



STAFF REPORT

THE CORPORATION OF THE TOWN OF COBOURG

Strategic Priorities and Policy Standing Committee

Report to: Mayor, Deputy Mayor, and Councillors
From: Tracey Vaughan, Chief Administrative Officer
Standing Committee Date: January 18, 2024
Report Number: CAO-2024-001
Council Meeting Date: January 31, 2024
Subject: **New Staff Positions Priority Listing – 2024 Budget**

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1. Recommendation:

THAT Council receive this report for information purposes as requested by Strategic Priorities and Policy Standing Committee at the January 9th, 2024, meeting.

2. Executive Summary:

At the January 9th Strategic Priorities and Policy Standing Committee to review the 2024 Budget for the Town of Cobourg, Mayor Cleveland brought forward the following motion, seconded by Councillor Miriam Mutton.

THAT Council direct Staff to list in order any new Staff Positions that are being requested in a priority listing of the most important to the organization reflected of the Council approved Strategic Plan.

This report is the analysis of the ranking exercise for eighteen (18) job positions, three (3) of which were previously approved by Council, in the Organizational Review Report in 2020 and were funded in the 2023 budget and are therefore not new positions and do not impact the 2024 budget. Those three (3) positions

are Manager of the Office of the CAO formerly titled Manager of Customer Service and Strategic Initiatives, Manager of Procurement, and Financial Analyst. Two (2) other positions were given Council pre-approval in 2023, the Principal Planner and Senior Engineering Technician. All other positions advance Council approved plans and strategies and/or are related to growth.

Prior to the presentation of the budget, each Division outlined their key priorities and their staffing requests. These requests were made based on the criteria outlined in the chart contained in this report, and all positions presented in the budget are priorities for the Town of Cobourg to respond to Council approved plans and strategies, growth, service needs, legislative requirements, managing risk and liability, and improving service for our residents. Following the direction from Council, the Senior team met to further discuss these positions and how to objectively assess each position against the criteria and determine the priority ranking as per Council's request.

It should be noted that the senior team reached consensus with respect to the selected criteria that was utilized, which criteria each position represented, the weighting of the criteria, and the results of the exercise that is presented to Council in this report. What was also reconfirmed through this exercise was the interconnectedness of the positions across each Division, and the organization, and how each role has impacts on other work areas. A change to any of these positions, has corresponding impacts to other work areas and Divisions, and impacts the organizations' ability to meet the deliverables of current approved plans and strategies, current legislation, growth pressures, and service levels.

3. Background

The jobs were ranked using the following categories and weighting, as agreed upon by all members of the Senior Leadership Team:

Category	Weighting
Org Review	14%
Funded in 2023 Budget	13%
Council Pre-Approval in 2023 - new to 2024 Budget	10%
Legislative Compliance	30%
Related Legislation	10%
Strategic Plan	7%
Master Plans	7%
Growth Related	5%
Revenue	4%
Total	100%

The following chart depicts the final ranking of the positions once the criteria was applied.

	Position
1	2x Firefighter/Inspector
2	Manager of Procurement
3	Senior Engineering Technician
4	Principal Planner
5	Manager of the Office of the CAO
6	Program Support Financial Analyst
7	Municipal Law Enforcement and Licencing Clerk
8	Municipal Law Enforcement Officer
9	Environmental Technician II
10	Council and Committee Coordinator
11	Parks Student PT
12	Council Administrator
13	Customer Service Representative
14	Sustainability Coordinator
15	Ec Development - Summer Student
16	GIS Summer Student
17	Communications Co-Ordinator PT
18	Customer Service Representative PT-Student

- Grey shaded area above indicates existing position in 2023 budget-no impact to 2024 budget

Below is pictured a snapshot of the criteria assessment table which is also attached to this report.

Position Title	Legislative Compliance	Org Review	Funded in 2023 Budget	Council Pre-Approval in 2023 - new to 2024 Budget	Related Legislation	Strategic Plan	Master Plans	Growth Related	Revenue	Other
COUNCIL										
Council Administrator						Service Excellence	Customer Service Strategy			
OFFICE OF THE CAO										
Communications Co-Ordinator PT						Service Excellence				Additional 2025 budget engagement
Customer Service Representative						Service Excellence	Customer Service Strategy/Service Delivery Review			Efficient use of staff resources
Manager of the Office of the CAO		✓	2023 - Manager of CS			Service Excellence	Service Review			Quality management and strategic initiatives throughout the organization.
PLANNING AND DEVELOPMENT										
Sustainability Coordinator						Sustainability	ICSP			2024 Budget Engagement/2023 Strategic Plan Engagement
Principal Planner				✓	✓	Thriving Town	Approved land use planning documents	✓		2024 Budget Engagement - Additional Funding/Staff Attention
Ec Development - Summer Student						Thriving Town	Economic development stral plan			
LEGISLATIVE SERVICES										
Council and Committee Coordinator					✓	Service Excellence				Governance review
Municipal Law Enforcement & Licencing Clerk					✓	Service Excellence		✓	✓	2024 Budget Engagement - Additional funding/Staff Attention
Municipal Law Enforcement Officer					✓	Service Excellence		✓	✓	2024 Budget Engagement - Additional funding/Staff Attention
COBourg FIRE SERVICES										
Firefighter/Inspector (Probationary Firefighter)	✓				✓	Service Excellence	Fire Master Plan	✓		2024 Budget Engagement - Additional Funding/Staff Attention
PUBLIC WORKS										
Environmental Technician II					✓	Sustainability	Asset Management Plan/Transportation Management Plan/ICSP	✓	✓	Fully funded by wastewater rates
Senior Engineering Technician				✓	✓	Thriving Community	Asset Management Plan	✓	✓	
GIS Summer Student						Sustainability				
COMMUNITY SERVICES										
Parks Student PT							Parks Master Plan	✓	✓	2024 Budget - Additional Funding/Staff Attention
Customer Service Representative - S Student							Customer Service Strategy			2024 Budget - Additional Funding/Staff Attention
CORPORATE SERVICES										
Manager of Procurement		✓	✓		✓	Service Excellence	ICSP	✓		Potential efficiencies
Program Support Financial Analyst		✓	✓			Service Excellence	Service Delivery Review			

4. Discussion:

Following you will find detailed background information as agreed upon by the Senior Leadership Team regarding all positions detailing pertinent categories as listed above.

COBOURG FIRE SERVICES

Priority 1. Probationary Firefighters/Inspectors (2 Positions)

✓ Legislative Compliance

The National Fire Protection Association 1710 is the standard for the organization and deployment of fire suppression operations.

The standard requires suppression crews to be staffed with a minimum of four (4) firefighters on the first apparatus to be able to provide basic firefighting, including search and rescue. The deployment standard 5.2.4.1 for a single-family dwelling structure fire requires the establishment of one (1) incident commander, one (1) pump operator, and two (2) firefighters to begin suppression functions. As part time and career firefighters arrive, they will provide other required roles such as a second suppression team, a rapid intervention team to rescue firefighters if they become trapped, accountability, entry control, and safety officer.

✓ Related Legislation

Section 21 firefighter guidance notes are best practices for protecting the health and safety of fire service workers in Ontario. These firefighter's guidance notes help fire service workers understand potential health and safety issues in their workplace. The notes also help employers identify hazards that are unique to fire services and determine how to prevent injury and illness to their workers. Firefighters may work or train in hazardous and high-risk situations, such as interior structural fires, confined space rescues, high angle rescues, hazardous materials incidents, or swift and ice water rescues. There may be situations where a firefighter's life is in jeopardy as the firefighter is lost or trapped at the incident and needs to be quickly rescued. Employers should provide written operational procedures for establishing rapid intervention teams of at least two (2) firefighters. With the increase in call volume, we are splitting our crews to be able to attend simultaneous calls and in doing so we could be jeopardizing our staff.

We are mandated under the Fire Protection and Prevention Act (FPPA) to establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention.

✓ **Strategic Plan**

Service Excellence

This will ensure the safety of our community and our staff and give them the best opportunity to attempt a rescue of any trapped civilians, saving the structure, reducing damage, and most importantly making the emergency scene safer for firefighters. While the extra staff are not engaged in fire suppression duties, they will be reassigned to fire prevention and public education duties.

These new roles would ensure we respond with adequate staff to emergencies and fulfill our obligation to provide fire prevention and public education.

✓ **Master Plan**

The Fire Master Plan recommended the increase to a minimum of four (4) firefighters on the apparatus for each shift. This would bring the CFD closer to being in line with NFPA 1710 and increase the operational abilities of the CFD.

✓ **Growth Related**

The call volume has increased substantially from 2022 to 2023 by a projected 505 calls or a 36% increase. Our calls for service in 2024 are presently 5.9 calls per day which would equate to 2137 responses and an increase of 52% from 2022.

COMMUNITY SERVICES

Priority 11. Parks Summer Student

✓ **Master Plan**

Considering the growing significance of environmental conservation and sustainable development, hiring an additional summer student for the Town to maintain public parkland is not just a beneficial but an imperative move. With the increasing focus on green initiatives and legislation promoting sustainable practices, our parks play a crucial role in contributing to the overall well-being of our community. An additional summer student would ensure that our public spaces comply with regulations such as the Occupier's Liability Act and actively contribute to implementing sustainable practices within our parks, aligning with the municipality's commitment and Parks Master Plan for a greener future.

✓ **Growth**

Furthermore, the importance of parks master planning cannot be overstated. These plans serve as blueprints for our public spaces' long-term development and

maintenance. An additional summer student would significantly enhance our ability to execute the objectives outlined in our Parks Master Plan, ensuring that our parks remain vibrant, accessible, and well-maintained. Their contributions would extend beyond mere upkeep, as they could actively engage with the community, gathering feedback to align with our residents' evolving needs and desires.

✓ **Revenue**

Considering the municipality's commitment to Service Excellence, hiring an additional summer student would bolster our capacity to meet but stay within service level expectations. A well-maintained public park system enhances our residents' quality of life and attracts visitors, positively impacting the local economy. By investing in an additional summer student, we demonstrate our dedication to providing a safe, enjoyable, and sustainable environment for all, reinforcing the municipality's reputation as a community that prioritizes the well-being of its residents and the preservation of its natural assets.

Priority 18. Customer Service Representatives – Tourism Student

✓ **Growth**

Hiring tourism students for a waterfront/beach town can be a strategic move with compelling benefits. Firstly, tourism students often bring fresh perspectives and innovative ideas to the table, fostering creative solutions for promoting economic growth in the town. Their academic background equips them with knowledge in marketing, event planning, and destination management, providing valuable skills that can contribute to the development of new tourism initiatives. By tapping into the enthusiasm and creativity of these students, the Town can explore novel approaches to attract visitors, stimulate local businesses, and ultimately drive economic growth.

✓ **Customer Service Strategy**

Tourism students are well-versed in customer service strategies, making them an ideal asset for a waterfront or beach town looking to enhance the overall visitor experience. Whether it's through organizing engaging events, implementing effective communication channels, or providing personalized services, these students can contribute to a positive and memorable experience for tourists. Improved customer satisfaction often translates to increased repeat visits and positive word-of-mouth, ultimately bolstering the town's reputation, and attracting more tourists, which is essential for sustained tourism revenue. These positions would work in concert with the new customer service desk in Victoria Hall but can also operate independently as required.

✓ **Revenue**

Additionally, hiring tourism students aligns with a commitment to investing in the local workforce and building a skilled talent pool. By providing hands-on experience and exposure to the tourism industry, the Town supports the students' professional

development and nurtures a local workforce knowledgeable about the unique characteristics and attractions of the waterfront/beach town. This, in turn, contributes to the sustainable growth of tourism, ensuring that the town continues to reap the economic benefits of its natural beauty and cultural offerings.

CORPORATE SERVICES

Priority 2. Manager of Procurement

✓ **Organizational Review**

The Organizational Review identified the need for a Manager of Procurement and indicated that the Town faced risk of exposures due to the position gap. The organizational review identified the need for the Town to have standardized procurement documents or processes for monitoring contractual compliance. Further, the review indicated the gap creates potential financial or litigation risk to the Town in the event of inadequate risk transfer to the supplier, increased costs due to ambiguities in terms of conditions of contracts, and litigation and reputational harm in the event of a failed procurement where a bidder alleges improprieties in contract awards.

✓ **Funded in 2023 Budget**

The Manager of Procurement was incorporated in the 2023 budget; however, the position was not filled in 2023. As a result of the retirement of the Director of Corporate Services it was decided to delay the posting until a new Director of Corporate Services was hired and the replacement could participate in the hiring process.

✓ **Related Legislation**

This position will be required to implement the standardized procurement processes and as indicated in the organizational review, the lack of a Manager of Procurement has exposed the Town to potential litigation and reputational harm.

✓ **Strategic Plan**

Service Excellence

The addition of this position to the Corporate Services Department will assist with developing key performance indicators to ensure that contracts and vendors are properly monitored, therefore creating efficiencies in the municipality.

✓ **Master Plans**

The Manager of Procurement was identified in the ICSP. Action 15 in the ICSP identifies that the concept of sustainable procurement is an important area of focus for any organization aiming to minimize negative impacts while promoting sustainability.

✓ **Growth Related**

Due to the growth of the Municipality and the expected growth of Cobourg, the need for a Manager of Procurement has increased. The projected level of growth is anticipated to result in increased demand and therefore requires increased procurement and contract administration.

Further, a centralized function for preparing request for proposals (RFP) and request for quotes (RFQ) is necessary. Currently, Directors and Managers are preparing RFQs and RFPs, and therefore the Municipality lacks consistency in the proposals and oversight of vendors.

Priority 6. Program Support Financial Analyst

✓ **Organizational Review**

The Organizational Review identified the need for a Program Support Financial Analyst, assigned to operating departments to increase capacity with respect to budgeting, financial planning and forecasting, key performance indicators, variance analysis and costing/business case analysis of specific initiatives.

✓ **Funded in 2023 Budget**

The Program Support Financial Analyst was incorporated in the 2023 budget; however, the position was not filled in 2023. As a result of the retirement of the Director of Corporate Services it was decided to delay the posting until a new Director of Corporate Services was hired and the replacement could participate in the hiring process.

✓ **Strategic Plan**

Service Excellence

The addition of this position to the Corporate Services department will assist with budgeting, financial planning, and key performance indicators, therefore creating efficiencies in the municipality.

✓ **Master Plan**

The Service Delivery Review indicated the enhancement of operating efficiencies and the customer service experience including implementing changes to the Town's financial processes and performance measurement enhancements through tracking and reporting key performance indicators to ensure consistency across municipal departments.

LEGISLATIVE SERVICES

Priority 10. Council Committee Coordinator – Clerk’s Office

✓ **Related Legislation**

This position will directly support the Municipal Clerk and Deputy Clerk within the Clerk’s Office as a mandatory municipal service as defined within the *Municipal Act, 2001* Section 228 and various other pieces of provincial legislation including and most commonly, *Vital Statistics Act, Marriage Act, Municipal Freedom of Information and Protection of Privacy Act, the Planning Act and the Municipal Elections Act*.

✓ **Strategic Plan – Service Excellence**

As the foundation for local government, the Clerk’s Office provides critical strategic services to build trust and confidence in government. Pursuant to Council’s Strategic Plan, the addition of this position in the Clerk’s Office will make sure the Town meets the needs of all and improved ability to provide local protocol support to the Town and Members of Council, through the various pieces of legislation, and approved policies and by-laws. The addition of this position will also help embrace new technologies that will improve customer service and increase efficiency and accessibility for front line Clerk’s services. Council is the direct decision-making body of the municipality, and its services need to be supported adequately to support confidence in decision making and to support accountability and transparency.

✓ **Master Plans**

Although this role is not directly related to any approved Council Master Plans, the addition of this role was noted in staff reports in 2023 through the Town Clerk/Director of Legislative Services during the eight (8) month Governance Review and transitioning to the new Standing Committee System that additional resources would be a benefit to the successful delivery of the new system and procedural by-law.

✓ **Growth Related**

Adequate resources in the Clerk’s Department are crucial to maintaining existing service levels. As the Town grows and municipal business increases this will directly have an impact on the time spent preparing and circulating agenda packages, attendance, coordination of meetings, and the reporting of Council and Committee decisions. A new position to provide adequate services to Members of Council, staff and the public and to meet the necessary legislative changes that impact the corporation. The community demands high-level services as we are starting to see residents migrate from bigger city centers.

✓ **Revenue**

In 2023, the Clerk's Office brought in \$183,723.65 in revenue to help offset the Clerk's Department Budget. This position will help assist with the Clerk's Office front line services to increase and continue to offer enhanced service delivery for the Town of Cobourg and increase and maintain revenue to help offset expenses.

Other

Although this position was not referenced and/or recommended within the Organization Review completed in 2021, the Clerks department did complete a recommended action of the Organization Review in 2023, with the introduction of a governance review and new governance model for Council. The Governance Review changed the structure of the Council Governance process and has introduced additional meetings and process changes that will improve governance and public participation. This new model will benefit from the introduction of the Council and Committee Coordinator position to support the Clerk, Deputy Clerk, Council, public and staff with navigating and working within the new governance system.

Priority 7. Municipal Law Enforcement & Licensing Clerk - Municipal Law Enforcement Department

✓ **Related Legislation**

The Municipal Law Enforcement Department plays an important role in the community. They ensure that standards are upheld, and rules followed, which can often be accomplished by educating the community about our various by-laws. An Officer's goal is to maintain consistent standards for everyone and to improve safety in the neighbourhoods where we all live, work and play. All Municipal Law Enforcement Officers derive their authority through the *Provincial Offences Act*, and the *Police Services Act*, as well as many other approved Council enforcement policies and by-laws. When Council passes new enforcement regulations and regimes, staffing levels also need to be considered as Municipal Law Enforcement Officers and administration directly enforce these regulatory offences.

✓ **Strategic Plan – Service Excellence**

To consistently facilitate an improved and efficient way in which Municipal Law Enforcement and Licensing Services is being delivered in response to resident's expectations in the Town of Cobourg, additional staff resources are required in general administration and support with AMPS. If this administrative position is approved through the Budget, it would greatly improve the level of service of the Municipal Law Enforcement Department and ensure timely administrative functions and response,

consistency of customer service and effective and efficient enforcement of the Town's by-laws. The suggested position would enhance service for residents and appropriately respond to emerging trends more quickly, continually improve processes and meet the demand of a growing municipality.

✓ **Growth Related**

Population growth, development expansion, an increase in complaint volume, hours of operation, opioid crisis, and an increase in unsheltered individuals, have all had an impact on M.L.E. resources. The Town of Cobourg Municipal Law Enforcement Department has been noted in the Town's Service Delivery Review as being under resourced based on current service levels and based on comparator municipalities. The demand is also increasing in overall Town wide By-law Enforcement with the required creation and revision of many Towns of Cobourg By-laws and the introduction of licensing by-laws that will require increased amount of dedicated enforcement and corresponding administrative support.

✓ **Revenue**

The primary objective of Municipal Law Enforcement is to achieve compliance with municipal standards to ensure public health and safety, consumer protection and nuisance control. A full cost recovery is not consistent with a compliance-focused objective of achieving voluntary compliance whenever possible and, specific to Administrative Monetary Penalties (A.M.P.) the Provincial O. Reg. 333/07 establishes reasonable limits for penalty amounts in that the amount of an A.M.P. "shall not be punitive in nature [and] shall not exceed the amount reasonably required to promote compliance with a designated by-law".

This position will aid in the support of the newly launched AMPS for the Town which has redirected offences to be adjudicated and settled at the court level to a now internally adjudicated system. In addition, this will free up Officer time in front line desk services and allow for more infield enforcement and support and protection in the community.

This position is being proposed to be funded 40% from the Municipal Levy and 60% from the Parking Reserve account to offset the cost for Parking related functions and recoveries.

✓ **Other**

As part of the Communications Manager 2024 Budget Engagement Presentation, Municipal Law Enforcement was noted by respondents as a program and service which needs additional funding or staff attention.

Priority 8. Municipal Law Enforcement Officer - Municipal Law Enforcement Department

✓ **Related Legislation**

Municipal Law Enforcement Officers play an important role in the community. They ensure that standards are upheld, and rules followed, which can often be accomplished by educating the community about our various by-laws. An Officer's goal is to maintain consistent standards for everyone and to improve safety in the neighbourhoods where we all live, work and play. All Municipal Law Enforcement Officers derive their authority through the *Provincial Offences Act, and the Police Services Act*, as well as many other approved Council enforcement policies and by-laws.

✓ **Strategic Plan – Service Excellence**

To consistently facilitate an improved and efficient way in which municipal law enforcement and licensing services are being delivered in response to resident's expectations in the Town of Cobourg, additional staff resources are required. The addition of this position would greatly improve the level of service of the Municipal Law Enforcement Department and ensure consistency of customer service and effective and efficient enforcement of the Town's by-laws. The position would enhance service for residents and appropriately respond to emerging trends more quickly, provide solutions to problems that may arise by complainants and address gaps in services in an innovative manner that requires dedicated resources to continually improve processes and meet the demand of a growing municipality.

✓ **Growth Related**

Population growth, development expansion, an increase in complaint volume, hours of operation, opioid crisis and an increase in unsheltered individuals, have all had an impact on M.L.E. resources. The Town of Cobourg Municipal Law Enforcement Department has been noted in the Town's Service Delivery Review as being under resourced based on current service levels and based on comparator municipalities. This submission seeks to balance the staffing levels and hours of coverage year-round to ensure adequate officer safety, back up during vacations, absences, illness, **and operational demands related to parking infrastructure services.** This position will also allow for partnering of officer more easily when entering into increased safety risk situations.

✓ **Revenue**

The primary objective of Municipal Law Enforcement is to achieve compliance with municipal standards to ensure public health and safety, consumer protection and nuisance control. A full cost recovery is not consistent with a compliance-focused objective of achieving voluntary compliance whenever possible and, specific to Administrative Monetary Penalties (A.M.P.) the Provincial O. Reg. 333/07 establishes

reasonable limits for penalty amounts in that the amount of an A.M.P. “shall not be punitive in nature [and] shall not exceed the amount reasonably required to promote compliance with a designated by-law”.

This specific position will allow for the Department to focus a single officer when on shift to dedicate time to monitoring and managing parking infrastructure and materials so optimal parking fees are collected. This includes collection of meters and pay and displays, making sure all technology and materials are functioning accurately and working correctly, replacing paper, responding to inquiries and service calls, and troubleshooting equipment. Without this staff position, the Town would continue to have customer service-related concerns, arguments on accuracy of infrastructure and loss of potential revenues of nonpayment due to downed machines.

This position is being proposed to be funded 100% from the Parking Reserve account to offset the cost of Parking related functions and recoveries.

✓ **Other**

As part of the Communications Manager 2024 Budget Engagement Presentation, Municipal Law Enforcement was noted by respondents as a program and services which needs additional funding or staff attention.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER (CAO)

Priority 5. Manager of the Office of the CAO

✓ **Organizational Review**

The position of Manager of the Office of the CAO, and Manager of Customer Service and Strategic Initiatives was approved in the 2021 Organizational Review. The funding for the Manager of the Office of the CAO was deferred in 2022, and 2023, while the Manager of Customer Service and Strategic Initiatives was approved in 2022 and subsequently hired. The Manager of the Office of the CAO identified in the Org Review was intended as a much-needed dedicated resource that could assume leadership on managerial/supervisory level administrative and operational tasks related to corporate initiatives across Divisions. This ensures deeper engagement at other levels of the organization and provides an increased capacity for strategic initiatives across the organization by engaging the management team at the appropriate level of corporate priorities. This allows the CAO and the senior team to direct their focus on higher level strategic level initiatives, execute Council direction, focus on partnership development and organizational development. This position is also intended to support the Office of the CAO by providing management level support for the CAO and performing some of the day-to-day operational tasks and office management for the Division. The Manager of Customer Service and Strategic Initiatives identified in the Org Review is a dedicated resource to lead Town initiatives related to Customer Service, Continuous Improvement, Performance Measurement, and reporting.

✓ **Funded in the 2023 Budget**

The position of Manager of Customer Service and Strategic Initiatives was fully funded in the 2023 Budget. The CAO has combined the two positions, Manager of the Office of the CAO and Manager of Customer Service and Strategic Initiatives into one position, the Manager of the Office of the CAO, with the key deliverables of Customer Service and Strategic Initiatives, saving a full salary for the organization while still meeting the objectives outlined in the KPMG Organizational Review. **This position has no impact on the 2024 Budget as it was previously hired in the Legislative Services Division and has combined two (2) positions into one and is being moved to Office of the CAO.**

✓ **Strategic Plan**

This position will focus on the area of Service Excellence. This position is the lead for Customer Service and Quality Management, two areas identified in the Service Delivery Review, Organizational Review, and Council's Strategic Plan. It is imperative to have dedicated resources to create the Town of Cobourg's corporate customer service and quality management policies, programs, and resources. These programs will be developed and rolled out across the corporation, and the data gathered will be used to assess performance, identify opportunities for improvement, and inform staff and Council decision making. This position will also provide coordination at the middle management level for cross cutting strategic plan activities to ensure that the strategic plan is a living document throughout the organization and enhancing our collective ability to meet the objectives outlined by Council.

✓ **Customer Service Strategy**

The Organizational Review conducted by KPMG noted that the Town does not have a dedicated customer service function, formal customer service strategy, or established standards for customer service and recommended the position of Manager of Customer Service and Manager of the Office of the CAO be implemented and the Town develop a Customer Service Strategy. This strategy was developed and endorsed by Council in 2023. The strategy identifies 25 key next steps for the Manager of the Office of the CAO (formerly Manager of Customer Service) to implement across the organization to meet the goals identified through the community consultation process for the Customer Service Strategy. These 25 action items are from five (5) key thematic areas; creating a customer centric culture, customer service focused policies and measures, customer service operating model and delivery, customer service technology, and customer service training and skill development.

✓ **Other**

Budget engagement identified that improvements can be made in customer service across the organization, further demonstrating the need for the customer service capacity of the organization to be enhanced.

Priority 13. Customer Service Representative

✓ **Service Excellence**

The need for a dedicated front line customer service position at Victoria Hall has increased due to the growing demand for service for residents and visitors via telephone, email, and walk in. A dedicated customer service staff position will ensure a more efficient and effective experience for residents and visitors as this position can provide information and support to those navigating Victoria Hall and/or municipal services. This position would be located in the front lobby and will be able to provide answers to most simple resident requests or can direct the individual to the most appropriate staff person to assist with their inquiry or request. This will defer some of the traffic from the counters in the divisions, which will allow those staff to continue to perform their job function, ensuring that the organization is more effective and efficient with municipal resources. The addition of this position would greatly improve the level of service for residents and ensure consistency of customer service and effective and efficient responses, provide an ability to track and respond to emerging trends and provide solutions in a timelier manner.

✓ **Other**

This position would address one of the findings of the service review, which was to ensure that the organization utilizes positions effectively and efficiently. It was noted that in the absence of customer service functions/staff that other staff were pulled away from their job functions to provide front line customer service. This creates inefficiencies in other work areas, and often has Supervisors, Managers and Senior Leadership performing work that does not give the best rate of return for the organization.

Priority 17. Part Time Communications

✓ **Strategic Plan-Service Excellence**

This position would enhance our ability to communicate with residents and visitors on all aspects of municipal matters. With the cancellation of the local paper, and the need to communicate via many different channels on a broad array of topics, the

communications staff are struggling to keep pace with growth. The introduction of this position would ensure the resources are available for the day-to-day communication tasks, and the ongoing maintenance of on-line information, while freeing up some capacity for the Manager of Communications to be able to focus on strategic level communications. With the findings from the county-wide communications consultation, staff have identified areas of opportunity to enhance, but need the additional resources to ensure that we can bring those plans to fruition.

✓ **Other**

This position would create much needed additional capacity in the communications area so that more engagement could be done for key corporate priorities like budget engagement, as identified in the budget feedback report.

COUNCIL

Priority 12. Council Administrative Position

✓ **Strategic Plan-Service Excellence**

This position would provide a front-facing customer service experience enhancement for residents and visitors making inquiries to the office of the Mayor and Council. There has been an increase in calls, emails, and visits to the Office of Mayor and Council and this position could support these activities and improve the response times for all inquiries. This would also ensure that data is captured, and reporting could occur in keeping with future policies regarding customer service and quality management. This position would also support the corporate customer service function, similar to all Divisions at Victoria Hall, where they would work with the Customer Service staff in the lobby of Victoria Hall during times where an increase to inquiries or requests for their work area are expected. This would serve two purposes, to ensure that customer service from the Mayor and Council's office is increasingly accessible by residents, while also building the knowledge base of the customer service staff person with respect to Cobourg Council to continue to enhance customer service delivery to all residents.

✓ **Customer Service Strategy**

This position will support the further enhancement of a customer service focused organization for the offices of Mayor and Council. With the increased demands facing staff and Council, additional resources are required to keep pace with growth and continue to meet the increasing expectations for the office administrative staff.

PLANNING & DEVELOPMENT

Priority 4. Principal Planner

✓ Council Pre-Approval in 2023 – New to 2024 Budget

Due to a number of significant resource challenges in the Planning & Development Division, a Staff report was brought to Council in August 2023 regarding the need to introduce a new planner position, as well as continue to recruit for the vacant development review position that had been vacant since February 2023. The department is now also faced with a Planning Manager vacancy, due to a long term leave.

Pre-approval was granted, but the Department remains significantly understaffed. Staff spent a number of months resolving the job description and job evaluation. In early 2024 all three positions were advertised: the vacant development review position, the new Principal Planner position and the Planning Manager temporary position.

The staff report highlighted four (4) driving factors to the mid-year budget request for a net new position:

1. Recruitment Challenges
2. Development Application Pressures
3. Customer Service
4. Changes to the Planning Act and Legislative requirement to do more approvals and faster
5. Succession Planning and Staff Retention

✓ Related Legislation

The Principal Planner will process development applications in accordance with the prescribed legislative time frames under the Planning Act.

Should approvals and processing of development applications stall, the Town is at risk of appeals from the Ontario Land Tribunal. Also, with Bill 23 changes, refunds of development fees are required if approvals are not granted within extremely tight timeframes. This is a real risk to the Town in 2024 if staffing resources are not addressed.

Further, Planning Staff are under more and more pressure to meet provincial targets of getting housing to construction faster and to deal with local concerns on housing availability and affordability across the housing spectrum.

This position also alleviates pressures on staff who need to work on other critical and legislated updates as a result of Bill 23 and to get back to work on both the Official Plan and Zoning By-law including the need to update the Cobourg East Community

Secondary Plan to facilitate the advancement of growth anticipated by Tribute Homes and other developers.

✓ **Strategic Plan**

Thriving Community

The main function of this position will be to process and review development files. This position closely aligns with the core priority of promoting and providing a mix of housing options that support the community. Without this position, development files will be slower to move through the process and will take existing staff away from other priorities which also impacts the Department's ability to deliver core and legislated Planning services.

Service Excellence

Customer service also means meeting the needs of the people we do business with. Meeting the demanding needs of the development community is integral to our core business and legislated timeframes under the Planning Act. This in turn results in our ability to grow our "Thriving Town". This position will build upon the Department's capacity to be efficient, accessible and to provide quality and timely customer service to those doing business in our Division. Developing a full staff complement will assist in our ability to track and monitor results including Key Performance Indicators to measure satisfaction, impact, and efficiency.

✓ **Master Plans**

This position will be delivering on all aspects of land use planning policy including changes to the way we work as a result of Bill 23, implementing the Provincial Policy Statement, Growth Plan for the Greater Golden Horseshoe, County of Northumberland Official Plan and the Town of Cobourg Official Plan and Zoning By-laws.

These policy documents lay out the framework in which Cobourg is to grow but without Staff resources the ability to do so in a timely manner is at risk.

While this position wasn't clearly identified as a new position in the KPMG Organizational Review from 2021 the review made a compelling statement:

“while the historical level of the Town’s development activity has remained relatively consistent over the past decade, the level of anticipated development is expected to create additional demands on the Town’s planning and building services functions, with the likely outcome being either (i) a need for additional resources to meet the requirements and service level standards of legislation and the development community; or (ii) the acceptance of service level reductions, either in the form of increased time for the approval of applications or reduced diligence and inspections on applications and construction.”

Staff have demonstrated that the Planning Department is now experiencing the increased pressures and additional demands on the Department as predicted by the KPMG report from 2021. Thus, the decision before Council in 2023 and at present time is to accept service level reductions being delays in development approvals, and a negative impact to Planning revenues with the prescribed refund of fees; or increase staff resources.

✓ **Growth Related**

As the focus of this position is on Development Review, it is entirely driven by growth and development. At the present moment the Development Dashboard indicates 48 active development files. The bulk of these applications are being processed by the Manager of Development Review with the assistance of one (1) Planner. The hands-on processing of development applications is not the core duty of the manager. There remains one (1) vacant Development Review planner position which has not been filled due to recruitment and compensation challenges. A Principal Planner position will create a senior level, assistant manager position that can take leadership of complex development files and the Committee of Adjustment while allowing a more appropriate distribution of development files across the department while addressing the pressures of development.

✓ **Revenue**

Planning Application fees will come forward with or without this Principal Planner position.

However, with the changes from Bill 23 and the requirement to refund fees if applications are not approved within very tight timeframes, the risk of **not** funding this position would have a **direct negative** impact on Planning Department revenues if we are in the position of not meeting timelines, and as a result required to issue refunds.

Compensation for this position is offset by Planning Application revenues which are anticipated to increase in 2024.

✓ **Other**

As part of the 2024 Budget Engagement Exercise Planning, under the lenses of Residential, Commercial, Industrial, Environmental & Sustainability, ranked high on level of importance and were similarly recognized as areas where there should be an increase in funding and/or staff attention.

Priority 14. Sustainability Coordinator

✓ Strategic Plan

Sustainability

The closest alignment with the Strategic Plan lies in ***undertaking a community approach to making the future of Cobourg equitable, resilient, and sustainable in response to our ever-changing natural environment , including efforts to address climate change***. Without this position, the Town would not be able to fully deliver on this Strategic Action at this time.

Thriving Community

While this position most closely aligns with the Sustainability objective, a thriving community also means a community that respects the environment in which it exists. While there are limited ways in which environmental sustainability already exists in our day-to-day roles, the hiring of a Sustainability Coordinator would elevate these efforts to the next level, and ensuring our Thriving Community is not impacted by negative environmental impacts.

✓ Master Plans

This position comes forward as a direct result of the Integrated Community Sustainability Plan. The ICSP was approved in 2023 and contained 16 initial recommendations, the first of which is to staff the position. The remaining recommendations could not be fully realized until this position is filled given competing priorities and the workload of existing staff.

This position must also spearhead work and collaboration across the organization.

Staff and resources for this position have been consistently raised as an issue to consider since the inception of the ICSP. Sustainability and environmental stewardship do occur outside the realm of the ICSP itself, and across the organization, however in a less comprehensive and targeted manner.

✓ Other - 2024 Budget and Strategic Plan Engagement

The local sustainability community in Cobourg has a strong voice and is an advocate of sustainability. This was reflected during 2024 engagement and consultation related to the Corporation's Strategic Plan and during Budget Engagement. Environmental and Sustainability ranked high on level of importance and were similarly recognized as areas where there should be an increase in funding and/or staff attention.

Priority 15. Ec Dev Summer Student

✓ Strategic Plan – Thriving Town

The student would be working closely with both Economic Development and V13 staff. This position was historically offered by Economic Development but was on hiatus for 2023. Staff are requesting a reinstatement of this position to assist with economic development initiatives and Venture13 camps.

This position best aligns with the “Thriving Town” strategic objective. This position promotes community well-being and economic development. This would be an investment in programs and services targeting all age groups (the camps were a great success in 2023 and have provided an opportunity for teen/youth engagement) and improved revenue streams for V13.

✓ Master Plans

The Summer Student would have the opportunity to assist with the implementation of the Economic Development Strategic Plan. The plan contains key objectives:

1. Building up Cobourg: Revitalizing Downtown - the student would assist with downtown initiatives and support to small businesses; assisting with downtown grand openings and participating in outreach events with DBIA and others.
2. Making Business Boom: Retaining and Showcasing Businesses - the student would be involved in researching and presenting information for local newsletters and blogs and updating of the business directory.
3. Growing Up Local: Retention and Attraction of Workforce and Young Families and Adults – this role can assist with the preparation of marketing and promotional material i.e. new resident welcome package.
4. Laying the Groundwork: Investment Readiness - the student would be researching information to support website and social media updates; supporting the Invest Cobourg branding and marketing campaigns.
5. Next Generation: Support for Entrepreneurs and Business Innovators – the student would assist with delivering summer camp programs; supporting social media and marketing campaigns; assisting with planning, set up and take down of events.

PUBLIC WORKS

Priority 9. Environmental Technician

✓ Related Legislation

The Environmental Technician is a licensed wastewater treatment and collection operator in accordance with O.Reg 129/04.

The Environmental Technician role is heavily related to the compliance and reporting of the legislative requirements of the Environmental Protection Act and the Clean Water Act.

The Environmental Technician coordinates and administers the Town's biosolids disposal program in accordance with the Nutrient Management Act.

The Environmental Technician's are Municipal By-law officers as well as the Town's Risk Management Official/Inspector who administer the Town's Source Water Protection Plan, are members of the Municipal Enforcement Sewer Use Group, and who also enforce the Town's Municipal Sewer Use by-law.

✓ **Strategic Plan – Sustainability**

The Environmental Technician's role involves sampling of water at locations across Town to monitor for pollutants and to follow up and address source water threats. Water sampling occurs at stormwater outlets, creeks, Cobourg's harbour and waterfront, as well as at various points throughout the wastewater treatment plant. The Environmental Technician also samples sanitary effluent from industrial properties to ensure compliance with surcharge agreements and works with industries to comply with the Town's sewer use by-law. The Environmental Technician's role is also to participate in environmental groups such as the Municipal Enforcement Sewer Use Group and the International Water Services Flushability Group to promote community wide environmental awareness and mitigation efforts.

✓ **Master Plans**

Although this role is not explicitly stated in any ICSP action items, the Environmental Technician plays a role in waste diversion activities by developing and promoting community awareness and mitigation of pollutants that get into our stormwater system and ultimately our creeks and lakes.

✓ **Growth Related**

The Environmental Services Department used to have two (2) Environmental Technician II's. However, when one of them left the Town, the position remained vacant for a period of time and the incumbent was able to cover off sufficiently. The duties of this position have expanded to include several new tasks such as beach and harbour sampling, hazardous waste disposal, industrial abatement and coordination of environmental spill cleanups to name a few. The growth experienced in both residential, commercial and industrial properties adds kilometers of storm sewers and new treatment ponds to monitor should a spill occur, oil-grit-separators to monitor and

provide maintenance education for new restaurants, industrial effluents to monitor and agreements to enforce. With the expected expansion of both wastewater treatment plant's, this position is also critical to laboratory operations and reporting within the Environmental Services department. Redundancy and succession planning is required to be re-implemented.

✓ **Revenue**

The Environmental Technician negotiates the industrial surcharge agreements that do generate revenue for the purpose of offsetting costs associated with additional treatment required at the WPCP's as a result of the industry not being able to comply with the Town's sewer use by-law.

The Environmental Technician is also a by-law officer in that fines can be applied for environmental offenses as required.

The Environmental Technician is also responsible for investigating and reporting environmental spills whereby costs associated with clean up are recovered as well as fines charged.

This position is fully funded through the sanitary sewer reserve.

Other

The position is included within the Collective Bargaining Agreement and is currently vacant.

Priority 3. Senior Engineering (Title TBD)

✓ **Organizational Review**

The Organizational Review identified the need for an Infrastructure Planning Manager, in charge of asset management and long-range planning. Staff revised the title of this position to Assistant Manager with the direction being that the Engineering Manager is overall responsible for both and the Assistant would be dedicated to Asset Management planning. Currently the Assistant Manager is fully inundated with Development related work and the Manager being the sole capital and long-range planning project manager ie. Cobourg East Community Servicing. The Organizational Review was correct in identifying the gap in capital project management and planning; however, the higher urgency in resources continues to be development driven. With regulated Asset Management deadlines fast approaching, a divestiture in workload and restructuring of the Engineering Department is required.

The Assistant Manager is proposed to continue being responsible for asset management planning as well as development review and administration for engineering related works. The title of this role is proposed to be revised. The proposed new position (title TBD) will take on the responsibility of asset management plan implementation through capital planning and administration of major capital infrastructure works not just for Public Works infrastructure, but Town wide including the waterfront and harbour. The Manager of Engineering may also undergo a title revision.

✓ **Council Pre-Approval in 2023 – New to 2024 Budget**

Due to a critical senior staffing crisis in the Public Works Division late in 2023, a Staff report was brought to Council in closed session regarding the aforementioned restructuring and the urgency for non-union positions to be re-evaluated for compensation in order to recruit and retain senior expertise. Restructuring of the Engineering Department was approved by Council as described here within to be implemented in 2024.

Since 2022 Staff have been requesting additional resources to dedicate to Development Engineering Services which has been deferred twice (Development Review Coordinator). With the proposed restructuring, this position will no longer be required as duties will be the responsibility of the Assistant Manager.

✓ **Related Legislation**

This position will be required to implement the Asset Management plan in accordance with O.Reg. 588/17. Without this position, the Engineering Department and Director will have fewer resources to meet the regulated deadlines of July 1, 2024 and 2025 and risk losing millions of dollars in infrastructure funding. Without enough resources, consulting services may also be required to meet these deadlines.

Capital projects involve replacement, renewal or new infrastructure all of which are required to comply with the requirements of the Environmental Protection Act through the Town's Consolidated Linear Infrastructure Environmental Compliance Approval (CLI-ECA). The Town administers our own CLI-ECA by documenting any changes and reporting to the Ministry of the Environment, Conservation and Parks when required.

✓ **Strategic Plan**

Thriving Community

The main function of this position will be to ensure that the physical infrastructure is available to support the existing and future community. To do this, the Town's asset

management plan will be planned and completed by Engineering Staff and implemented by this senior engineering position.

Service Excellence

The addition of this position to the Engineering department will build our capacity to deliver for the development community and will improve service for our residents with being proactive in our approach to typical issues that arise during the development of a new subdivision or site plan. It is expected that stakeholder engagement will improve with a dedicated resource for capital project planning and construction.

Sustainability

This position will be implementing the Town's asset management Plan ensuring that appropriate levels of service and long-term sustainability are occurring.

✓ **Master Plans**

This position will be responsible for implementing the priorities of the Asset Management Plan, Transportation Master Plan as well as certain actions within the Integrated Community Sustainability Plan.

✓ **Growth Related**

Historically, engineering has been understaffed to the point of only being able to react to development issues during construction but as the department grows with the Town, more issues are being addressed proactively and collaboratively which further strengthens relationships with the development community.

With the anticipated growth in Cobourg, it is anticipated that both wastewater treatment plants will be required to be expanded in the near future. The proposed position will be responsible for coordinating and administering the capital projects related to the plant expansions which are expected to be valued at over \$60M.

✓ **Revenue**

This position will be partially funded by the Stormwater and Sanitary Reserve in consideration of the capital projects involving that infrastructure.

An increase in revenue generation may be applicable given that with additional engineering resources, more time from senior staff can be dedicated to reviewing development applications and working closer with developers and their consulting teams to expedite developments through the approvals process and construction works.

Other

✓ **2024 Budget Engagement**

Although Engineering Services were not specifically identified within the public engagement document, the proposed engineering position is expected to be the project manager for any capital projects related to Waterfront and Harbour improvements as well as ICSP actions.

The public also noted more attention to roads and infrastructure was needed which involves capital projects for rehabilitation and replacement.

The public also noted that additional budget and resources were needed for development purposes and this new position will allow for the engineering department to dedicate more resources to expediting development approvals and construction.

Priority 16. GIS Summer Student

✓ **Strategic Plan – Sustainability**

The student will be improving upon the Town's data inventory of regulatory signs. There are thousands of signs across Town that are tested for reflectivity annually in accordance with minimum maintenance standards (O.Reg. 239/02). Utilizing the new GPS unit (2024 capital project) all sign types and location can be input into the GIS database for asset management purposes.

✓ **Master Plans**

Utilizing the new GPS unit (2024 capital project) all sign types and location can be input into the GIS database for asset management purposes.

As time permits, the student will also assist with data collection and entry of other non-core assets into the Asset Manager GIS software to further expand our asset inventory.

✓ **Growth**

It has been 16 years since the implementation of GIS at the Town of Cobourg with only one full time employee maintaining data and continuing to develop and implement new programs corporate wide. As the Town grows, more and more assets need to be added to the GIS database or updated. The most cost-effective approach to accomplish this is to hire students. The time saved collecting data is beneficial to full time staff and the process of integrating the data into GIS is beneficial for the student to learn both field related and desktop skills.

In summary, these positions have all met the test with respect to being identified as corporate priorities, and staff are recommending that they be approved in the 2024 budget. As noted in the Organizational Review completed in 2021, the Town of Cobourg was below our comparators in several service delivery areas, and the organization did not, and still does not yet have the staff positions required to meet the demand of growth, Council priorities, service levels, or manage our risks and liabilities. Unfortunately, because the Town had not kept pace with these demands it does require the organization to play some significant catch up. As identified in Council's Strategic Plan the organization is pursuing service excellence and needs to ensure that the appropriate level of staff resources are in place to meet that objective. As demonstrated in the criteria matrix, these positions all respond to Council approved plans and strategies, resident feedback, respond to growth and maintaining or enhancing service levels, and are related to legislative compliance

5. Financial Impact and Budget

The financial impact and implementation in the 2024 budget have previously been communicated and disclosed through the budget process. The new staff positions account for an increase of 3.08% in the 2024 budget.

6. Relationship to Council's Strategic Plan Priorities 2023 to 2027 and beyond:

Thriving Community

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Service Excellence

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Sustainability

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7. Public Engagement:

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8. Attachments:

New Staff Positions Tracker

Report Approval Details

Document Title:	New Staff Positions Priority Listing.docx
Attachments:	- New Staff Positions Tracker_Jan 16 2023.xlsx
Final Approval Date:	Jan 16, 2024

This report and all of its attachments were approved and signed as outlined below:

Tracey Vaughan, Chief Administrative Officer - Jan 16, 2024 - 3:55 PM