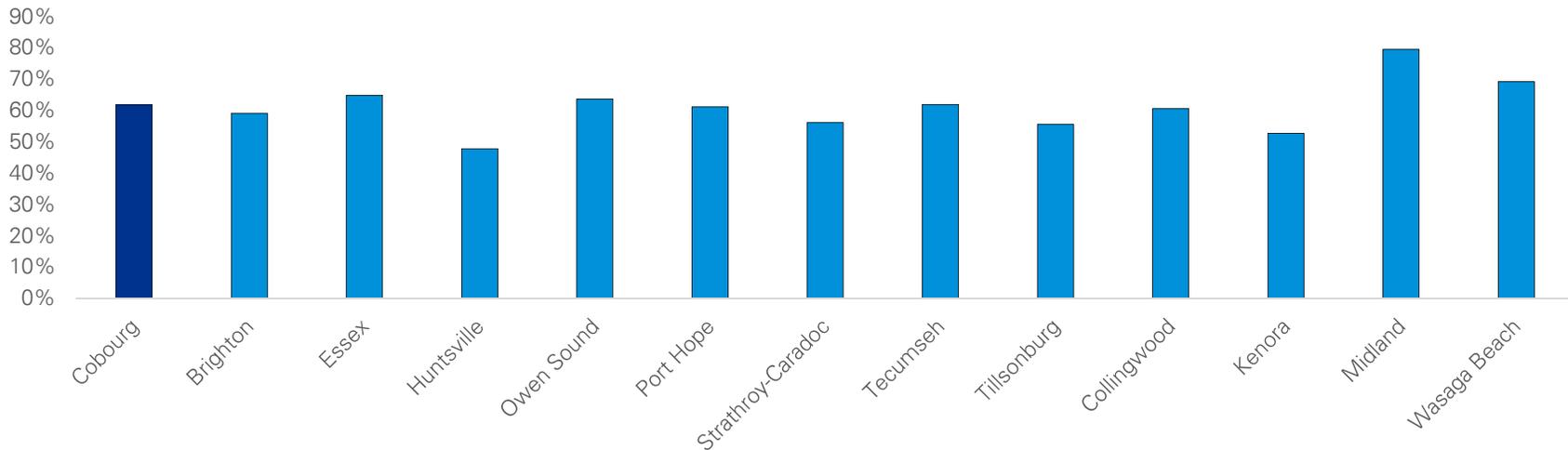
Sustainability

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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