



A Plan for Growth: Clarington's 2024-27 Budget

Clarington

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Introduction



Chapter 1: Introduction

Message from the Mayor



I am proud to present A Plan for Growth: Clarington's 2024-27 Budget.

Clarington has taken a huge step forward as a leader in the Greater Toronto and Hamilton Area (GTHA)—and beyond. This year, Clarington was named the fourth happiest place in all of Canada—and we're aiming to become number one. Our municipality is an ideal place to raise a family, start and grow a business and enjoy an exceptional quality of life. We're growing, and we're modernizing.

As one of the newest members of Ontario Big City Mayors, Clarington has an influential voice in advocating for strong and effective municipalities with our federal, provincial and municipal partners. Our municipality is teaming up with 28 other cities in Ontario, representing nearly 70 per cent of our province's population, to champion policies at all levels of government that will enable us to unleash our economic and cultural potential.

Clarington is also a leader in our country's nuclear energy sector—an industry that generates over \$6 billion a year nationally and is becoming increasingly important in the emerging global green economy. As a founding member and chair of the Canadian Association of Nuclear Host Municipalities, Clarington is working with global partners at the International Atomic Energy Agency to help shape a clean, efficient,

safe, and prosperous future for residents and businesses in our neighbourhoods, across Canada, and around the world.

Transformative projects such as the construction of four small modular reactors (SMRs) at the Darlington nuclear site, the redevelopment of the Bowmanville Hospital and the extension of the GO Train to two new stations in Clarington will result in thriving neighbourhoods, jobs and growth. Our municipality isn't just unlocking our economic potential. We're also creating a community where people can raise a family, connect with their neighbours, help shape their community and pursue their professional and educational dreams.

That's why Clarington is embarking on its first multi-year budget for 2024 to 2027, to help chart our course through that transformation. We are one of the first municipalities in Ontario to do so.

This four-year plan provides stability and predictability for the families and businesses who do so much to help our community thrive—so that they can plan for the future with confidence.

The budget will also take significant steps to implement Clarington's 2024-27 Strategic Plan.

It lays out a plan to support responsible, diverse and environmentally sustainable growth, including streamlining the housing development approvals process to support Clarington's pledge to build 13,000 new housing units and increasing our public works fleet, with a priority on green electric vehicles, to meet higher service demands.

This budget also builds on Clarington's ongoing efforts to be a leader in the delivery of efficient, responsive, meaningful and modern programs and services. We are exploring a centralized fire services headquarters in North Bowmanville to bring improved service to northern rural communities, implementing a robust cybersecurity capability and conducting a thorough review of our zoning by-laws.

In addition, the budget takes action to build strong, thriving, and safe communities across the municipality. We are upgrading parks and playgrounds, providing additional support to Marigold Hospice Care and launching a business incubator that brings together talent, innovation and creativity to help unleash the potential of Clarington's businesses.

This is an exciting time in Clarington as we continue to be one of the fastest-growing communities in Ontario. On behalf of Council, I

encourage residents and business owners to take a look at Clarington's plan to provide them with the opportunities, services and supports they need to make the most of our municipality's bright future.

Sincerely,



Adrian Foster
Mayor

Message from the Chief Administrative Officer and Treasurer



The 2024-27 Budget is the Municipality of Clarington's plan for the significant growth we are anticipating over the coming years. Prudent financial planning, data-driven decision-making and a long-term vision are essential to support Clarington's residents and businesses as we take on the challenges and opportunities that lie ahead. That is why Clarington is preparing a multi-year budget. This new approach will allow us to focus on our long-term goals and vision—and further align resources. It also makes it easier for residents and businesses to understand our long-term plans, while giving them certainty about tax rates for the next four years. It's a new way of doing business—one that is integrated, coordinated, aligned and effective. This budget will support how we will implement key action items identified in the 2024-27 Strategic Plan—a future-ready and forward-thinking plan of action that has been shaped with the help of Clarington residents and businesses. The Strategic Plan is the destination, and the multi-year budget is the app we're using to plan how we get there.

Clarington continues to be in a strong financial position, with more financial assets than liabilities; however, as we continue to grow our reserves will be used to respond to the needs of the community and stabilize the tax levy. And while Clarington has relatively low debt servicing costs, we will need to take on additional debt to facilitate the critical infrastructure that we need to

sustain development. Clarington continues to modernize and innovate to meet the needs of a dynamic and growing community by investing in technology that will enable the public to access municipal services more easily when they need them, in addition to providing more efficient delivery of those services.



By coordinating the Strategic Plan and multi-year budget, the Municipality of Clarington is creating an agile, effective and efficient performance framework that is focused on delivering exceptional services to everyone who lives, works, invests in and visits our dynamic community.

Sincerely,

A handwritten signature in black ink that reads "Mary-Anne Dempster".

Mary-Anne Dempster, MBA, CPA, CGA
Chief Administrative Officer

A handwritten signature in black ink that reads "Trevor Pinn".

Trevor Pinn, CPA, CA
Deputy CAO / Treasurer

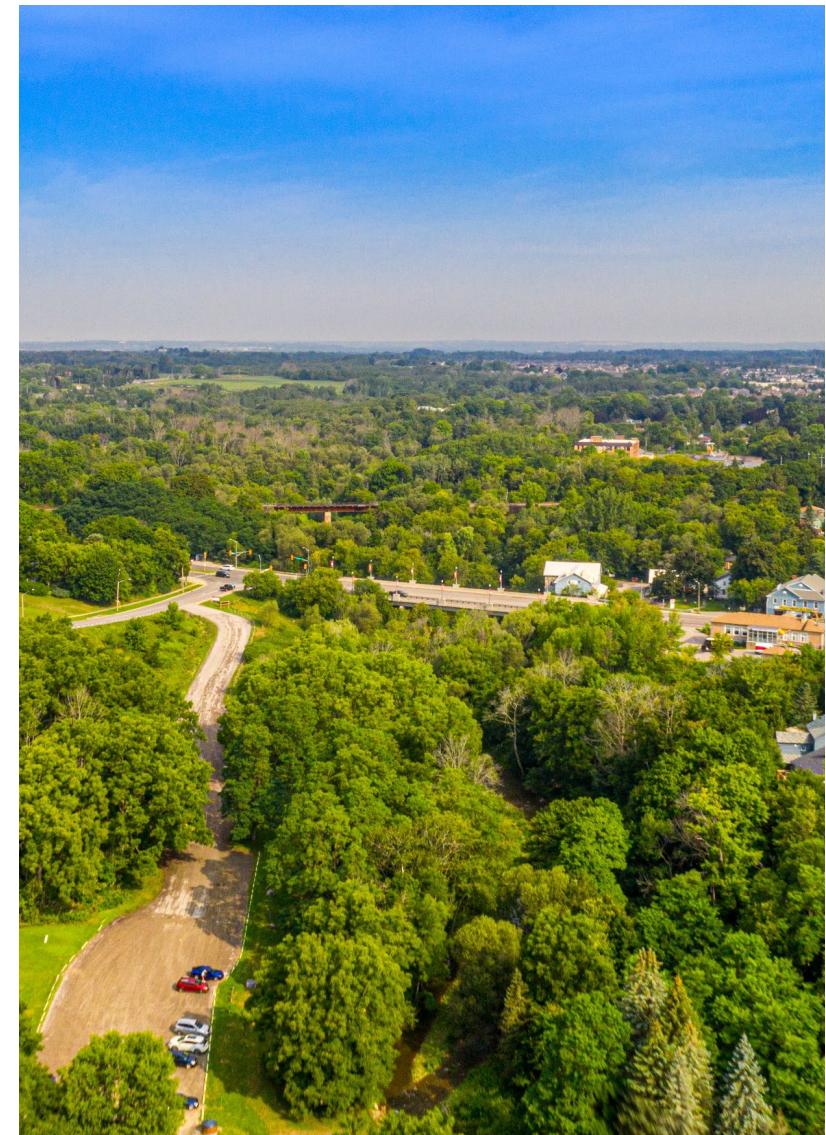
About Clarington

Clarington, the eastern gateway to the Greater Toronto and Hamilton Area, is a beautiful community that blends dynamic urban amenities with tranquil rural charm. The municipality covers an area of approximately 611 square kilometres and features four historic downtowns and urban centres and over 14 hamlets. Residents and visitors enjoy waterfront trails alongside Lake Ontario, Greenbelt-protected farmlands and the natural beauty of the Oak Ridges Moraine.

Clarington's population is approximately 109,400. We are projected to add 221,000 new people and 40,400 new jobs in the next 30 years. This level of growth will require a long-term plan that includes investment in our infrastructure and services to meet the needs of a growing community.

The Municipality delivers a wide range of services, including local roads, recreation facilities and programming, parks and fields, development and maintenance municipal law enforcement, fire and emergency services, building inspection and local planning.

Clarington is one of eight lower-tier municipalities in the Region of Durham. The Region provides services such as water and wastewater, social housing and social services, regional roads, Provincial Offences Act court services, police and ambulance services.



2023 Highlights

In 2023 the Municipality of Clarington took significant steps forward and achieved notable accomplishments to help provide an environment in which Clarington residents and businesses could succeed.

These accomplishments include:

- Working with the Province of Ontario and Ontario Power Generation to support the deployment of four Small Modular Reactors at the Darlington Nuclear Generating Station, which will mean thousands of jobs during construction and hundreds of local jobs during operations. When completed, the project will create enough clean electricity to power 1.2 million homes.
- Worked closely with Durham Region and the Province to make significant progress in bringing the GO train to Clarington and further connecting our community to the rest of the GTHA.
- Providing final approval for 1,580 new residential units.
- Providing \$1.25 million in grant funding to get shovels in the ground to build Marigold Hospice Care in Newcastle.
- Launching the [Service Clarington Citizen Portal](#) to make it easier for residents and businesses to access programs and services.
- Placing an additional full-time emergency response truck and crew at the renovated Fire Station 1.
- Resurfacing 22 kilometres of rural roads.
- Renovating the Newcastle Arena, upgrading Stuart Park, and opening the first municipal cricket pitch at Courtice Memorial Park.
- Implementing a GPS system to improve winter snow-clearing operations.
- Providing \$45,000 in support to over 15 community organizations and groups through the Community Funding Program.
- Enabling residents and businesses to receive their tax bills electronically, reducing postage and paper use.
- Responding to over 3,100 planning and infrastructure inquiries with an average response time of less than five days.
- Finding efficiencies to reduce the municipality's overall utilities budget by \$86,200.
- Achieved productivity and cash savings combined of approximately \$100,000 through cashless initiative at Town Hall.

Capitalizing on Grant Funding

The Municipality is strengthening its capability to capitalize on grant funding opportunities that can help fund priority initiatives in Clarington. The CAO's Office has developed a centralized Grant Administration Program to support staff in identifying, reviewing, and pursuing funding opportunities to secure non-taxation revenue to deliver projects, programs and services. This program will also help identify best practices, clarify roles and responsibilities, foster increased interdepartmental collaboration across the Corporation, and reduce duplication of efforts. The benefits of this program were identified through a Continuous Improvement project.

Some examples of grant funding-supported projects in 2023 include:

Streamline Development Approval Initiatives.

\$1 million from the Ministry of Municipal Affairs and Housing for various projects to modernize, streamline and accelerate residential development approvals.

Eiram Stormwater Management Pond Retrofit and Rehabilitation.

\$175,706 from the Investing in Canada Infrastructure Program—Green Infrastructure Stream administered by Infrastructure Canada for pond upgrades to restore functionality and improve stormwater management and treatment.

Clarington Kickstart for Fitness and Active Living Program.

\$35,000 from the Canada Parks and Recreation Association for fitness programs for newcomers to Canada.

Lifeguarding at Any Age Program.

\$17,830 from the Ontario Ministry for Seniors and Accessibility to support lifeguard recruitment and certifying adults and seniors in aquatic leadership.

Grade Level Rail Crossing Safety Upgrades at Cobblewick Road.

\$697,255 from Transport Canada's Rail Safety Improvement Program to construct an enhanced warning signal system, gate crossing improvement works, sightline visibility and signage improvements.

Renovation of Shaw House.

\$300,000 from Infrastructure Canada for repairs and renovations, including accessibility measures, to create a space for municipal and community purposes. The building will be the home of Invest Clarington's Business Resource and Innovation Centre (BRIC), a small business incubator that will support local businesses to create jobs and boost economic growth.

Alignment with 2024-27 Strategic Plan

A Plan for Growth will work in concert with Clarington's 2024-27 Strategic Plan, which sets the course for the Municipality to navigate change and take advantage of the opportunities in its future. Together, these two documents will help guide Clarington forward.

The Strategic Plan consists of the following themes, which were informed by input from Council and the community:



Municipal Levy and How Your Taxes Are Spent

Every dollar of your tax bill is currently divided into three separate portions:

- Approximately 50 per cent for the Regional tax set by the Regional Municipality of Durham.
- Approximately one third for the Municipal tax set by the Municipality of Clarington.
- The remainder goes to the educational tax for local school boards, which is set by the Province of Ontario.

Net Levy Required

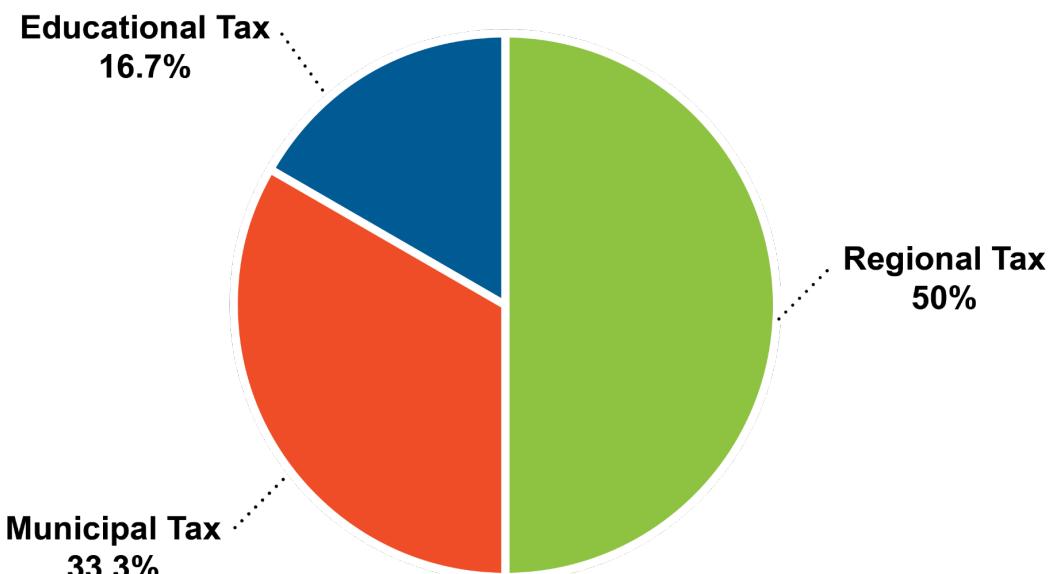
The Municipality needs to invest in critical infrastructure and increasing service levels in order to respond to the needs of a growing population. To support those investments, while maintaining the financial health of the Municipality, this Budget includes an average net levy increase of 4.2 per cent per year from 2024 to 2027.

The 4.2 per cent is the annual increase to Clarington's total municipal budget, not to individual property tax bills. Clarington's portion of a homeowner's tax bill is about one-third of the total amount. Clarington's budget increase will result in about a 1.4 per cent annual increase to the total property tax bill, or approximately \$67 more a year for the average home.

Clarington property taxes are the lowest in the Lakeshore and second lowest in Durham Region for a single-family dwelling. The municipal portion of a homeowner's tax bill supports a wide range of services, including local road maintenance, recreation facilities and programming, parks and fields, municipal law enforcement, fire and emergency services, economic development, building inspection and local planning.

Determining the change in net levy required from property taxes is a combination of both the operating and capital budgets, including any contributions to and from reserves and reserve funds.

Municipal Levy and Tax Spending



The following chart indicates the change in the Municipal levy from 2024 to 2027, including the estimated growth in assessment and the final amendments from the draft budget.

Action	2024	2025	2026	2027
Tax Levy from Prior Year	\$72,443,900	\$76,807,800	\$81,336,600	\$86,273,500
New Growth for Year	1,086,700	1,338,800	1,619,500	1,718,312
Final Budget Amendments	307,000	53,500	(2,600)	(2,600)
Levy Growth from Prior Year	2,970,200	3,136,500	3,320,000	3,519,900
Total	\$76,807,800	\$81,336,600	\$86,273,500	\$91,511,800

Levy Growth averages approximately 4.2 per cent per year. In 2024, new growth is assumed to be equal to 1.50 per cent of the 2023 levy, increasing to 1.75 per cent in 2025 and 2.00 per cent in 2026 and 2027.

What is a Multi-Year Budget?

Under the *Municipal Act, 2001*, a municipality can choose to prepare a budget covering one to five years. Clarington is preparing a four-year budget.

Rather than preparing an annual budget, Council will review and adopt budgets for the next four years which will be reevaluated annually. Benefits of implementing a multi-year budget include:

- Council can implement a longer-term vision and align budget priorities with Clarington's 2024-27 Strategic Plan.
- Clarington can make long-term plans to manage its anticipated strong population growth over the coming years.
- The Municipality can better anticipate and plan for longer-term financial needs, such as managing its anticipated strong population growth over the coming years and helping meet its commitment to build more housing.
- Savings can be achieved by planning longer-term procurement contracts farther in advance.
- Sudden cost fluctuations and unexpected changes can be managed and minimized.
- The Municipality, residents and businesses have more certainty about their taxes, enabling them to better plan for their future.

Budget Process

The Municipality of Clarington's budget process enables the Corporation to prepare a plan that prioritizes projects, programs and services based on anticipated revenues and expenses. Under the *Strong Mayors, Building Homes Act, 2022*, the Mayor of Clarington has the duty to prepare the municipality's budget and present it to Council.



Direction and Planning



- Mayor determined direction and priorities for the municipality and directed staff to prepare a budget. The Financial Services Department issued budget guidelines, timelines and base budgets (operating and capital) to municipal departments based on that direction. Departments then reviewed and proposed amendments to base budgets, based on their operational needs, to the Mayor and CAO.

Proposed Budget Preparation



- Financial Services Department consolidated the amended base budgets and related financial details to create a proposed budget, which was presented to the Mayor for review.

Presentation to Council and Public



- Staff released a preview of the proposed budget to the public on November 20, 2023.
- Mayor provided the proposed budget to Council on November 22, 2023.
- Mayor and Staff presented an overview of the proposed budget on November 24, 2023. These dates were well ahead of the legislated requirement of February 1 of each year.

Council Deliberation and Amendment



- Council had 30 calendar days from November 22, 2023, to propose and vote on amendments to the proposed budget.
- Once Council's amendments had been voted on, the Mayor had 10 calendar days to veto those amendments. The Mayor waived the right to veto those amendments.

Budget Adoption



- The Budget was deemed adopted on December 6, 2023. Staff were permitted to access their adopted budgets and begin implementing budget measures such as providing funding for programs and hiring staff.

Departmental Highlights

Mayor and Council

Clarington Municipal Council is an elected body that provides governance for the Municipality, sets policy and makes decisions about municipal financing and services. Council consists of a Mayor, two Regional Councillors, and four Local Councillors. Local Councillors represent the residents of one of four municipal wards on Council. Regional Councillors represent residents of one of two regional wards, comprised of two local wards each. Like Local Councillors, they are voting members of Clarington Council; they, and the Mayor, also represent Clarington residents on the Regional Municipality of Durham Council.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	10	10	10	10
Operating Budget	\$1,183,151	\$1,215,992	\$1,250,848	\$1,290,849

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is accountable to provide strategic leadership for the overall management of the Corporation and deliver on Council priorities. To support the CAO to deliver on Council expectations, staff in the CAO's office are focused on policy development, strategic initiatives, corporate communications, corporate performance, intergovernmental affairs, non-taxation revenue generation, and grant administration.

With a goal to improve customer service, the Municipality of Clarington has modernized its organizational structure to centralize the bulk of its public service delivery into the new Public Services Department, which oversees the following public-facing functions:

- Clarington Fire and Emergency Services, including emergency response, public education and fire prevention.
- Community Services, including municipal facilities and recreation programming, customer service and climate change.
- Public Works, including municipal road, bridge and sidewalk maintenance; park and sports field maintenance; and crossing guards.

This reorganization was implemented after the adoption of the 2024-27 Budget; therefore, Clarington Fire and Emergency Services, Community Services, and Public Works will continue to be referenced as separate departments throughout the budget book. The change is administrative in nature and has no impact on the Municipality's finances as presented in the Budget.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	16	17	18	18
Operating Budget	\$3,117,458	\$3,368,449	\$3,631,209	\$3,784,919

Legislative Services

The Legislative Services Department is responsible for providing legal and legislative advice and support to Council and the Municipality, municipal law enforcement, animal services, the Clerk's office, human resources and legal services.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	52	53	54	53
Operating Budget	\$6,407,027	\$6,887,427	\$6,989,227	\$7,377,704

Financial Services

The Financial Services Department is responsible for the Municipality's overall financial activities, including managing the Corporation's financial assets, collecting taxes, developing Municipal budgets, procuring goods and services, and information technology services.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	48	50	51	51
Operating Budget	\$4,258,250	\$4,189,192	\$5,673,147	\$7,482,378

Emergency and Fire Services

Clarington Emergency and Fire Services provide professional and highly trained emergency response, education, inspection, permitting and fire prevention services. The department is made up of full-time and volunteer firefighters.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	204	224	199	199
Operating Budget	\$14,766,827	\$16,668,609	\$18,215,017	\$18,773,057

Public Works

Public Works is responsible for the maintenance of the Municipality's roadways, sidewalks, parks, outdoor recreational amenities, cemeteries, and municipal fleet and equipment.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	155	156	156	156
Operating Budget	\$18,920,756	\$19,674,312	\$20,197,186	\$20,676,924

Community Services

Community Services delivers indoor recreation facilities, programs and activities for residents as well as for minor sport organizations. It also operates and maintains recreational facilities, municipal buildings, fire stations, library branches, museum facilities, and operation depots, as well as providing operational support for municipal and departmental special events. In addition, Community Services administers the annual Community Funding Program, which supports not-for-profit and volunteer-based organizations in the community.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	421	425	426	426
Operating Budget	\$12,842,659	\$13,048,394	\$13,575,153	\$13,923,533

Planning and Infrastructure Services

The Planning and Infrastructure Services Department is responsible for managing the growth of the Municipality. The department develops planning policy, issues building permits, reviews development applications for infrastructure planning, oversees key infrastructure investment projects, and supports local economic development activities through Invest Clarington.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	80	85	85	85
Operating Budget	\$5,758,750	\$6,423,049	\$6,950,188	\$7,163,529

Clarington Public Library, Museums and Archives (CPLMA)

CPLMA connects residents with cultural, literacy, heritage, and learning resources. CPLMA provides services through five locations and two additional heritage buildings: Bowmanville Library Branch, Courtice Library Branch, Orono Library Branch, Newcastle Library Branch, Sarah Jane Williams Heritage Centre, Kirby School House and Waverley Place.

	2024	2025	2026	2027
Total Staffing Compliment (Full-time and part-time)	67	68	69	70
Operating Budget	\$4,334,737	\$4,867,102	\$5,246,082	\$5,631,118

External Agencies

Clarington provides funding support for a variety of external agencies to deliver programs and services for members of the community. These agencies operate outside of the Municipality's operational functions and are not consolidated into the Municipality's financial statements for reporting purposes. The Visual Arts Centre of Clarington is a not-for-profit charitable organization that nurtures cultural development in Clarington by fostering creativity through arts education, exhibition, and promotion.

	2024 Request	2025 Request	2026 Request	2027 Request
Firehouse Youth Centre	\$285,097	\$371,411	\$378,839	\$386,416
Community Care Durham	53,476	54,546	55,637	56,750
Bowmanville Older Adults	344,055	354,377	365,008	375,958
Newcastle Community Hall	35,000	39,000	\$39,000	39,000
Charles H. Best Diabetes Centre	25,000	25,000	25,000	0
Lakeridge Health Foundation	0	0	3,750,000	3,750,000
Visual Arts Centre of Clarington	234,826	239,522	244,313	249,199
Total	\$977,454	\$1,083,856	\$4,857,797	\$4,857,323

Organizational Chart



Changes to Staffing Requests from 2023 Budget

The 2023 Budget approved staffing requests for 2023-25 based on the expected staffing needs (compensation and benefits) forecasted at that time. A Plan for Growth includes staffing for 2024-27 that revises the projections for 2023-25.

The following table identifies the staffing requirements for 2024-27 as well as the changes made from the 2023 Budget forecast. Changes to staffing are a result of factors such as efficiencies through Continuous Improvement, changes in Provincial legislation and to meet the directed tax levy target. Additional details on the business cases for these positions are listed in Chapter 5.

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Mayor and Council / Office of the Mayor	Policy and Communications Advisor	1	\$115,100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Office of the CAO / Administration	CAO Executive Assistant	1	115,100	0	0	0	0	0	0	0	0
Office of the CAO / Corporate Performance	Business Performance Specialist	1	102,600	0	0	0	0	0	0	0	0
Office of the CAO/Corporate Performance	Customer Service Specialist 1-2025 1-2026	2	0	0	0	0	0	136,003	136,003	139,826	0
Legislative Services / Human Resources	Health & Safety Associate	1	106,800	0	0	0	0	0	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Legislative Services / Human Resources	Organizational Development and Learning Specialist	1	0	0	143,819	143,819	0	0	0	0	0
Legislative Services / Legal Division	Associate Solicitor	1	173,600	0	0	0	0	0	0	0	0
Legislative Services / Legal Division	Realty Manager	1	0	0	172,319	172,319	0	0	0	0	0
Legislative Services / Municipal Law Enforcement	Municipal Law Enforcement Officer I 1-2024 1-2025	2	0	0	82,974	82,974	85,505	0	85,505	0	0
Legislative Services / Animal Services	Convert part time Clerk I to full time Clerk II	0.5	0	14,500	0	14,500	0	0	0	0	0
Financial Services / Information Technology	Chief Information Officer	1	186,100	0	0	0	0	0	0	0	0
Financial Services / Information Technology	Project Lead 1-2024 1-2026	2	0	106,200	0	106,200	0	0	0	115,907	0
Financial Services / Information Technology	Solutions Analyst 2-2024 2-2025	4	0	106,200	106,200	212,400	108,300	108,300	216,600	0	0
Financial Services / Asset Management	Financial Analyst	0	0	0	0	0	101,000	(101,000)	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Financial Services / Accounting Services	Accounting Clerk I	0	0	0	0	0	85,500	(85,500)	0	0	0
Financial Services / Purchasing Services	Buyer	0	0	0	0	0	105,500	(105,500)	0	0	0
Emergency and Fire Services / Suppression	Firefighter	16	0	0	0	0		1,308,911	1,308,911	0	0
Emergency and Fire Services / Suppression	Captain	4	0	0	0	0		679,556	679,556	0	0
Public Works / Operations	Heavy Equipment Operator – Roads	1	101,500	0	0	0	0	0	0	0	0
Public Works / Operations	Heavy Equipment Operator – Parks	1	101,500	0	0	0	0	0	0	0	0
Public Works / Operations	Permanent Part time Labourers – Roads	1	32,700	0	0	0	0	0	0	0	0
Public Works / Operations	Permanent Part time Labourers- Parks	1	32,700	0	0	0	0	0	0	0	0
Public Works / Operations	Manager of Parks Services	1	0	201,700	0	201,700	0	0	0	0	0
Public Works / Operations	Arborist 1-2024 1-2025	2	0	96,100	0	96,100	0	99,682	99,682	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Works / Operations	Light Equipment Operators (4)	0	0	172,000	(172,000)	0	175,400	(175,400)	0	0	0
Public Works / Operations	Business Analyst	1	115,100	0	0	0	0	0	0	0	0
Public Works / Fleet	Fleet Technician	1	0	0	108,245	108,245	118,000	(118,000)	0	0	0
Community Services / Administration	Community Development Assistant	1	108,400	0	0	0	0	0	0	0	0
Community Services / Building Services	Part-time Building Services II	1	47,100	0	0	0	0	0	0	0	0
Community Services / Recreation Services	Part-time Assistant Coordinator	1	48,800	0	0	0	0	0	0	0	0
Community Services / Recreation Services	Recreation Programmer 1-2025 1-2026	2	0	92,700	(92,700)	0	94,500	0	94,500	112,789	0
Community Services / Recreation Services	Clerk II	0	0	0	0	0	69,100	(69,100)	0	0	0
Community Services / Recreation Services	Aquatic Programmer	0	0	0	0	0	94,500	(94,500)	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Community Services / Recreation Services	Aquatic Deck Leads	2	0	0	0	0	0	173,785	173,785	0	0
Community Services / Facilities	Plumbing Technician	1	0	0	0	0	117,100	0	117,100	0	0
Community Services / Facilities	Facility Supervisor	0	0	0	0	0	144,800	(144,800)	0	0	0
Community Services / Facilities	Lead Hand	0	0	0	0	0	110,700	(110,700)	0	0	0
Community Services / Facilities	Facility Operator II (8)	0	0	0	0	0	548,900	(548,900)	0	0	0
Planning and Infrastructure Services / Infrastructure Division	Capital Works Engineer	1	146,800	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Infrastructure Division	Construction Inspector	1	97,100	0	0	0	101,000	(101,000)	0	0	0
Planning and Infrastructure Services / Infrastructure Division	Senior Construction Inspector	1	0	0	0	0	0	112,630	112,630	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Planning and Infrastructure Services / Infrastructure Division	Infrastructure Technologist	1	0	106,200	0	106,200	0	0	0	0	0
Planning and Infrastructure Services / Development Engineering	Transportation Engineer	1	146,800	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Development Engineering	Water Resources Engineer	1	146,800	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Development Engineering	Construction Inspector	1	0	0	0	0	101,000	0	101,000	0	0
Planning and Infrastructure Services / Development Engineering	Development Review Technician	1	0	0	0	0	101,000	0	101,000	0	0
Planning and Infrastructure Services / Community Planning	Principal Planners	3	405,000	0	0	0	0	0	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Planning and Infrastructure Services / Community Planning	Senior GIS Analyst	0	0	121,700	(121,700)	0	0	0	0	0	0
Planning and Infrastructure Services / Community Planning	Senior Planners (7)	0	0	1,542,500	(1,542,500)	0	0	0	0	0	0
Planning and Infrastructure Services / Community Planning	Planner II (3)	0	0	637,200	(637,200)	0	0	0	0	0	0
Planning and Infrastructure Services / Development Review	Planner I	1	87,900	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Development Review	Principal Planner	1	135,000	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Development Review	Senior Planner	0	0	118,700	(118,700)	0	0	0	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Planning and Infrastructure Services / Economic Development	Sr. Economic Development Officer	1	0	156,564	0	156,564	0	0	0	0	0
Summary changes to wages identified last year for required positions			0	0	30,103	30,103	0	15,794	15,794	0	0
Total FTE Tax Support Impact		70	\$2,552,500	\$3,472,264	(\$2,041,140)	\$1,431,124	\$2,261,805	\$980,260	\$3,242,065	\$368,522	\$0

Funding from other sources											
Emergency and Fire Services / Administration	Business Continuity and Emergency Management Planner	1	\$73,700	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planning and Infrastructure Services / Building Inspection	Plumbing/ Mechanical Inspector	1	97,100	0	0	0	0	0	0	0	0

Department / Division	Position	# FTE 2023-2027	2023 Final Budget	2024 (Proposed in 2023 Budget)	2024 (2024-27 Amendment)	2024 Final Budget	2025 (Proposed in 2023 Budget)	2025 (2024-27 Amendment)	2025 Final Budget	2026 Final Budget	2027 Final Budget
Planning and Infrastructure Services / Building Inspection	Upgrade Building Inspector to Senior	1	7,000	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Building Inspection	Building Engineer	1	146,800	0	0	0	0	0	0	0	0
Planning and Infrastructure Services / Building Inspection	Building Inspector	1	0	0	0	0	101,000	0	101,000	0	0
Planning and Infrastructure Services / Building Inspection	Supervisor of Inspection	1	0	0	0	0	152,800	0	152,800	0	0
Summary changes to wages identified last year for required positions			0	0	0	0	0	2,530	2,530	0	0
Total funded from other sources (Reserve funds)		6	\$324,600	\$0	\$0	\$0	\$253,800	\$2,530	\$256,330	\$0	\$0
Total 2023, 2024-27 Approved Staffing		76	\$ 2,877,100				\$1,431,124			\$3,498,395	\$368,522
											\$0

Commitment to Continuous Improvement

In order to meet the needs of a growing and changing community, the Municipality of Clarington has made a commitment to Continuous Improvement (CI) across the organization. The Municipality is applying a data-driven, disciplined, and innovative approach to enhance the way it delivers services to people and businesses in Clarington.

CI is a systematic and ongoing approach to enhancing processes, products, and services within an organization. The goal is to make incremental and sustainable improvements over time, with the aim of increasing efficiency, quality, productivity, and customer satisfaction.

Objectives are achieved through the implementation of a Lean Management framework, which systematically identifies and eliminates non-value-added activities in order to focus the organization's work to deliver exceptional results to its customers.

The Municipality created two Business Improvement Specialist positions who hold Lean Six Sigma Black Belts and are charged with completing CI initiatives and supporting the overall development of a CI framework for the Corporation. To continue fostering a culture of continuous improvement, six staff were trained and certified as Lean Six Sigma Green Belt.

Creating a CI culture in the Corporation isn't just the responsibility of Lean Six Sigma-certified employees—everyone has a role to play in finding ways to deliver exceptional services. Municipal staff are encouraged to make small daily improvements in the way they do their work. Those interested in taking on a Lean project can feel free to reach out to their manager or Lee-Ann Reck, Manager of Corporate Performance, with their ideas.

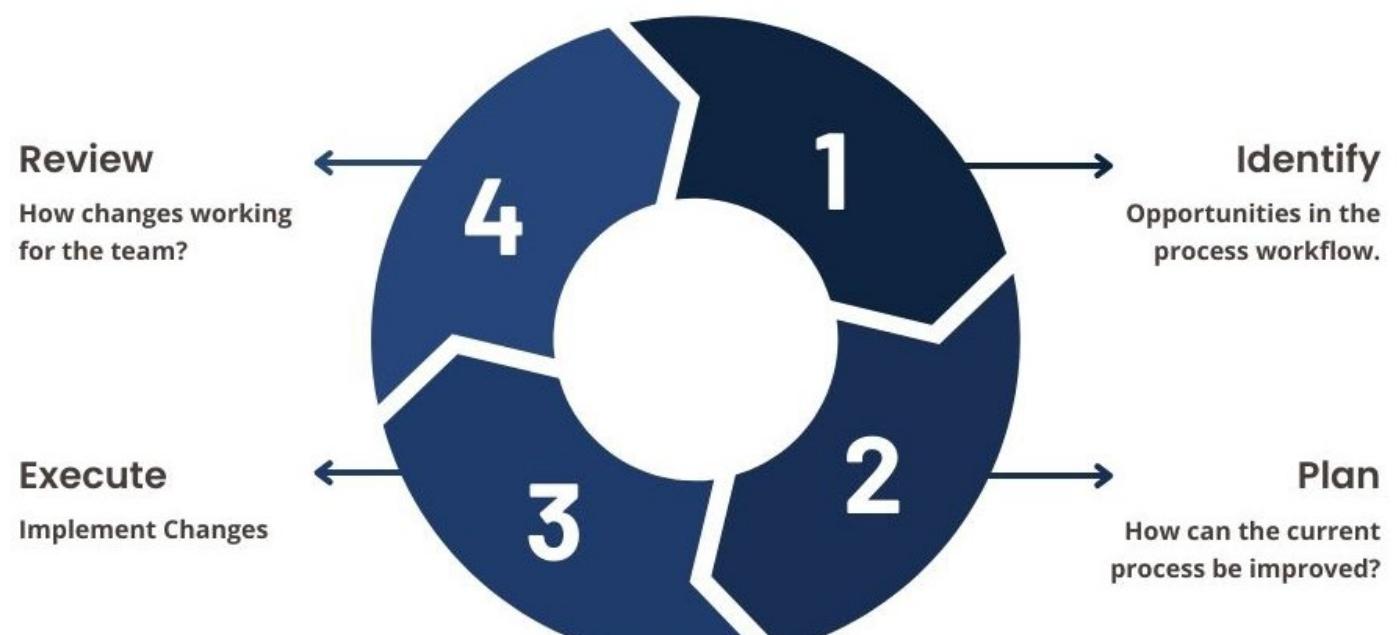


Diagram above: Continuous Improvement Cycle

Staff identified the following opportunities for process improvements and implemented efficiencies across the organization:

Project	Team	Details
Centralization of Fleet	Corporate Performance (CAO), Public Works, Facilities (CSD), Purchasing (FSD)	Centralizing fleet management and oversight saves money and time in purchasing. Standardizing the types of vehicles purchased reduces maintenance costs and ensures that the Municipality meets fleet electrification targets.
Going Cashless	Strategic Initiatives (CAO), Accounting (FSD),	Eliminating the acceptance of cash at non-recreation facilities increases staff safety, saves time and effort in counting and preparing deposits, and reduces the cost of hiring armoured car services.
Mail Room Relocation	Corp Perf (CAO), Clerks (LSD), Facilities (CSD)	Moved mail room to first floor of the Municipal Administrative Centre (MAC) to be closer to Clerks Division and optimize the mail route to take on additional responsibilities with no additional staff time.
Special Event Booking Process	Continuous Improvement (CAO) Community Development (CSD), Recreation Services (CSD)	Project to improve the lead time on the existing manual and ad-hoc process by 40 per cent. The project was divided into phases; the first phase is complete with a projected annual savings of approximately 10 per cent in processing time, or \$60,000. Phase 2 will begin in November 2023.
Facility Booking Process	Continuous Improvement (CAO), Customer Services (CSD)	Reviewing and reducing the number of manual interventions required to confirm a tentative booking, standardizing the process to reduce the variation in the number of days to complete a booking. Underused part-time staff were leveraged to support the process, freeing up capacity of full-time staff to focus on more complex work. The initial improvements in this process will see a processing cost reduction of 20 to 25 per cent, or \$40,000-\$50,000 as a first step.
In-House Contract Administration and Design	Continuous Improvement (CAO), Infrastructure (P&I)	A review of the current process of Contract Administration Services (CAS) and Design services resulted in improved consistency of decision-making and improved identification of projects which could be managed internally versus being contracted out. The project will see a cost reduction of 10 per cent, or up to \$100,000, when fully implemented by the end of 2023.

Project	Team	Details
Engineering Roster Procurement	Continuous Improvement (CAO), Infrastructure (P&I), Purchasing (FSD)	Review and redesign of the current pre-qualified engineering vendor list resulted in an increase in capacity for infrastructure staff to perform engineering work, reducing the overall procurement time by 20 per cent.
Fleet Work Order Process Flow	Continuous Improvement (CAO), Fleet, Administration	Automating work order processing through CityWide, this will reduce variation on work orders, ensure work is linked to the asset for cost tracking, increases the efficiency of work assignments to fleet technicians and reduces duplicate work. These improvements will see a process savings of 1800 hours of productivity over the year.
Parks Inspections and Maintenance Flow	Continuous Improvement (CAO), Parks, Administration	Implementing an automated work order process for maintenance and inspections workflow has resulted in improved documentation, monitoring and compliance. Work scheduling can be completed more efficiently and updated in real time in the field, reducing manual process and need for paper documentation. These improvements will result in 1312 hours of increased capacity for existing staff and a reduction of 244 duplicate inspections as well as reduction in costs associated with vehicle use.
GL Account workflow	Continuous Improvement (CAO), Accounting (FSD), Administration (PW)	Eliminating unnecessary account coding for general ledger accounts, realizing requirements for accounting, and reducing duplication of work already available in City Wide platform. Improvements resulted in a reduction of the overall number of GL Accounts and freeing up 2.5 days of productivity per month in public works and accounting.
Created new Departmental Vision, Mission, and Core Value statements.	CEFS	Creating a new Vision, Mission and Core value statements creates a unity in purpose and goals, ultimately resulting in coordinated and intentional results which link to the strategic direction of the department.
Revised Establishing and Regulating by-law	CEFS	Revised the by-law and updated services to respond to community needs resulted in reduction in training requirements for services that were not required or responded to, creating an efficiency in staff time and increasing customer satisfaction.
Fire Protection Agreement with OFS	CEFS	Signed a fire protection services agreement with Oshawa Fire Services for the delivery of specialty rescue services, allowing staff to focus additional time and resources on core services.

Project	Team	Details
Review of Response Services	CEFS	Conducted a review of CEFS response services and identified service gaps in a report to Council. Resulted in the addition of a fourth fully staffed fire truck, increasing the ability to service the community.
Improved Open Air Burning and False Alarm Procedures	CEFS	Improved efficiency of open air burning and false alarm processes to increase revenue and reduce administrative work.
Leased Fire Station 5	CEFS, Legal Services (LSD)	Increased revenue for the department of \$27,500 per year by leasing Fire Station 5 to EMS to run a community paramedic program jointly with CEFS fire response.
Redesigned Clarington's Emergency Management Plan and provided training to the Municipal Control Group	CEFS, Communications (CAO), PWD, IT (FSD)	When completed in November 2023, will improve the municipality's preparation to respond to emergencies within the community.
Training hours increased year over year and included new techniques and an improved skill maintenance program.	CEFS	Improved quality of services provided, resulting in increased success rate in minimizing the impact of an emergency to residents.
Training to prepare for high-rise buildings.	CEFS	Improved services provided by firefighters by training them on high rise firefighting. Training provided by expert from Toronto Fire Services.
Saved by the Beep Program	CEFS	New program delivered to the community to improve smoke alarm awareness and compliance.
Panic Fobs	Facilities (CSD), ground floor customer service	Panic fobs installed at Customer centric wickets. Lanyards for meeting rooms 1E and 1D and lanyard fob for Clerks during Council/Committee Meetings, aimed at increasing staff safety and reducing the response time by facilities staff when issues arise.
Bi-weekly cheque runs, increasing Electronic Funds Transfer (EFT)	Accounting	Increased uptake of EFT by up to 80 per cent of vendors has enabled staff to reduce cheque runs from weekly to bi-weekly and reduce the amount of staff time and costs associated with mailing and printing cheques.

Project	Team	Details
Electronic Document Management project	IT	Showcased Clarington's leadership in modernizing and leveraging technology by demonstrating the Electronic Document Management Project to other municipalities interested in duplicating the approach in their jurisdictions.
Electronic workflow approval and storage of all Finance Journal Entries	Accounting, Tax and Capital	Digitizing the processing and storage of Journal Entries. This improvement reduces paper use, frees up storage space and reduces staff time required to manually search for documents.
Electronic storage of signing authority approvals.	Financial Services	Digitizing the processing and storage of signing authorities. This improvement reduces paper use, frees up storage space, reduces staff time required to manually search for documents and improves access to files for a hybrid workforce.
Developed annual purchasing order review and closing process.	Purchasing and accounting	Improved the accuracy of records, reduced number of open records and increased efficiency in staff time resources.
AMANDA Implementation	IT, PWD, Planning, Infrastructure, Clerks, CEFS, Finance, By-Law, Building	Incorporating electronic payments processing and developing a cash receipt import process for electronic payments increased customer ability to self-service and reduced staff time spent on manual entries. Process flow improvements for frontline customer service staff were also identified and implemented.
Cemetery / Perpetual Care	Accounting	Simplified the investment processes and implemented quarterly reviews to shorten year-end reporting deadlines and Bereavement Authority of Ontario reporting requirements, reducing the reconciliation effort and time for staff.
Implemented Financial Services Business Partners	Accounting	Created efficiencies by identifying a single point of contact for Financial Services touchpoints and interactions in each department. Business partners assist with budgets, operating expense review and general finance related inquiries; this streamlined the process and saved time for both accounting staff and departments.
Developed cashflow forecasting model	Accounting	Developed a cash flow model to provide accurate data to support financial investment decision making. Creating this model and presenting data in one place in a streamlined document reduced staff time required to gather that information.

Project	Team	Details
Developed municipal price index	Accounting	Developed an economic model to determine the inflation costs specific to the Municipality, enabling the Municipality to identify inflationary impacts on budget needs.
Closed Session Venue	Clerks, Facilities (CSD)	Improved meeting quality for virtual participants by having Council members remain in Chambers during closed sessions instead of using the Anteroom. Improved capacity for staff to attend as the Anteroom does not meet the needs of attendance for closed session meetings. Reduced need for Council and Clerk staff to move locations and improved sound quality. Cost avoidance from future equipment replacements needs of the Anteroom.
ADP approval email notifications	HR – Payroll (LSD)	Productivity savings for approvers to not have to enter the ADP system unless a pending request is waiting.
Applicant Tracking System	HR – Business Partners (LSD), Communications (CAO)	Creating process efficiencies, reducing manual effort for HR staff and hiring managers, and improving new hire onboarding by transitioning to ADP's applicant tracking system, automating candidate screening and interview steps and improving hiring procedures.
On Duty Logbook transition	PWD – Administration and Traffic	Transitioned ON Duty Diary Logbooks to an online Outlook format. Removed travel time waste exchanging logbook to rotating staff, and time required to gather documentation for claims purposes. Documentation is electronic and easily accessible for staff.
Electronic Splash Pad Inspection	PWD – Administration and Parks	Splash pad and playground structure inspection added to digital database. Staff complete inspection on tablet. Removed need for paper filing. Efficiencies created by storing all records in a standard location, eliminating need for paper records.
Digital Circle Checks	PWD – Administration, Fleet, Parks, Traffic, Roads	Streamlined circle checks in winter vehicles by transferring from paper to tablet. Deficiencies are integrated to Fleet CityWide Service Requests in real time. Reduced paper and time wasted to report deficiencies.
CityWide Winter Route Patrol.	PWD – Administration, Roads, Traffic	Winter patrol was transferred to CityWide route patrol. Digital records result in reduced paper use and more efficient route and inspection work. Records are saved in database, reduced paper.

Project	Team	Details
Culvert Inventory Tracking	PWD – Roads	Improved culvert inventory tracking throughout the year with an updated spreadsheet that captures culvert details and couplers used (for permanent and temporary installations), enabling up-to-date inventory tracking throughout the year and reducing time and effort in reconciling information at the end of year. Will increase inventory accuracy.
Updated Timesheet Template	PWD – Administration, Traffic	Updated timesheet template from one sheet per day to one sheet per pay period. Notably reduced time and errors in information in the master payroll spreadsheet.
Real-Time Mapping – Winter Operations	PWD – Whole department	Implemented Focus GPS system for online real-time mapping of winter operations, improving route planning and assignment of uncompleted routes to night shift, reducing resource use and helping ensure compliance with Provincial minimum maintenance standards (MMS).
Reflective Cross Culverts	PWD – Traffic, Roads	Making all new cross culverts with reflective flexible bollards to reduce staff time and effort in locating culvert ends in the winter snow, improving road safety and maintenance.
Increased Armadillo Stealth Radar Traffic Counters	PWD – Traffic	Enhancing and increasing data collection and related processes, and reducing need for outside contractors, through the use of five Armadillo stealth radar traffic counters. Response times are also drastically improved.
Inventory of Driveway and Road Cross Culverts	PWD – Capital Works, GIS	Compiling an inventory of driveway and road cross culverts which will be converted into its own layer in GIS. Work was conducted by a summer student over the last two summers.
Revision of MMS Inspection Procedure and Training Manual	PWD – Capital Works	Improving inspections and identification of deficiencies by updating the procedure and training manual for annual sidewalk MMS inspections. Procedure now includes identification of each deficiency and implementation of an office review to assign a recommended treatment and addition to repair contracts. Improving sidewalk measuring with a new tool that gauges the height of trip hazards with more accuracy.

Project	Team	Details
GIS Web Application for Crack Sealing Contract	PWD – Capital Works, Infrastructure, GIS	Improving infrastructure maintenance capabilities by creating a new GIS web application for the crack sealing contract. The application visually shows the roads recommended for crack sealing, enabling staff to select the roads to be included in the contract for each year. Costs maximized through a dashboard that totals the cost of roads as they are selected.
Improving Snow Clearing Program for Seniors and Persons with Disabilities	PWD – Administration, Traffic, Customer Service (CSD)	The application process was improved to make it easier for customers to apply for the service, including an updated snow clearing web page, enabling online registration, creating data collection and process improvements in the ActiveNet platform, and updating and standardizing hours of operation to improve customer service. The project is anticipated to result in 10 to 30 per cent improvement in processes.

Chapter 2: Operating Budget



Chapter 2: Operating Budget

Highlights of A Plan for Growth: Clarington's 2024-27 Budget

The budget is an essential policy document for the Municipality, as it is a blueprint for staff and Council. The Municipality is implementing a multi-year budget for 2024-27 in two stages. In 2024, Clarington is presenting a multi-year operating budget to 2027, and a one-year capital budget for 2024. In 2025, the Municipality will be presenting a multi-year capital budget to 2027.

Implementing a multi-year capital budget in 2025 will enable Clarington to align its capital plan with the Parks, Recreation and Culture Master Plan and the municipality's asset management plan, both of which will be submitted for Council approval in 2024. By taking a staged approach, the Municipality is ensuring that both its operating and capital plan addresses the needs of people and businesses in Clarington.



2024 Operating Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Sector Accounting Board	\$390,901	\$542,597	\$0	\$0	\$0	\$0	\$0	\$0
Non-Departmental	(79,568,901)	(82,066,346)	(82,044,563)	(72,542,069)	9,502,494	(77,401,382)	(82,810,854)	(87,211,334)
Mayor and Council	707,771	766,367	949,648	1,183,151	233,503	1,215,992	1,250,848	1,290,849
Office of the CAO	1,268,133	1,560,210	2,762,276	3,117,458	355,182	3,368,449	3,631,209	3,784,919
Legislative Services	4,642,956	4,531,567	5,330,782	6,407,027	1,076,245	6,887,427	6,989,227	7,377,704
Financial Services	12,702,246	15,053,816	9,811,982	4,258,250	(5,553,732)	4,189,192	5,673,147	7,482,378
Emergency and Fire Services	14,435,832	14,994,240	14,711,141	14,766,827	55,686	16,668,609	18,215,017	18,773,057
Public Works	41,823,902	44,529,181	22,294,903	18,920,756	(3,374,147)	19,674,312	20,197,186	20,676,924
Community Services	14,642,665	14,009,346	14,556,757	12,842,659	(1,714,098)	13,048,394	13,575,153	13,923,533
Planning and Infrastructure	4,444,631	2,942,453	6,716,376	5,758,750	(957,626)	6,423,049	6,950,188	7,163,529
Region and Education Levies	(2)	(1)	0	0	0	0	0	0
Business Improvement Areas Levies	0	0	0	0	0	0	0	0
Clarington Public Library and Museums	4,014,674	3,951,170	3,891,058	4,334,737	443,679	4,867,102	5,246,082	5,631,118
External Agencies	1,025,780	938,476	1,019,640	952,454	(67,186)	1,058,856	1,082,797	1,107,323
Total	\$20,530,588	\$21,753,076	\$0	\$0	\$0	\$0	\$0	\$0

Mayor and Council



Mayor and Council

Overview

Clarington Council is an elected body that provides leadership for the Municipality, sets policy and makes decisions about municipal financing and services. Council membership includes a Mayor, two Regional Councillors and four Local Councillors, elected by voters in Clarington.

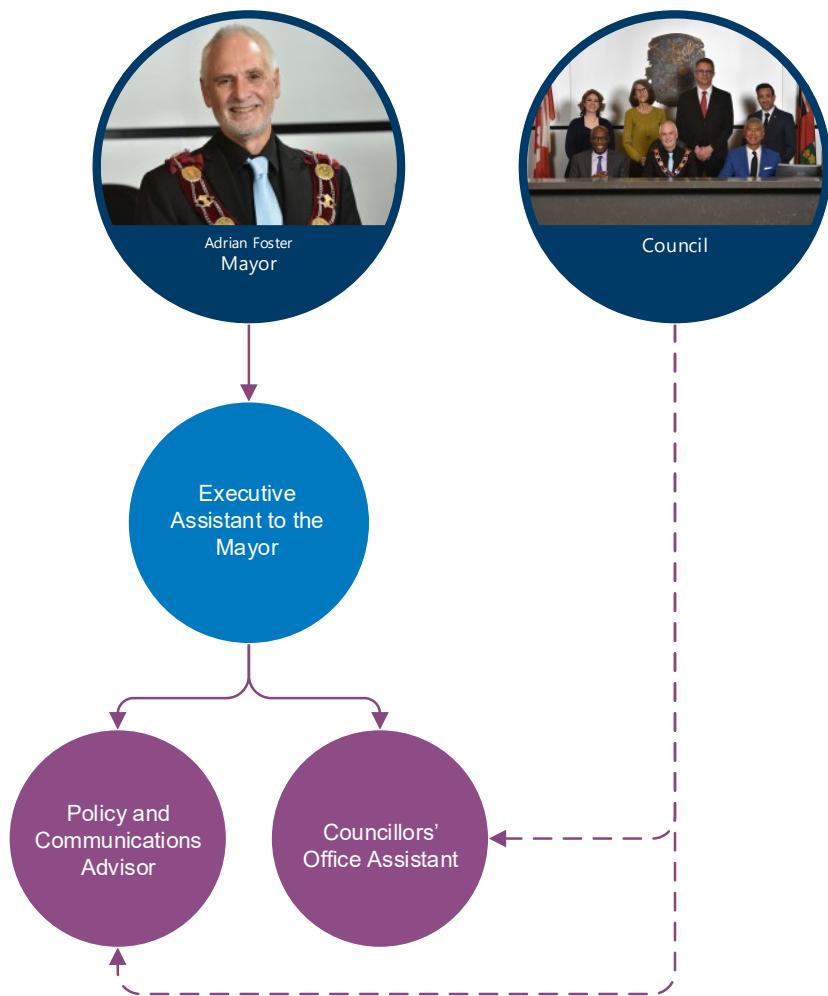
The *Municipal Act, 2001*, defines the responsibilities of the Mayor and Council. The Mayor holds dual roles as the Head of Council and the Chief Executive Officer of the Municipality. As the Head of Council, the Mayor presides over Council meetings so that its business can be carried out efficiently and effectively; provides leadership, information and recommendations to Council; and represents the Municipality in interactions with the public, stakeholders and other levels of government. As the Chief Executive Officer, the Mayor upholds and promotes the objectives of the Municipality and fosters public interest and involvement in the Municipality and its activities.

Local Councillors represent the residents of one of four municipal wards on Council. Regional Councillors represent residents on one of two regional wards, which are comprised of two local wards each. Like Local Councillors, they are voting members of Clarington Council; they also represent, along with the Mayor, Clarington residents on the Regional Municipality of Durham Council.



Front row: Regional Councillor Anderson (Wards 1 and 2), Mayor Foster, Regional Councillor Woo (Wards 3 and 4); Back row: Councillor Traill (Ward 3), Councillor Zwart (Ward 4), Councillor Rang (Ward 2), Councillor Elhajjeh (Ward 1)

Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Elected Official(s)	2024 Full-time	2024 Elected Official(s)	2025 Full-time	2025 Elected Official(s)	2026 Full-time	2026 Elected Official(s)	2027 Full-time	2027 Elected Official(s)
Mayor's Office	2	1	2	1	2	1	2	1	2	1
Councillors' Office	1	6	1	6	1	6	1	6	1	6
Total Needs	3	7	3	7	3	7	3	7	3	7

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Mayor								
Expenditures								
Salaries, Wages and Benefits	\$245,047	\$257,773	\$337,823	\$460,512	\$122,689	\$474,138	\$486,966	\$500,837
Materials and Supplies	21,696	33,821	57,615	55,080	(2,535)	55,280	55,580	55,880
Council								
Expenditures								
Salaries, Wages and Benefits	415,796	430,861	463,678	566,689	103,011	583,904	604,232	628,762
Materials and Supplies	1,677	2,466	15,070	14,470	(600)	14,470	14,470	14,470
Ward Council								
Expenditures								
Materials and Supplies	14,734	22,103	47,520	52,400	4,880	53,600	54,400	55,200

Description	2021	2022	2023 Final	2024 Final	2023 / 2024	2025 Final	2026 Final	2027 Final
	Actuals	Actuals	Budget	Budget	Variance	Budget	Budget	Budget
Regional Council Expenditures								
Materials and Supplies	8,821	19,343	27,942	30,500	2,558	31,100	31,700	32,200
Administration								
Materials and Supplies	0	0	0	3,500	3,500	3,500	3,500	3,500
Total	\$707,771	\$766,367	\$949,648	\$1,183,151	\$233,503	\$1,215,992	\$1,250,848	\$1,290,849

Budget Highlights

The following items highlight the 2024-27 budget for Mayor and Council:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual Cost of Living Adjustments (COLA), annualization of new positions from the previous year, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.
- The 2024 increase includes the addition of 1/3 tax-free allowance applied to Mayor and Council to reflect the changes to the *Income Tax Act, 1990*, approved by Council, through By-law 2023-056.

Office of the CAO



Office of the CAO

Department Overview

The Chief Administrative Officer (CAO) is accountable for the overall management of the Corporation of the Municipality of Clarington. The staff within the Office of the CAO focus on policy development, strategic initiatives, communications, corporate performance, intergovernmental affairs, non-taxation revenue sources and grant administration. The CAO's mandate is directed by the corporate strategic plan, as set by Mayor and Council, which outlines their key priorities.

Core Activities

Administration: Manages the affairs of the Municipality to ensure its efficient and effective operation; implements Council's decisions and establishes administrative practices and procedures to carry out Council's decisions; undertakes research and provides advice to Council on the policies and programs of the Municipality; executes the strategic plan and providing oversight and leadership across the corporation.

Communications: Manages both internal and external communication channels. Responsible for creative services, corporate branding, digital presence (including web and social media), public engagement and issues management.

Corporate Performance: Oversees Continuous Improvement (CI) initiatives, project management, climate change response and corporate customer excellence. Includes meeting obligations under approved Climate Plans to reduce greenhouse gas emissions; providing structure and support to all departments in standardizing and creating resources for project management; and driving CI projects.

Strategic Initiatives: Leads the corporate strategic planning, monitoring and reporting process and is responsible for intergovernmental affairs and strategic corporate projects. Leads the transition of the internal audit function to the Region of Durham through a contracted service model starting in 2024.

2023 Accomplishments and Successes

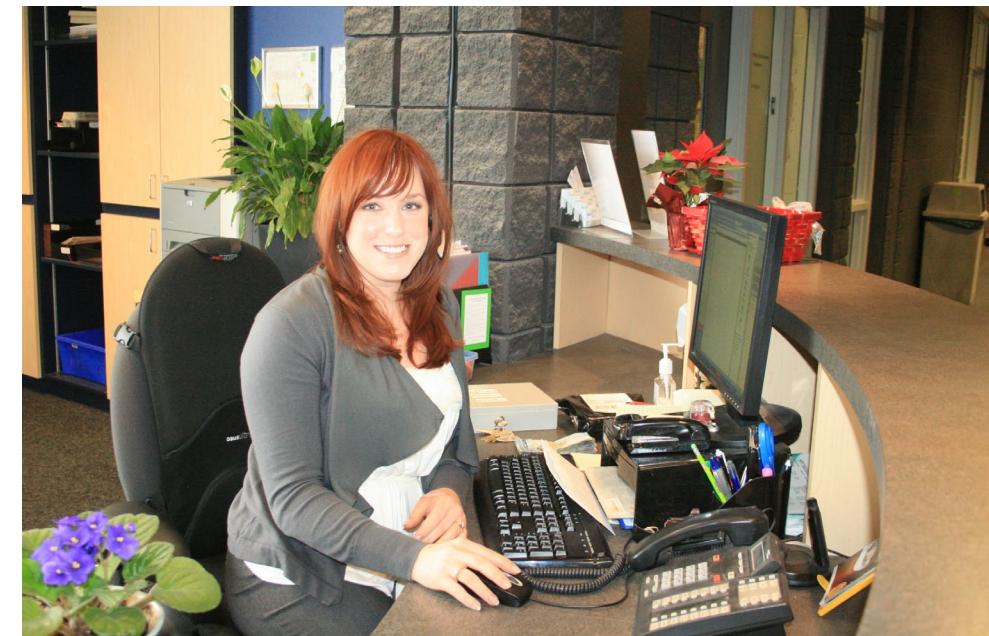
- Developed the 2024-2027 Strategic Plan which included a comprehensive public engagement process, garnering significant input from the community, both online and in person. The Strategic Plan will provide a roadmap for how, collectively, we will allocate resources and deliver on the identified priorities. It will also provide measures which will ensure progress is tracked as we work towards implementing the community's collective vision for Clarington.
- Completed a service delivery review of the Municipal Law Enforcement Division (MLE) over the course of 2023. Several opportunities for service enhancements were recommended within the report: People and Process, Technology and Equipment, Standards and Services. The proposed recommendations will provide an enhanced customer experience, promote data-driven decision making, and provide productivity gains through the increased adoption of technology. It marks the first comprehensive service delivery review undertaken internally at the Municipality.
- Using funding from the third intake of the Audit and Accountability fund, staff worked with a consultant to develop recommendations that, when implemented, would enable the Municipality to realize significant efficiencies in Public Works administration and activities.
- Conducted a review of the cell phone tower policy. The updated policy provides guidance and direction to applicants, Council, Planning and Infrastructure Services staff, and members of the public about the process of establishing radiocommunication and broadcasting antenna systems. It includes direction on Industry Canada's authority, mandate and process. The updated protocol will ensure the development of a high calibre wireless telecommunications service in Clarington. The accompanying report also provides a path towards increasing cellular coverage across Clarington through proactive initiatives to be undertaken by staff.
- Led lifeguard recruitment advertising campaign, in partnership with Community Services, leading to the hiring of 19 new lifeguards and six aquatic assistants—a significant improvement over previous years.



- Supported Emergency and Fire Services' volunteer recruitment efforts with a robust campaign that led to 200 new applicants within six weeks.
- Development of a Sustainable and Resilient Design Standard to guide new construction and renovations of Municipally owned buildings and support the Municipality's targets to be a net-zero corporation. The standard considers measures to not only reduce greenhouse gas emissions, but also improve asset resilience, water efficiency and quality, and local ecology. It is a component of the Municipality's Corporate Climate Action Plan (CCAP).
- Transformed and expanded the Municipality's communications function with the hiring of two Communications Officers and developing comprehensive strategies and processes to be more responsive and provide better customer service to the public.
- Established a centralized grant administration program to ensure that the municipality leverages every funding opportunity available to minimize tax impacts to rate payers.
- Implementing a CI framework to apply a data-driven, disciplined and innovative approach to enhance the way the Municipality delivers services to people and businesses in Clarington. The CAO's Office created two Business Improvement Specialist positions who hold Lean Six Sigma Black Belts. Six staff, trained and certified as Lean Six Sigma Green Belts, identified opportunities for process improvements and implemented efficiencies within the organization.
- Modernization through the development of universal customer service standards and expectations across the organization aimed at increasing customer satisfaction. This included establishing

standard response time expectations for inquiries and complaints to provide data for evidence-based decision making, modernizing phone functionality by creating phone queues on call volumes and performance against the standards, and commencing the call centre project with integration in Durham 311 and Durham CRM to increase service delivery and reduce the cost and risk to municipality.

- Developed a Trespass Policy in conjunction with Legislative Services to support front line staff and leadership in dealing with volatile customers to ensure we are upholding a safe and tolerant environment for staff to work.

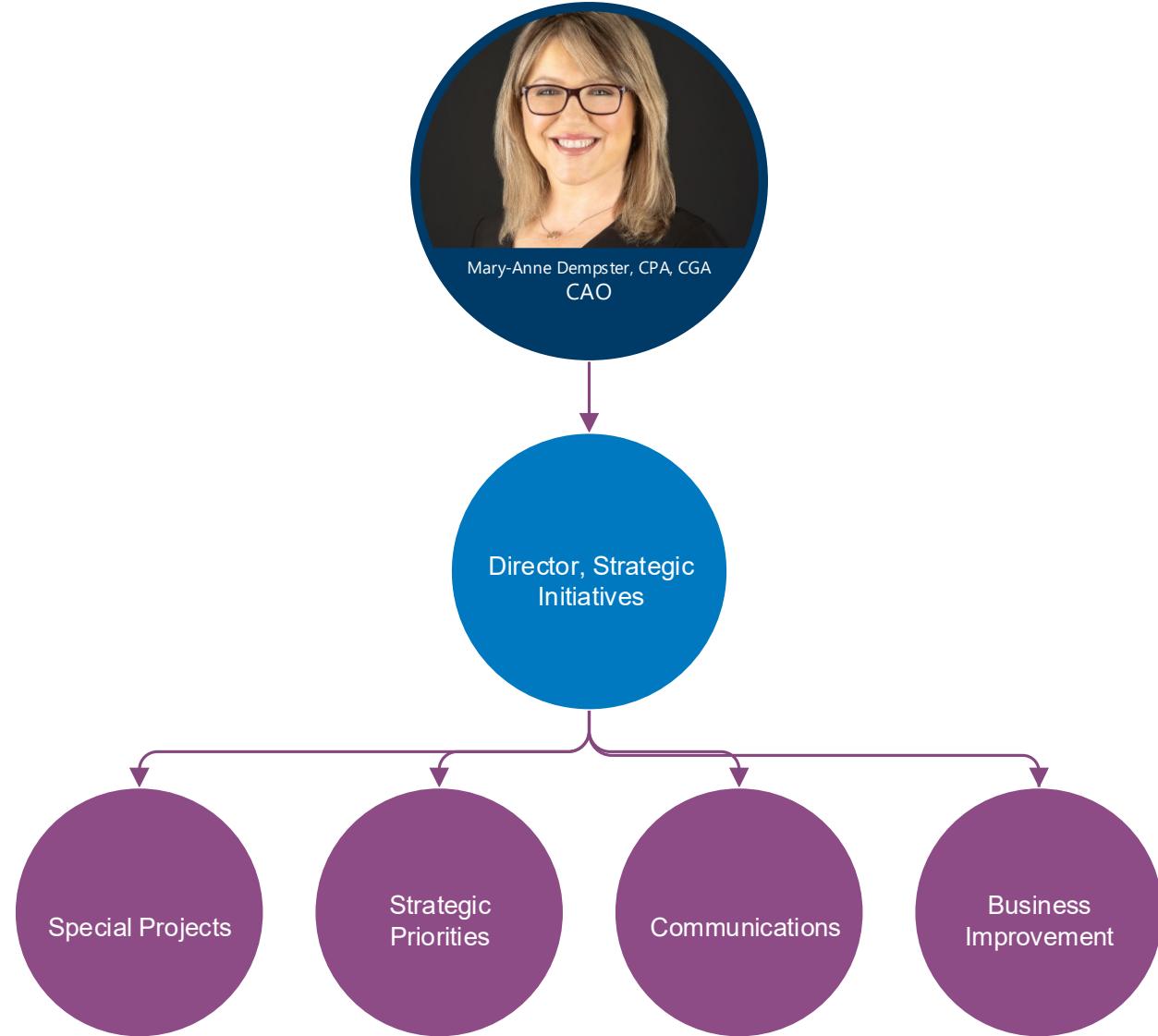


- With a focus on succession planning and supporting staff in enhancing and developing leadership skills, developed and rolled out 4 leadership competencies to underpin expectations on skills for people leaders in achieving corporate goals. Hosted the first Municipal leadership conference, a two-day event to build skills of people leaders to support the four competencies.
- Commenced the project planning for the Talent Management Framework to be rolled out to the Corporation in 2024. The framework is aimed at providing structure around developing future talent to ensure long term succession planning and sustainability of the workforce for Clarington.
- Conducted a workforce demographic and engagement survey to assess the current environment to determine where gaps exist and develop plans to address.
- Launched a new digital engagement platform to enhance our connection with residents. This included installing user friendly and interactive kiosks in five municipal facilities, providing a convenient and modern opportunity for residents to actively participate in the decision-making process and provide valuable input on important projects and initiatives happening in the community.



Photo above: CAO Mary-Anne Dempster and Mayor Adrian Foster stand with the new Clarington Connected Kiosk.

Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	2	0	2	0	2	0	2	0	2	0
Corporate Performance	5	1	5	1	6	1	7	1	7	1
Strategic Initiatives	8	0	8	0	8	0	8	0	8	0
Total Needs	15	1	15	1	16	1	17	1	17	1

The following highlights the changes in staffing needs during the period 2024 to 2027:

- The Corporate Performance Division is seeking to add two Customer Service Specialists, one each in 2025 and 2026.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024				2025 Final Budget	2026 Final Budget	2027 Final Budget
					Variance	2024 Budget	2025 Final Budget	2026 Final Budget			
Administration											
Revenue											
User Charges	\$0	(\$155)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenditures											
Salaries, Wages and Benefits	496,477	844,005	423,821	478,128	54,307	496,015	508,410	521,267			
Materials and Supplies	43,846	40,032	71,325	59,925	(11,400)	59,925	59,925	59,925			
Contracted Services	159,025	68,308	30,000	30,000	0	30,000	30,000	30,000			

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance		2025 Final Budget	2026 Final Budget	2027 Final Budget
					2024	2025 Final Budget			
Transfers from Reserve and Reserve Fund	0	39,868	0	175,000	175,000	175,000	175,000	175,000	175,000
Strategic Initiatives									
Revenue									
User Charges	0	0	0	(24,200)	(24,200)	(24,200)	(24,200)	(24,200)	(24,200)
Expenditures									
Salaries, Wages and Benefits	0	208	477,905	346,212	(131,693)	371,456	381,161	391,267	
Materials and Supplies	0	0	28,500	3,500	(25,000)	3,500	3,500	3,500	
Contracted Services	0	0	30,000	100,000	70,000	100,000	100,000	100,000	
Communications									
Expenditures									
Salaries, Wages and Benefits	551,673	497,256	520,084	817,121	297,037	859,640	904,760	929,837	
Materials and Supplies	75,749	83,437	101,100	129,000	27,900	129,000	129,000	129,000	
Contracted Services	59,695	56,588	165,575	165,575	0	165,575	165,575	165,575	
Corporate Performance									
Expenditures									
Salaries, Wages and Benefits	0	202	727,936	657,647	(70,289)	767,988	948,528	1,054,198	
Materials and Supplies	0	0	91,030	29,550	(61,480)	84,550	99,550	99,550	
Contracted Services	0	0	150,000	150,000	0	150,000	150,000	150,000	
Contributions									
Revenue									
Transfer between Funds	(118,332)	(69,539)	(55,000)	0	55,000	0	0	0	
Total	\$1,268,133	\$1,560,210	\$2,762,276	\$3,117,458	\$355,182	\$3,368,449	\$3,631,209	\$3,784,919	

Budget Highlights

The following items highlight the 2024-27 budget for the Office of the CAO:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Administration

- Furniture and Fixtures costs of \$11,500 have been reallocated to Community Services.

Corporate Performance

- Changes to salaries and wages are due to the Inclusion, Diversity, Equity, Anti-Racism (IDEA) and Accessibility Coordinator positions reallocated to Legislative Services – Clerks Division in-year in 2023; and the Corporate Performance Division is seeking to add two Customer Service Specialists, one each in 2025 and 2026.
- Decrease in material and supplies budget is due to reallocation of IDEA portfolio to Legislative Services – Clerk's Division.

Strategic Initiatives

- User charges of \$24,200 have been added to reflect anticipated rental revenue from cellular equipment on the Municipality's property.
- Contracted services have been increased by \$100,000 to contract internal audit functions from the Region of Durham.

Communications

- Increase in materials and supplies mostly due to \$30,000 for the addition of Corporate promotional items.

Legislative Services



Legislative Services

Department Overview

The Legislative Services Department is responsible for providing legal and legislative advice and support to Council, municipal staff and the Chief Administrative Officer. The Municipal Solicitor offers professional advice on matters including planning and development, commercial issues, corporate matters, privacy, freedom of information, municipal elections and municipal by-laws, and provides legal representation for the Municipality before all levels of court, administrative boards and tribunals. The department is also responsible for care and adoption of animals, human resources, effective administration of Council and Committee meetings, and records management.

Core Activities

Clerk's Division: Delivers secretariat services for Council and Standing Committees, provides records management, licensing and permitting and supports public services such as elections, print and mailroom services, and licenses for marriages, cemeteries and lottery.

Human Resources: Responsible for the management of the municipality's staffing, including recruitment, retention, and labour relations. Training, collective agreement negotiations, payroll administration and health and safety.

Municipal Law Enforcement: Responsible for implementing and ensuring compliance with municipal by-laws.

Animal Services: Operates the animal shelter, adoption services and related activities.

Legal Services: Provides legal advice and support to Council, Municipal staff and the CAO.

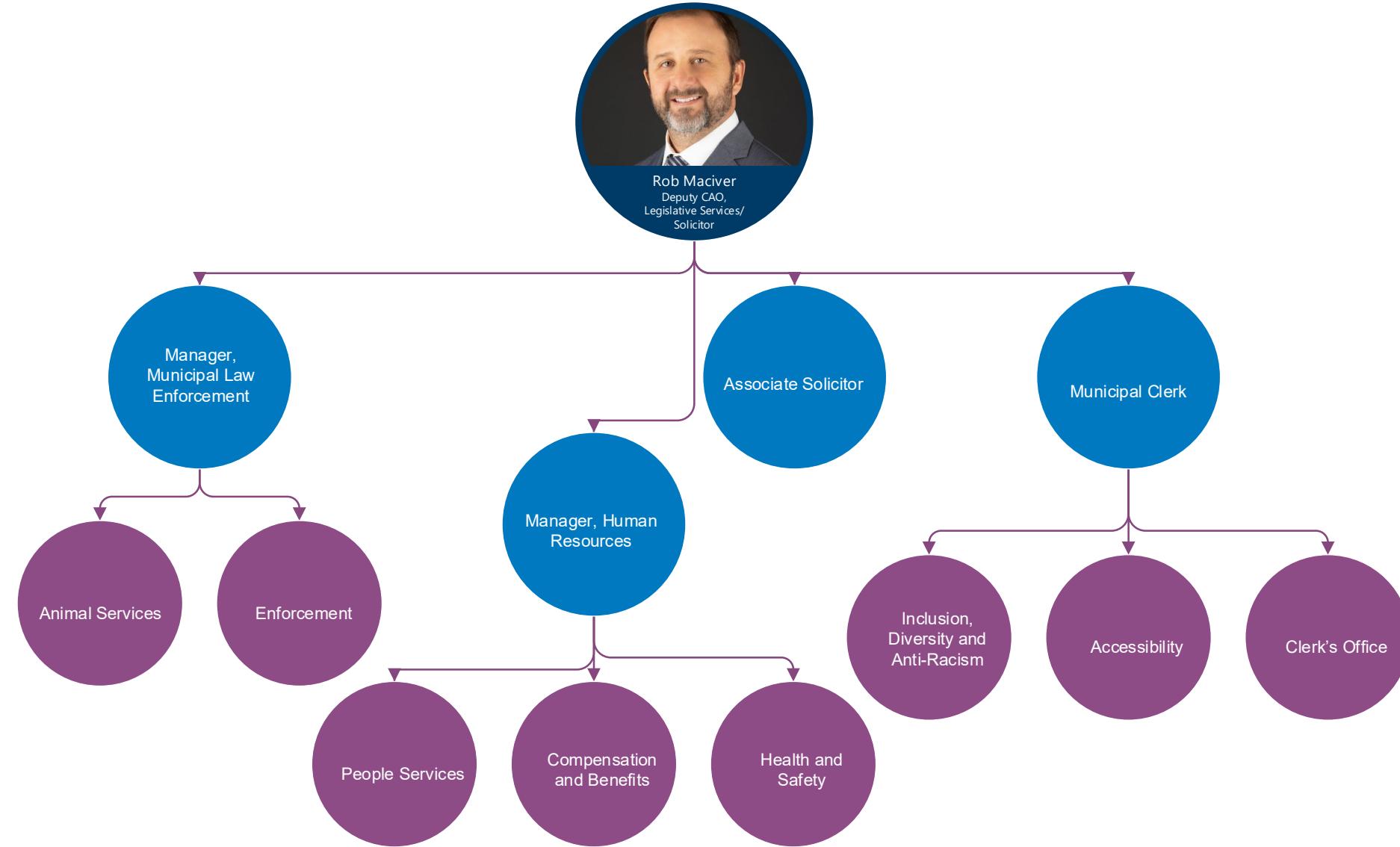


2023 Accomplishments and Successes

- Digitized the lottery license process to provide an efficient method to deliver the service and real-time data for decision-making.
- Developed training for eScribe, the Municipality's meeting management and citizen engagement software platform that enables remote participation in Council meetings.
- Developed and implemented a revised procedural by-law to streamline Committee and Council meetings.
- Successfully concluded CUPE Negotiations with Local 74, Inside and Outside Bargaining Units.
- Streamlined hiring process, including automated offer letter approvals and signoffs, onboarding processes, and implementation of a fully automated applicant tracking system to provide better data for decision-making.
- Launched the Service Clarington Citizen Portal.
- Launched Mobile Parking Payment System as part of the Municipal Parking Payment Modernization Initiative.
- Managing an 11 per cent increase in volume of animal intakes and adoptions in 2023, with intakes poised to be more than 400.



Organizational Structure



Staffing Complement 2024-27

Division	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	1	0	1	0	1	0	1	0	1	0
Clerk's Services	10	2	10	2	10	2	10	3	10	2
Human Resources	9	0	10	0	10	0	10	0	10	0
Legal Services	2	0	3	0	3	0	3	0	3	0
Municipal Law Enforcement	16	9	18	8	19	8	19	8	19	8
Total Needs	38	11	42	10	43	10	43	11	43	10

The following highlights the changes in staffing needs during the period 2024 to 2027:

- Clerk's Services will temporarily increase part-time staff in 2026 for the municipal election. This staff is funded by the Municipal Election Reserve which the Municipality uses to spread the cost of the election over the four-year period.
- Human Resources is requesting an Organizational Development and Learning Specialist in 2024.
- Legal Services is seeking to add a Realty Manager in 2024 to look after the Municipality's real estate portfolio and transactions.
- Municipal Law Enforcement is looking to expand by an additional officer in both 2024 and 2025 as the population increases and calls for service increase.
- Animal Services, within Municipal Law Enforcement, is seeking to increase administrative support by upgrading the current part-time Clerk I to a full-time Clerk II in recognition of the increased workload and required support to run the shelter and respond to animal services calls.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance		2025 Final Budget	2026 Final Budget	2027 Final Budget
					2024 Variance	2025 Final Budget			
Public Sector Accounting Board									
Expenditures									
Amortization Expense	\$29,765	\$36,115	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Administration									
Revenue									
User Charges	(119,276)	(132,508)	(138,800)	(137,300)	1,500	(137,300)	(137,300)	(137,300)	(137,300)
Expenditures									
Salaries, Wages and Benefits	898,178	1,331,477	1,381,373	1,753,695	372,322	1,799,826	1,847,531	1,897,164	
Materials and Supplies	70,426	85,660	84,840	118,820	33,980	118,820	120,820	125,070	
Contracted Services	12,744	23,083	25,800	25,800	0	25,800	25,800	25,800	
Transfers from Reserve, Reserve Fund and Capital	94,801	62,487	75,000	10,000	(65,000)	10,000	10,000	10,000	
Human Resources/Payroll									
Expenditures									
Salaries, Wages and Benefits	1,849,397	1,627,147	1,852,808	2,061,250	208,442	2,171,185	2,224,224	2,266,660	
Materials and Supplies	7,093	10,652	11,900	38,200	26,300	38,400	38,400	38,400	
Contracted Services	86,872	102,977	115,000	115,500	500	142,500	115,500	115,500	
Rents/Financial Expenses	89,908	108,905	155,000	175,000	20,000	191,000	198,600	206,600	
Health and Safety									
Expenditures									
Materials and Supplies	24,266	7,840	29,740	18,240	(11,500)	22,740	19,240	22,740	
Contracted Services	6,762	4,315	3,000	30,000	27,000	8,000	23,000	15,000	
Transfers from Reserve, Reserve Fund and Capital	11,500	12,000	0	0	0	0	0	0	0

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 /		2025 Final Budget	2026 Final Budget	2027 Final Budget
					2024 Variance	2024			
Animal Services									
Revenue									
User Charges	(93,967)	(93,955)	(87,800)	(90,700)	(2,900)	(90,700)	(90,700)	(90,700)	(90,700)
Donations and Contributions from Others	(9,731)	(10,613)	0	0	0	0	0	0	0
Expenditures									
Salaries, Wages and Benefits	409,150	424,563	463,655	497,782	34,127	549,678	567,509	583,058	
Materials and Supplies	58,430	67,571	71,240	70,240	(1,000)	72,840	75,540	78,140	
Contracted Services	78,174	80,119	65,731	91,400	25,669	93,400	95,400	97,400	
Transfers from Reserve, Reserve Fund and Capital	10,000	44,987	10,000	0	(10,000)	0	0	0	0
Municipal Law Enforcement									
Revenue									
User Charges	(16,806)	(11,645)	(28,000)	(28,000)	0	(28,000)	(28,000)	(28,000)	(28,000)
Fines/Penalties on Interest	(16,910)	(28,394)	(25,000)	(25,000)	0	(25,000)	(25,000)	(25,000)	(25,000)
Expenditures									
Salaries, Wages and Benefits	881,496	816,344	909,512	1,119,138	209,626	1,255,887	1,336,578	1,374,700	
Materials and Supplies	15,343	13,904	23,500	22,500	(1,000)	22,500	22,500	22,500	22,500
Contracted Services	42,609	77,645	65,000	64,400	(600)	64,400	64,400	64,400	64,400
Transfers from Reserve, Reserve Fund and Capital	8,538	2,400	0	0	0	0	0	0	0
Parking Enforcement									
Revenue									
User Charges	(101,899)	(201,945)	(100,000)	(100,000)	0	(100,000)	(100,000)	(100,000)	(100,000)
Fines/Penalties on Interest	(261,835)	(361,849)	(250,000)	(250,000)	0	(250,000)	(250,000)	(250,000)	(250,000)
Expenditures									
Salaries, Wages and Benefits	386,703	393,328	504,550	535,751	31,201	550,362	565,693	581,366	
Materials and Supplies	23,753	35,376	27,340	47,140	19,800	47,140	47,140	47,140	47,140
Contracted Services	10,802	10,553	20,000	20,000	0	20,000	20,000	20,000	20,000

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance		2025 Final Budget	2026 Final Budget	2027 Final Budget
					2024	2025 Final Budget			
Rents/Financial Expenses	9,832	13,164	10,000	10,000	0	10,000	10,000	10,000	10,000
Transfers from Reserve, Reserve Fund and Capital	363,779	567,180	350,000	350,000	0	350,000	350,000	350,000	350,000
Election									
Revenue									
User Charges	0	(1,480)	0	0	0	0	(1,500)	0	0
Expenditures									
Salaries, Wages and Benefits	0	69,218	0	0	0	0	33,467	0	0
Materials and Supplies	0	120,686	0	0	0	0	140,500	0	0
Contracted Services	10,550	138,695	4,000	5,500	1,500	5,720	173,000	89,820	
Rents/Financial Expenses	0	4,369	0	0	0	0	5,000	0	0
Transfers from Reserve, Reserve Fund and Capital	125,000	261,531	125,000	125,000	0	125,000	125,000	125,000	125,000
Legal Services									
Revenue									
User Charges	(84,136)	(60,492)	(58,000)	(62,000)	(4,000)	(62,000)	(62,000)	(62,000)	(62,000)
Expenditures									
Salaries, Wages and Benefits	385,674	102,684	262,883	454,212	191,329	557,381	591,835	607,402	
Materials and Supplies	31,251	37,807	43,300	43,300	0	43,300	43,300	43,300	43,300
Contracted Services	51,530	97,782	100,000	100,000	0	100,000	100,000	100,000	100,000
Transfers from Reserve, Reserve Fund and Capital	70,161	100,000	0	0	0	0	0	0	0
Grants									
Revenue									
Grants	(30,039)	(38,249)	(22,000)	0	22,000	0	0	0	0
Contributions									
Revenue									
Transfer between Funds	(556,211)	(1,189,642)	(561,890)	(612,891)	(51,001)	(627,502)	(1,118,300)	(658,506)	
Cemetery									

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance		2025 Final Budget	2026 Final Budget	2027 Final Budget
					2024 Variance	2025 Final Budget			
Revenue									
User Charges	(260,474)	(268,643)	(220,100)	(226,600)	(6,500)	(226,600)	(226,600)	(226,600)	(226,600)
Expenditures									
Materials and Supplies	0	0	1,800	1,800	0	1,800	1,800	1,800	1,800
Fleet									
Expenditures									
Materials and Supplies	39,753	38,418	30,400	34,850	4,450	36,850	36,850	36,850	36,850
Total	\$4,642,956	\$4,531,567	\$5,330,782	\$6,407,027	\$1,076,245	\$6,887,427	\$6,989,227	\$7,377,704	

Budget Highlights

The following items highlight the 2024-27 budget for Legislative Services:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Administration

- Increase in Materials and Supplies is a result of the reallocation of IDEA portfolio reallocated from CAO's Budget. This is specifically for the Accessibility Advisory Coordinator for initiatives including education, National Accessibility Week Speakers, International Day of Persons with Disabilities, sponsorship of Staff Lunch-and-Learns, and American Sign Language (ASL) interpretation for all Committee meetings.

Human Resources and Payroll

- Materials and Supplies increased mostly due to a new 2024 Corporate Advertising Account of \$27,000. Consolidation of recruitment advertising account in HR Division. HR will coordinate external job advertisements, which was previously done by each department.
- Rent and Financial expenses increased by \$20,000 for additional modules in ADP, recruitment (replacement system) and performance management (new module to automate performance and health and safety orientation).
- Contracted services increased:
 - 2024: \$27,000 – Annual (\$3,000) budget for ergonomic assessments; Approximately \$15,000 for three days of audiometric testing (maximum number of tests for three days is about 400 tests) done every two years; approximately \$7,000 for noise surveys done every three years; approximately \$3200 for ladder and fall protection inspections (annually); approximately \$500 for new sharps waste disposal program; provider fee for Workplace Safety and Insurance Board (WSIB) Excellence Program \$1,200 (annual provider fee, but would receive WSIB rebates).
 - 2025: \$8,000 – Annual (\$3,000) budget for ergonomic assessments; approximately \$3,200 for ladder and fall protection inspections (annually); approximately \$500 for new sharps waste disposal program; provider fee for WSIB Excellence Program \$1,200 (annual provider fee but would receive WSIB rebates).
 - 2026: \$23,000 – Annual (\$3,000) budget for ergonomic assessments; Approx \$15,000 for three days of audiometric testing (maximum number of tests for three days is approximately 400 tests) done every two years; approximately \$3,200 for ladder and fall protection inspections (annually); approximately \$500 for new sharps waste disposal program; provider fee for WSIB Excellence Program \$1,200 (annual provider fee but would receive WSIB rebates).
 - 2027: \$15,000 – Annual (\$3,000) budget for ergonomic assessments; approximately \$7,000 for noise surveys done every three years; approximately \$3,200 for ladder and fall protection inspections (annually); approximately \$500 for new sharps waste disposal program; provider fee for WSIB Excellence Program \$1,200 (annual provider fee but would receive WSIB rebates).

Animal Services

- Annual increase in Vet Services costs, 2024-27.
- Operating budget in Administration decreased \$23,000 due to moving of livestock revenue and expenses from Administration to Animal Services. \$3,000 Fees are recovered – cremation or burial of pets. \$20,000 per the MLE Service Delivery Review – to streamline the focus of the Animal Services division, contract out dead animal pick-up.

Parking Enforcement

- Materials and Supplies increased to Parking Repair Maintenance for Meter Management System by \$19,800. Please see Parking Pay stations Business Case. Will be removed if 2024 capital project not approved.

2026 Municipal Election

- Revenue increase in 2026 of \$1,500 for nomination fees and candidate election sign charges. This would only capture any non-refundable election/nomination fees or non-refundable sign deposits.
- Materials and supplies budget \$140,500. Includes \$3,500 office supplies, \$5,000 miscellaneous operating supplies, \$81,000 postage for voter information letters, \$50,000 advertising expense and \$1,000 for travel.



Financial Services



Financial Services

Department Overview

The Financial Services Department is responsible for the Municipality's overall financial activities. It is responsible for all accounting services and provides financial advice to Council and other departments. The department develops Municipal budgets, collects taxes, and manages the Corporation's financial assets. The Department is also responsible for processing insurance claims against the Municipality, procurement of goods and services, and information technology services.

Core Activities

Accounting Services: Financial reporting, including annual financial statements and statutory reports mandated by other levels of government. The division also oversees reserve and reserve funds used to pay for various services within the Municipality.

Taxation Services: Billing and collecting property taxes, providing assistance to taxpayers on assessment inquiries and responding to tax appeals.

Financial Planning: Preparing annual or multi-year budgets, long-term financial plans and forecasts, Development Charge Studies, and Community Benefits Charge Strategies.

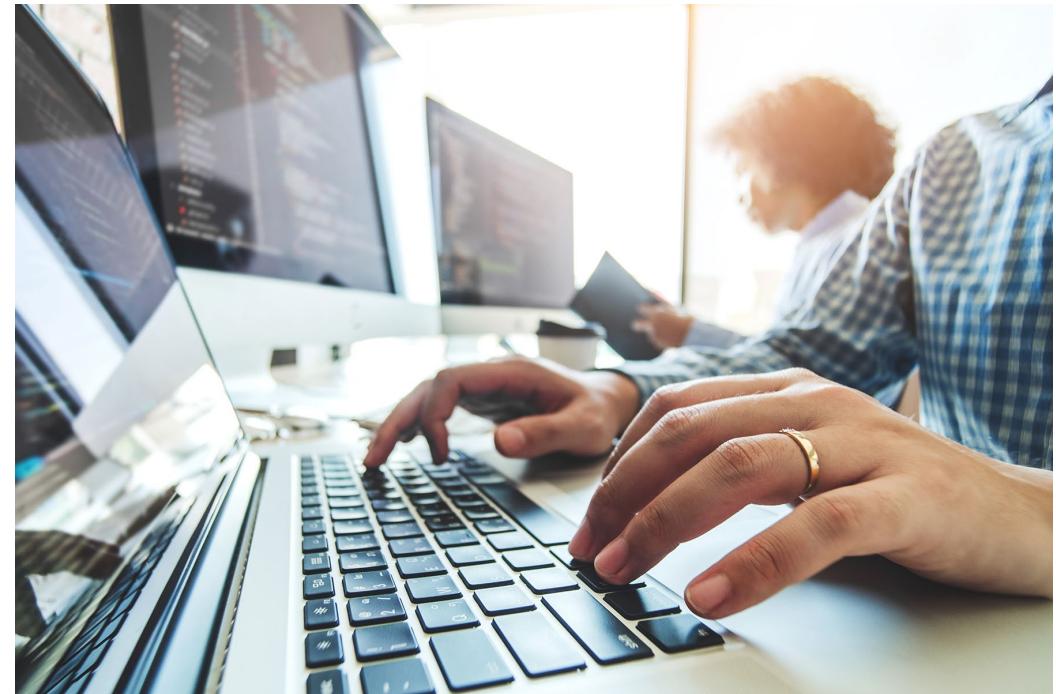
Asset Management: Reporting capital assets, corporate asset management planning, and ensuring capital project financing is available.

Purchasing: Purchasing required supplies, vehicles, equipment, products, services, rentals, consulting, construction, renovations, and printing services. The division follows strict rules and procedures to ensure that all business conducted with the Municipality is done in a fair and transparent manner.

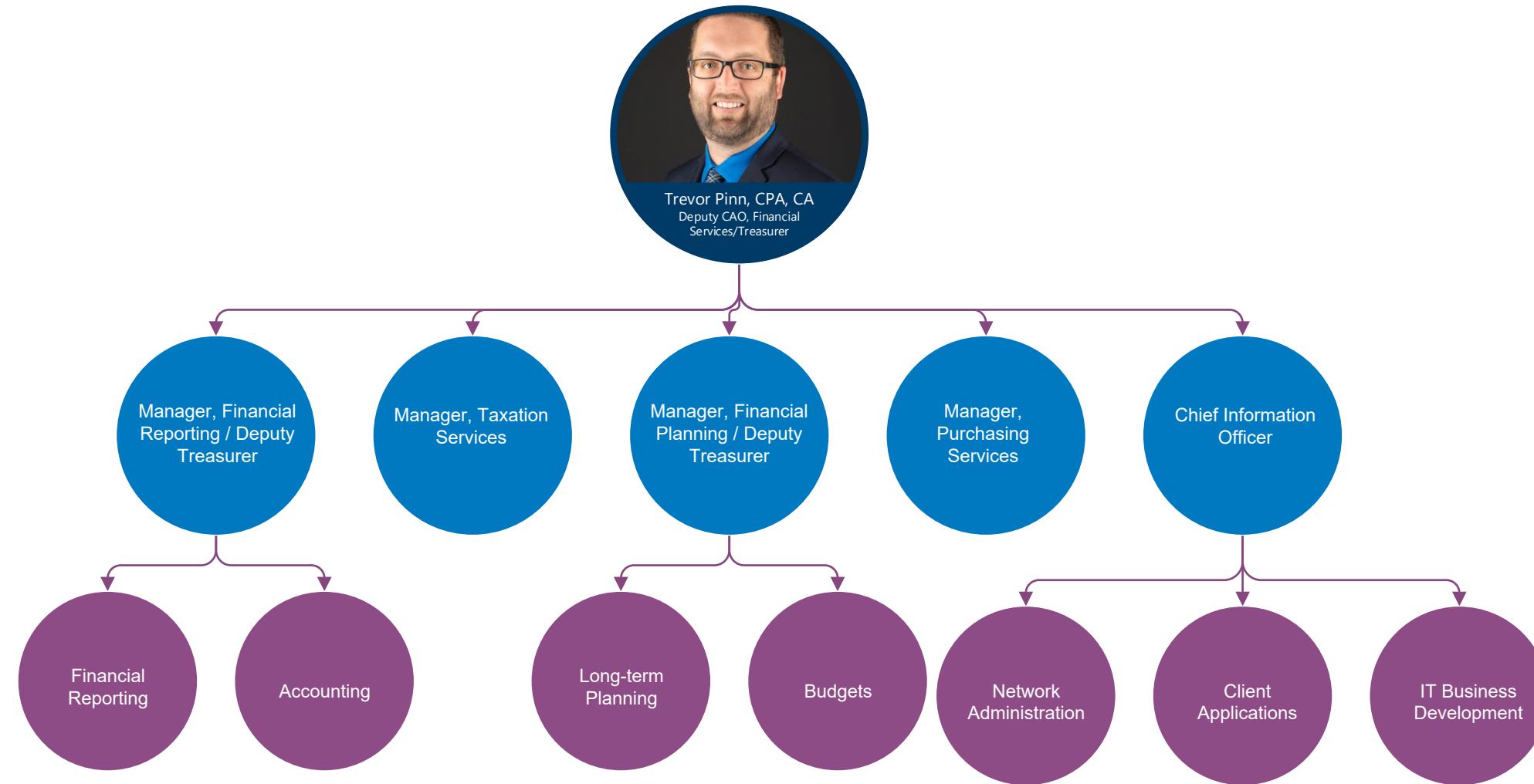
Information Technology: Provides and supports all technology services for the Municipality, including software, hardware, network security, etc. With the rise of digitization, IT supports several internal and customer-focused solutions that increase municipal business's overall effectiveness and efficiency levels.

2023 Accomplishments

- Rolling out new electronic tax bills. This optional service will allow taxpayers to receive their tax bills in PDF format.
- Through our Assessment Base Management process, staff identified over \$100,000 in new revenue from properties that were miss-classified or under-assessed. This ensures fairness within the property tax system.
- Through collaborating with our vendors, we have increased the use of Electronic Fund Transfers to over 78 per cent of our payments, reducing the use of cheques and shortening the time it takes to pay vendors.
- Recognized as an expert in their field, IT staff Presented at Municipal Information Systems Association on Application Programming Interface (API) uses between municipal systems.



Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	4	0	4	1	4	1	4	1	4	1
Accounting Services	10	0	10	0	10	0	10	0	10	0
Financial Planning	4	0	4	0	4	0	4	0	4	0
Information Technology	14	1	17	1	19	1	20	1	20	1
Purchasing Services	6	0	6	0	6	0	6	0	6	0
Taxation Services	5	0	5	0	5	0	5	0	5	0
Total Needs	43	1	46	2	48	2	49	2	49	2

The following highlights the changes in staffing needs during the period 2024 to 2027:

- Starting in 2024, part-time wages were increased to facilitate a co-operative education student in Financial Services. This position will rotate between divisions based on corporate needs and student applicants' learning objectives.
- The Information Technology Division is seeking to expand to facilitate the continued growth of the municipality, technology support requests and to facilitate continuous improvement through digitization of the Municipality's processes.
 - In 2024, the addition of two Solutions Analysts and a Project Lead will allow the Division to develop the project management office required to support future IT projects internally as well as support the diverse requests from departments for software, hardware and training functions.

- In 2025, two more Solutions Analysts will expand the support function of the division as we move further down the IT roadmap and digitization of services.
- In 2026, an additional Project Lead will add support to a growing Project Management Office within IT and further support growth and modernization activities.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Sector Accounting Board								
Expenditures								
Amortization Expense	\$838,023	\$830,143	\$0	\$0	\$0	\$0	\$0	\$0
Administration								
Revenue								
User Charges	(225,431)	(341,209)	(400,000)	(400,000)	0	(400,000)	(400,000)	(400,000)
Fines/Penalties on Interest	(1,582,533)	(1,571,377)	(1,500,000)	(1,700,000)	(200,000)	(1,900,000)	(2,100,000)	(2,300,000)
Information Technology								
Expenditures								
Salaries, Wages and Benefits	1,415,002	1,432,260	1,681,449	2,200,998	519,549	2,557,354	2,795,117	2,928,369
Materials and Supplies	9,332	7,854	11,593	12,750	1,157	13,350	14,050	14,750
Contracted Services	6,216	52,098	55,000	61,000	6,000	67,100	73,900	81,200
Transfers from Reserve, Reserve Fund and Capital	318,122	685,590	200,000	0	(200,000)	0	0	0
Reclass: CF (NON-TCA) to GF	685,940	636,102	1,010,000	1,450,000	440,000	1,595,000	1,754,600	1,930,000
Finance Administration								
Revenue								

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Fines/Penalties on Interest	4,084	(3,691)	(3,500)	(2,800)	700	(2,600)	(2,400)	(2,200)
Expenditures								
Salaries, Wages and Benefits	3,111,643	3,059,861	3,495,069	3,738,314	243,245	3,871,020	3,988,411	4,100,608
Materials and Supplies	209,262	121,016	126,977	115,600	(11,377)	115,600	115,600	115,600
Contracted Services	86,184	76,483	65,000	70,000	5,000	70,000	70,000	70,000
Transfers from Reserve, Reserve Fund and Capital	0	293,800	0	0	0	0	0	0
General Corporate								
Revenue								
User Charges	(170,729)	(771,174)	0	0	0	0	0	0
Gain/(Loss) on Disposal of Tangible Capital Assets	(38,202)	(271,028)	0	0	0	0	0	0
Expenditures								
Materials and Supplies	501,091	633,377	530,549	582,263	51,714	582,316	582,395	582,395
Contracted Services	1,331,711	1,628,293	1,590,100	1,400,600	(189,500)	1,502,100	1,603,600	1,705,100
Rents/Financial Expenses	(290,614)	409,326	297,000	234,300	(62,700)	234,900	235,500	236,100
Transfers from Reserve, Reserve Fund and Capital	6,939,100	8,503,603	6,750,000	0	(6,750,000)	0	0	0
Contributions								
Revenue								
Transfer between Funds	(445,955)	(357,511)	(4,097,255)	(3,504,775)	592,480	(4,116,948)	(3,057,626)	(1,579,544)
Total	\$12,702,246	\$15,053,816	\$9,811,982	\$4,258,250	(\$5,553,732)	\$4,189,192	\$5,673,147	\$7,482,378

Budget Highlights

The following items highlight the 2024-27 budget for Financial Services:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Administration

- Increased fines revenue by \$200,000 to reflect actuals.

Information Technology

- Increase of software maintenance by \$425,000. The increase represents a full year of AMANDA (funded from Building), EPLAN Software, Office 365 upgrade license to E3, Esri three-year contract renewal, cloud-based phone system, additional security systems, mobile device management and Energy Cap Software.

Finance Administration

- Decrease in materials and supplies due to the movement of furniture to the Community Services Department.

General Corporate

- Materials and Supplies has increased primarily as a result of adding a contingency of approximately \$50,000 to 2024-27 for unexpected expenses.
- Contracted Services decreased in 2024 by \$192,000 due to a one-time cost in 2023 for the required triannual actuarial review on post-employment benefits; new development charge study to update for growth numbers, updated capital costing and changes to the *Development Charges Act, 1997*; update to the Land Acquisition Study (required every five years) that was reversed in 2024.
- Rents and financial expenses reduced by \$62,700 due to exclusion of credit card transaction fees.

Emergency And Fire Services



Emergency and Fire Services

Department Overview

Clarington Emergency and Fire Services (CEFS) provide professional and highly trained emergency response, education and fire prevention services to all residents. Clarington has a composite department made up of full-time and volunteer firefighters.

Vision

A community free from loss of life, injuries and property damage.

Mission

An innovative service dedicated to protecting our community through education, prevention, and emergency response.

Core Values

Professionalism: a commitment to excellence in everything we do.

Integrity: dedicated to honesty and accountability while holding ourselves to a high ethical standard.

Compassion: devoted to treating people with dignity and kindness.



Core Activities

Fire Prevention and Public Education: Creating a fire-safe community by reducing the occurrence and impact of fires through public education programs and fire inspections. Clarington strives to educate the public about fire safety through various education programs, hall tours and community events, and provide safety lectures and fire safety training to families, community groups, schools, clubs, and businesses throughout the municipality.

Fire Suppression: CEFS responds to various emergency needs including medical calls, motor vehicle accidents, fire calls, hazardous material spills, carbon monoxide incidents, natural gas line ruptures, and specialized rescue calls such as water and ice rescues and slope rescue situations. To complete these tasks Fire Services has a variety of tools such as extrication tools, defibrillators, specialized saws and cutting tools, a variety of nozzles, rope equipment and ladders. All this equipment assists in providing an effective response in suppression.

Maintenance Division: Provides Self-Contained Breathing Apparatus (SCBA) fit testing, repairs and maintains the SCBA and other personal protective equipment used by the department.

Training Division: Researches, develops, and delivers leading-edge emergency response techniques and procedures. This group ensures that emergency services are effective and delivered in a consistent manner between platoons.

Management Division: Provides strategic direction for CEFS in a cost effective, efficient, and effective manner. Ensures that the services provided match the emergency needs of the community.



2023 Accomplishments and Successes

- Created new CEFS Vision, Mission, and Core Value statements.
- Created a CI committee to empower staff to implement improvements.
- Inclusion of sensory kits on fire trucks, along with training on how to use them when responding to incidents involving neurodivergent people.
- Increased medical response services to include emergency calls related to difficulty breathing and chest pains.
- Signed a fire protection services agreement with Oshawa Fire Services for the delivery of specialty rescue services.
- Updated mutual aid agreement with Port Hope to accurately reflect the services each organization provides.
- Improved management of false fire alarms and illegal burns through amended Municipal fee by-laws, implementing cost recovery fees for preventable incidents and improving efficiency of response processes.
- Conducted a thorough review of the emergency response services provided by CEFS and provided recommendations to Council to address service gaps.
- Began the review and revision of all departmental operating guidelines and policies to ensure CEFS is implementing industry best practices.
- Leased Fire Station 5 to EMS to run jointly with CEFS fire response.
- Hired, trained, and placed 18 new volunteer firefighters into service. CEFS received 265 volunteer applications thanks to a robust six-week recruitment campaign—a 148 per cent increase over 2022.
- Redesigned Emergency Management Plan and provided training to the Municipal Control Group.
- Training hours increased year over year, including new fire ground techniques and improved skill maintenance.
- High rise firefighting expert from Toronto Fire Services trained CEFS staff to prepare for high rise buildings.
- New Officer Development Program's inaugural class had nine graduating officers, with 10 potential officers currently enrolled in a second class.
- 15 people certified to the SP103 Standard for Wildland Firefighting.
- All staff trained in mental health and operational stress management through programs provided by CAMH and Wounded Warriors Canada.
- “Saved by the beep program” delivered to the community to improve smoke alarm awareness and compliance.



Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	7	0	6	0	6	0	6	0	6	0
Fire Prevention	5	0	5	0	5	0	5	0	5	0
Fire Suppression	64	125	64	125	84	125	84	100	84	100
Mechanical Support	1	0	1	0	1	0	1	0	1	0
Training	3	0	3	0	3	0	3	0	3	0
Total Needs	80	125	79	125	99	125	99	100	99	100

The following highlights the changes in staffing needs during the period 2024 to 2027:

- 20 full-time firefighters to staff an existing fire truck to respond to emergency calls from renovated Fire Station 1, Bowmanville positions approved by Council in-year (2023) for budget year 2025.
- Discontinue the Volunteer firefighter program at Station 1 effective January 2026.

Operating Budget

Budget Summary

Description	2021	2022	2023 Final	2024 Final	2023 / 2024	2025 Final	2026 Final	2027 Final
	Actuals	Actuals	Budget	Budget	Variance	Budget	Budget	Budget
Public Sector Accounting Board								
Expenditures								
Amortization Expense	\$1,041,306	\$1,080,113	\$0	\$0	\$0	\$0	\$0	\$0
Administration								
Revenue								
User Charges	(374,254)	(409,619)	(165,000)	(445,000)	(280,000)	(445,000)	(445,000)	(445,000)
Expenditures								
Salaries, Wages and Benefits	950,575	921,643	1,102,755	1,082,106	(20,649)	1,108,540	1,135,855	1,164,317
Materials and Supplies	171,473	226,549	235,350	237,250	1,900	240,050	242,550	245,350
Contracted Services	0	0	0	0	0	0	0	0
External Transfers to Others	7,750	750	10,000	0	(10,000)	0	0	0
Transfers from Reserve, Reserve Fund	983,424	931,665	900,000	250,000	(650,000)	250,000	250,000	250,000
and Capital Contributions								
Revenue								
Transfer between Funds	(95,629)	(231,000)	(548,624)	(320,000)	228,624	(400,000)	(400,000)	(400,000)
Fire Prevention								
Revenue								
User Charges	(48,863)	(29,513)	(44,500)	(30,400)	14,100	(30,400)	(30,400)	(30,400)
Expenditures								
Salaries, Wages and Benefits	751,294	627,638	803,658	762,722	(40,936)	788,787	827,200	856,083
Materials and Supplies	28,282	23,464	45,000	45,000	0	45,000	45,000	45,000
Contracted Services	77,032	0	1,000	1,000	0	1,000	1,000	1,000
Fire Suppression								
Expenditures								
Salaries, Wages and Benefits	8,520,681	8,994,273	9,516,762	10,212,886	696,124	12,085,459	13,802,858	14,255,497

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance		2025 Final Budget	2026 Final Budget	2027 Final Budget
Materials and Supplies	65,642	70,384	100,000	105,000	5,000		105,000	105,000	105,000
Contracted Services	58,388	80,744	90,000	100,000	10,000		100,000	100,000	100,000
Fire Training and Technical Support Expenditures									
Salaries, Wages and Benefits	335,998	554,203	536,626	558,058	21,432		576,504	595,730	615,859
Materials and Supplies	6,127	6,738	8,500	12,000	3,500		12,000	10,000	10,000
Fire Communications Expenditures									
Contracted Services	683,737	747,430	794,000	804,000	10,000		804,000	804,000	804,000
Fire Mechanical Expenditures									
Materials and Supplies	74,653	119,705	105,000	105,000	0		105,000	105,000	105,000
All Stations- Part-time Administration Expenditures									
Salaries, Wages and Benefits	858,343	923,435	901,280	907,615	6,335		933,836	671,881	691,226
Materials and Supplies	34,523	61,195	59,700	67,300	7,600		67,300	67,300	67,300
Contracted Services	12,764	12,692	23,700	26,100	2,400		26,100	26,100	26,100
Municipal Emergency Measures Revenue									
User Charges	(5,000)	(5,000)	(10,000)	(10,000)	0		(10,000)	(10,000)	(10,000)
Expenditures									
Materials and Supplies	25,109	2,207	5,950	5,000	(950)		5,000	5,000	5,000
Fire Mechanical Technical Support Expenditures									
Salaries, Wages and Benefits	137,990	142,277	144,984	151,190	6,206		160,433	165,943	171,725
Fleet Expenditures									
Materials and Supplies	134,487	142,267	95,000	140,000	45,000		140,000	140,000	140,000
Total	\$14,435,832	\$14,994,240	\$14,711,141	\$14,766,827	\$55,686	\$16,668,609	\$18,215,017	\$18,773,057	

Budget Highlights

The following items highlight the 2024-27 budget for Emergency and Fire Services:

Administration

- Revenues increased by \$280,000: \$250,000 reflects the Ontario Power Generation (OPG) grant to be used in-year to fund certain activities such as firefighter overtime, and \$30,000 to reflect revenue actuals for increased cost recovery services.
- Salaries, Wages and Benefits decreased due to the cancellation of the Business Continuity and Emergency Management Planner position approved in 2023. CEFS is not going forward with this position.

Fire Suppression

- Salaries, Wages and Benefits:
 - The 2025 increase represents the hiring of 20 fire suppression positions approved by Council in-year in 2023. This includes 16 firefighters and four captains.
 - *A Plan for Growth* also increases the budgeted overtime for firefighters to reflect actuals as well as to provide resources to meet staffing obligations for responses. Clarington has an agreement with OPG to receive \$250,000 annually. Over the next four years, funds from OPG held in the Community Emergency Management Reserve Fund will be used to fund overtime. Overtime requirements will be reviewed to consider operational efficiencies from the proposed new station.
- Overtime has been increased as follows:
- 2024 increase to \$150,000 utilizing OPG annual funds (no tax impact).
 - 2025 increase fire OT to \$400,000 (\$400,000 OPG)
 - 2026 increase fire OT to \$775,000 (\$400,000 OPG + \$375,000 tax supported reserve funds)
 - 2027 increase fire OT to \$775,000 (\$400,000 OPG + 375,000 tax supported reserve funds)

All Stations – Part-Time Administration

- Salaries, Wages and Benefits – Discontinue the Volunteer firefighter program at Station 1 effective January 2026.

Public Works



Public Works

Department Overview

Public Works is responsible for the maintenance of the Municipality's roadways, sidewalks, parks, cemeteries, and municipal fleet and equipment.

Core Activities

Roads: Maintenance of paved and unpaved roadways and sidewalks, including snowplowing, ditching, culvert installations and pothole patching.

Traffic: Responsible for the provision of crossing guards throughout the Municipality at key school locations, the development of traffic calming measures and traffic safety.

Fleet: Maintain municipal fleet vehicle network, including emergency services equipment such as fire trucks.

Parks and Cemetery: Maintenance of splash pads, beaches, cemetery and sports fields, parks and open spaces and trail. The division also has responsibility over the forestry program, seasonal grass cutting and special event programs such as festival setup and takedown.

Capital Works: This division oversees capital construction and maintenance contracts with external agencies.

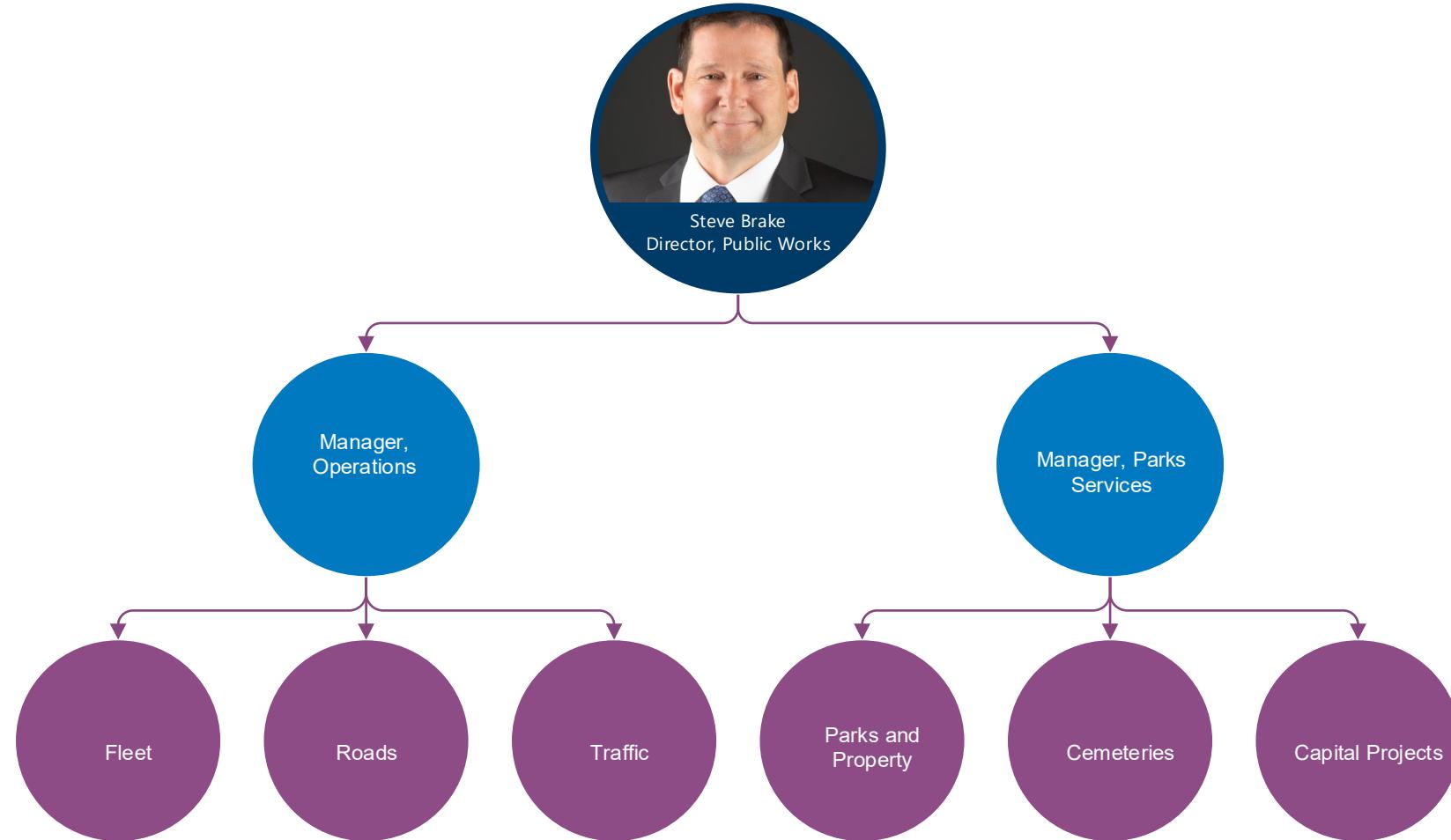


2023 Accomplishments and Successes

- Resurfaced a total of 22 kilometres of rural road.
- Transitioned from paper to electronic:
 - ON Duty Diary Logbooks.
 - Parks Inspections.
 - Circle checks.
 - Winter patrol.
- Culvert inventory tracked throughout the year to improve accuracy.
- Updated daily timesheet template to save time and improve accuracy.
- Improved winter operations with Focus GPS system.
- Marking all new cross culverts with reflective flexible bollards.
- Increased inventory of Armadillo stealth radar traffic counters to five.
- Summer student collecting an inventory of driveway and road cross culverts for including in departmental GIS database.
- Improved the Senior Snow Clearing application process.
- The annual sidewalk minimum maintenance standards (MMS) inspection now includes a recommended treatment. Also implemented a new sidewalk measuring tool that gauges the height of trip hazards more accurately.
- A new GIS web application has been created for the crack sealing contract.
- Met the needs of local cricket players by assigning space on existing sports field infrastructure.



Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	7	0	7	0	7	0	7	0	7	0
Operations (Note 1)	46	51	47	51	47	51	47	51	47	51
Parks Services	27	21	29	21	30	21	30	21	30	21
Total Needs	80	72	83	72	84	72	84	72	84	72

Note 1 – The Municipality's 40 Crossing Guards are included in the part-time category within Operations as they report to the Traffic Section of Operations.

The following highlights the changes in staffing needs during the period 2024 to 2027:

- The Fleet division is requesting a Fleet Technician in 2024.
- Parks Services is requesting a Manager of Parks Services in 2024.
- Forestry is requesting two Arborists, one in 2024 and one in 2025.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Sector Accounting Board								
Expenditures								
Amortization Expense	\$17,047,620	\$18,215,846	\$0	\$0	\$0	\$0	\$0	\$0
Administration								
Revenue								
User Charges	(599,437)	(818,946)	(285,300)	(239,300)	46,000	(249,300)	(259,300)	(269,300)
Expenditures								
Salaries, Wages and Benefits	4,739,231	5,009,281	3,525,721	4,123,154	597,433	4,281,220	4,425,096	4,564,842
Materials and Supplies	117,402	150,721	115,600	199,400	83,800	196,412	198,817	201,617
Contracted Services	36,488	263,989	35,000	25,000	(10,000)	25,000	25,000	25,000
Debt Services (Principal and Interest paid)	546,623	546,559	0	0	0	0	0	0
Transfers from Reserve, Reserve Fund, Capital	6,981,104	7,039,248	0	0	0	0	0	0
Contributions								
Revenue								
Donations and Contributions from Others	(5,230)	(400)	(2,500)	(1,500)	1,000	(1,500)	(1,500)	(1,500)
Transfer between Funds	(1,317,936)	(2,018,342)	0	0	0	(289,575)	(283,140)	(276,705)
Street Lighting								
Revenue								
User Charges	(4,867)	(8,850)	(15,000)	(15,000)	0	(15,000)	(15,000)	(15,000)
Expenditures								
Materials and Supplies	591,704	383,986	450,000	450,000	0	450,000	450,000	450,000
Contracted Services	193,956	187,457	200,000	200,000	0	200,000	200,000	200,000
Debt Services (Principal and Interest paid)	219,670	219,869	219,155	219,400	245	219,400	219,100	219,100
Transfers from Reserve, Reserve Fund, Capital	100,000	100,000	0	0	0	0	0	0

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Parks								
Expenditures								
Salaries, Wages and Benefits	1,490,232	1,290,845	1,539,522	2,112,522	573,000	2,389,792	2,512,430	2,579,884
Materials and Supplies	701,678	683,217	827,045	1,439,800	612,755	1,443,800	1,440,500	1,442,300
Contracted Services	1,103,471	1,672,307	1,658,230	1,994,550	336,320	2,092,700	2,192,676	2,294,713
Rents/Financial Expenses	122,794	57,901	60,000	90,000	30,000	92,700	95,481	98,345
Debt Services (Principal and Interest paid)	0	0	0	0	0	289,575	283,140	276,705
Transfers from Reserve, Reserve Fund, Capital	1,151,144	1,421,706	635,000	0	(635,000)	0	0	0
Cemetery								
Revenue								
User Charges	(159,600)	(189,728)	(145,800)	(156,000)	(10,200)	(156,000)	(156,000)	(156,000)
Expenditures								
Salaries, Wages and Benefits	268,851	278,874	363,992	418,565	54,573	429,494	440,471	452,406
Materials and Supplies	165,052	223,517	113,800	273,740	159,940	259,040	259,240	259,540
Transfers from Reserve, Reserve Fund, Capital	55,000	190,000	5,000	0	(5,000)	0	0	0
Parking Lots								
Expenditures								
Debt Services (Principal and Interest paid)	147,794	147,927	0	147,600	147,600	147,600	147,400	147,400
Safe Roads								
Expenditures								
Materials and Supplies	12,588	4,146	11,000	11,000	0	11,000	11,000	11,000
Contracted Services	48,585	3,760	50,000	60,000	10,000	60,300	60,600	60,900
Waste Collection								
Revenue								
User Charges	(73)	(100)	0	0	0	0	0	0
Expenditures								
Materials and Supplies	0	1,908	0	0	0	0	0	0
Recycling Collection								

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Revenue								
User Charges	(15)	0	0	0	0	0	0	0
Expenditures								
Materials and Supplies	0	427	0	0	0	0	0	0
Roads Maintenance								
Revenue								
User Charges	(26,477)	(10,650)	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Expenditures								
Salaries, Wages and Benefits	603,994	574,302	686,800	749,200	62,400	757,500	773,500	789,500
Materials and Supplies	839,294	747,606	788,575	1,529,900	741,325	1,539,400	1,548,500	1,557,716
Contracted Services	533,307	785,288	774,245	1,029,000	254,755	1,053,850	1,079,200	1,105,500
Transfers from Reserve, Reserve Fund, Capital	2,450	0	0	0	0	0	0	0
Hardtop Maintenance								
Expenditures								
Salaries, Wages and Benefits	385,208	295,823	419,800	440,000	20,200	455,000	455,000	460,000
Materials and Supplies	389,888	472,059	820,500	976,700	156,200	988,660	1,000,865	1,013,522
Contracted Services	161,045	173,876	220,000	250,000	30,000	257,500	265,200	273,200
Loosetop Maintenance								
Expenditures								
Salaries, Wages and Benefits	66,527	83,488	66,000	75,000	9,000	82,200	85,000	88,750
Materials and Supplies	280,160	415,549	380,000	671,000	291,000	700,100	712,100	724,400
Winter Control								
Revenue								
User Charges	(10,947)	(35,471)	(45,000)	(70,000)	(25,000)	(68,100)	(69,100)	(70,200)
Expenditures								
Salaries, Wages and Benefits	770,359	999,435	1,045,000	1,230,000	185,000	1,270,000	1,310,000	1,340,000
Materials and Supplies	1,336,128	1,953,058	2,155,000	3,152,000	997,000	3,152,000	3,152,000	3,152,000
Contracted Services	60,213	388,767	850,000	500,000	(350,000)	500,000	500,000	500,000

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Safety Devices								
Expenditures								
Salaries, Wages and Benefits	241,677	342,911	348,000	366,000	18,000	371,000	376,000	386,000
Materials and Supplies	438,862	430,163	510,000	547,400	37,400	533,900	533,900	533,900
Contracted Services	56,845	0	30,000	95,000	65,000	97,300	99,600	102,000
Stormwater Management								
Expenditures								
Salaries, Wages and Benefits	14,351	20,205	20,000	26,000	6,000	26,000	24,800	25,000
Materials and Supplies	8,186	6,172	13,000	25,000	12,000	25,000	25,000	25,000
Contracted Services	182,122	96,028	215,000	100,000	(115,000)	100,000	100,000	100,000
Regional Roads								
Expenditures								
Salaries, Wages and Benefits	4,306	1,391	2,000	0	(2,000)	0	0	0
Materials and Supplies	18,212	1,361	1,000	1,000	0	1,000	1,000	1,000
Fleet								
Revenue								
Other Income – Contributions from Others	0	0	0	(5,054,750)	(5,054,750)	(5,054,750)	(5,054,750)	(5,054,750)
Expenditures								
Salaries, Wages and Benefits	629,363	645,695	777,718	917,575	139,857	998,294	1,021,560	1,047,339
Materials and Supplies	0	0	21,800	21,800	0	21,800	21,800	21,800
Transfers from Reserve Fund	1,085,000	1,085,000	2,835,000	0	(2,835,000)	0	0	0
Total	\$41,823,902	\$44,529,181	\$22,294,903	\$18,920,756	(\$3,374,147)	\$19,674,312	\$20,197,186	\$20,676,924

Budget Highlights

The following items highlight the 2024-27 budget for Public Works:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Administration

- Decrease in revenues and expenditures are due to an internal restructuring of accounts.
- Increase in materials and supplies by \$88,000 for emergency clean-up and fleet allocation due to updating MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation and there is no tax impact for this increase.

Parks

- Materials and Supplies increased by \$612,755. Increase of \$476,000 for Parks Maintenance Fleet allocation and increase of \$266,000 for Forestry Fleet allocation due to updating MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation and there is no tax impact for this increase.
- Council Amendment – increased forestry contracted services by \$205,000 to increase service levels, in addition to the increase in

forestry contracted services of \$120,000 contained in the budget. Total 2024 budget increase is \$325,000. A forestry review will be conducted to determine what work will require an in-year adjustment from reserve. Increase to assist with outstanding work orders, additional volume and increase in cost of trees for General Tree Contract, Block Pruning Program, Urban and Park Planting and Green Space Removals.

- Increase of \$30,000 in Parks maintenance rental expense to add portable toilet locations to permitted fields.
- Created new accounts related to the expected debt issuance for the Newcastle Neighbourhood Park. The debt is expected to be issued in 2024 with first repayment due in 2025.



Cemetery

- Materials and Supplies net increase of \$159,940. Of the increase, \$152,000 is due to updating MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation and there is no tax impact for this increase.

Parking Lots

- In 2018, an internal loan was issued for capital works related to parking lot rehabilitation. Debt repayment costs of \$147,600 for principal and interest has been included, with internal loan to be completed by 2033.

Safe Roads

- Increase to contracted services for traffic services. This is a new account as of 2024. Budget used to be included in Infrastructure's Pavement Rehabilitation capital.

Road Maintenance

- Materials and Supplies net increase is \$741,325. Small equipment increased by \$3,000, culvert maintenance-miscellaneous operating supplies increased due to backlog, infrastructure reaching end of lifecycle, increase in cost of materials. Fleet allocations for culvert maintenance increased \$233,000; weed control increased \$145,000; ditch and shoulder maintenance increased \$231,000; road patrol increased \$49,000; and roadside cleanup increased \$35,000 due to updating MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation and there is no tax impact for this increase.

- Contracted Services net increase is \$254,755. An increase of \$102,100 for ditching contract due to Climate Action Plan to reduce flooding in flood-prone areas. An increase of \$38,000 (of which \$18,000 is a reallocation from miscellaneous operating supply account) for catch basin and storm sewer maintenance due to inflation and additional maintenance needs due to aging infrastructure. The urban curb-cut contract increased by \$26,500 due to contract pricing for curb reinstatements and the amount of curbs that need to be reinstated and address backlog. The sidewalk maintenance contract account increased by \$85,000. Increase due to inflation, additional maintenance needs due to aging infrastructure and to address Climate action plan items. Also added new budget for concrete curb replacement.

Hardtop Maintenance

- Materials and Supplies net increase is \$156,200. Pavement patching net increase is \$119,000 based on updating MTO rates. Sweeping waste disposal fees decreased by \$150,000 based on prior years actuals and sweeping fleet allocation increased by \$148,000 due to updating MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation and there is no tax impact for this increase. Miscellaneous operating supplies for pavement markings increased by \$40,000 due to growth and inflation, additional maintenance needs due to aging infrastructure and \$5,000 to address Corporate Climate Action Plan items.
- Pavement resurfacing contract services increased by \$30,000 due to additional maintenance needs from aging infrastructure and to address climate action plan items.

Loosetop Maintenance

- Materials and Supplies net increase is \$291,000. An increase of \$30,000 for dust control due to a new contract. Gravel patch and resurfacing increased by \$253,000 due to updated MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation; there is no tax impact for this increase.

Winter Control

- Net increase in revenues of \$25,000 is based on the timing of first occupancy in new developments and the increased number of customers and increased fee of the program to participants.
- Increase in materials and supplies of \$8,400 includes an increase of \$8,000 for winter control fleet allocations based on a five-year average and anticipated needs in 2023 and an increase of \$400 in miscellaneous operating supplies.
- Decrease in contracted services of \$350,000 includes a decrease for winter maintenance as staff are clearing arterial sidewalks and pedestrian crossing locations at an estimated contract saving of \$150,000. Senior snow clearing program contract decreased by \$200,000 based on prior year actuals.

Safety Devices

- Materials and Supplies net increased is \$37,400 primarily due to updated MTO rates used to charge out equipment time. There is a corresponding revenue set up for the allocation; there is no tax impact for this increase.

- Railway crossing maintenance contract decreased by \$10,000 based on inspections by Transport Canada and anticipated needs in 2024 and future years.

Stormwater Management

- Contracted services decrease of \$115,000 as surveys will be completed and these funds are no longer required.

Fleet

- Contributions from others of just over \$5,000,000 added to offset fleet allocation expenses, the expenses in other departments offset this revenue and this is used for cost allocation measures only. Expenses for fleet are captured in one account and allocated based on usage.



Community Services



Community Services

Department Overview

The Community Services Department is responsible for the provision of indoor recreation facilities, programs and activities providing the residents of Clarington a variety of recreation and leisure opportunities, in a welcoming, enjoyable, and safe environment. Community Services is responsible for the provision of indoor recreation facilities, programs and activities providing the residents of Clarington a variety of recreation and leisure opportunities, in a welcoming, enjoyable, and safe environment. This includes the provision of facilities for our minor sport organizations to operate their hockey, figure skating, lacrosse, and swimming programs to their many participants.

The division also provides registered and drop-in recreation fitness and aquatic programming, that services residents of all ages. Through our community development efforts, we also administer the annual Community Funding Program, which provides funding to various agencies and organizations, to support the valuable work they perform in our community.

Core Activities

Facility Services

- Operate and maintain municipally operated indoor recreation facilities.
- Operate and maintain Municipal Administrative Centre and Clarington Public Library Main Branch.
- Repair and maintenance of fire stations, operations depots, other library and museum buildings, Bowmanville Older Adult Centre, and Visual Arts Centre.
- Manage and supervise all construction and renovation on municipally owned buildings.
- Liaise with Community Hall and Arena Boards.
- Manage the Naming Rights, Advertising and Sponsorship Program.
- Provide operational support to municipal and departmental special events.



Recreation Services

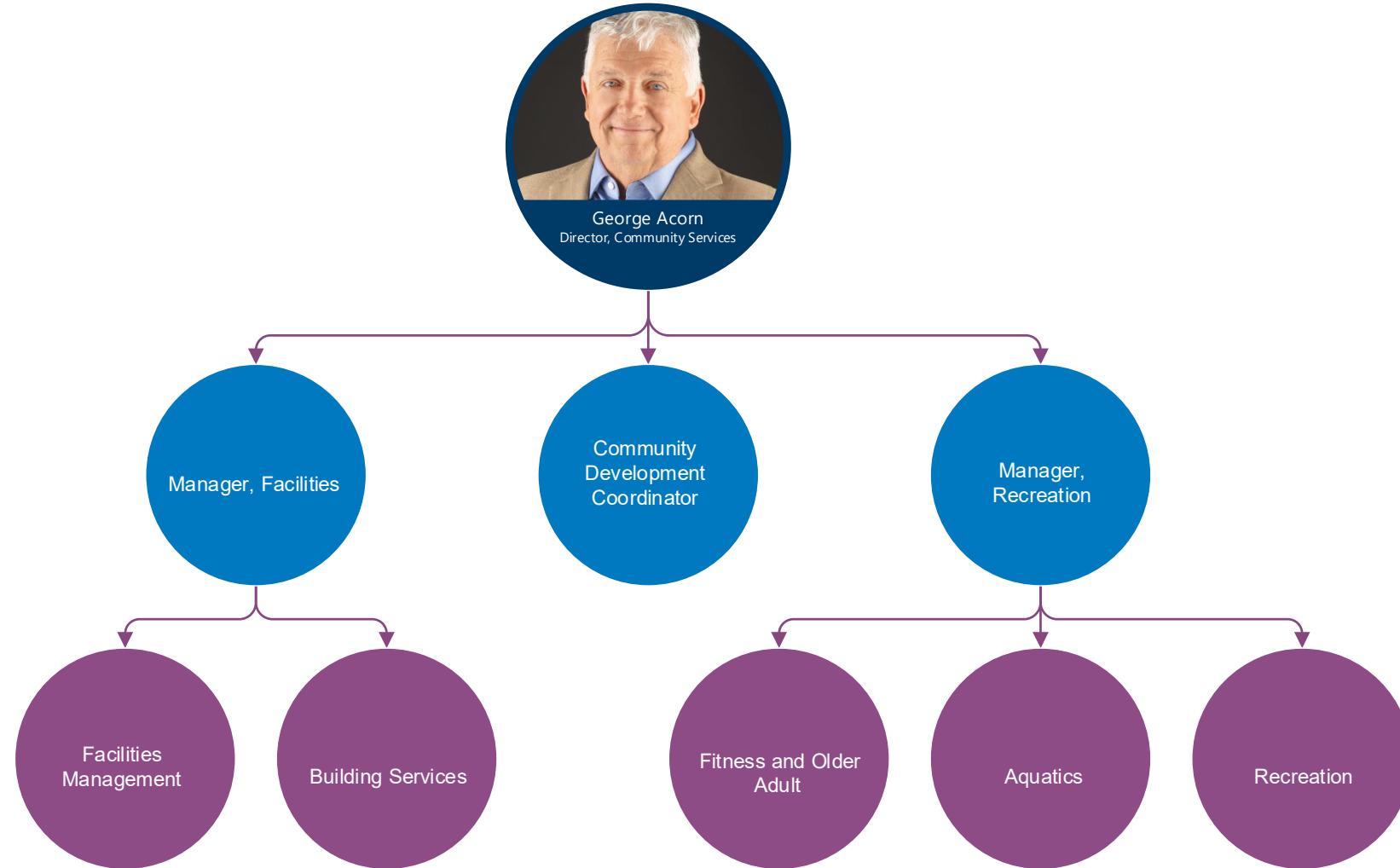
- Develop and operate recreation, fitness and aquatic programs and activities.
- Operate the fitness centre and older adult centre at Courtice Complex.
- Support access to recreation for low-income participants through internal and external funding assistance programs.
- Allocate and permit indoor and outdoor rental space to community organizations and the public.
- Manage the annual Council-approved Community Funding Program, which provides financial support to local community agencies and organizations.
- Represent the Municipality on the Durham Regional Police Service Community Safety Advisory Council, as well as other community-based groups.
- Provide support to various community organizations through individual consultation as group information sharing.
- Coordinate the intake of all non-municipal special event applications.
- Manage municipal and department special events including Mayor's Golf Classic, Mayor's Art Gala, and Canada Day.



2023 Accomplishments and Successes

- In 2023 we experienced a post-pandemic rebound in swimming lesson registrations, including a 40 per cent increase in our Fall Session numbers.
- With the most recent fall staff hiring, our aquatic staffing resources have grown significantly and are reaching pre-pandemic levels. This was accomplished through various collaborative and innovative efforts with the aquatics team and Corporate Communications.
- Contributing to the Parks, Recreation and Culture Master Plan working group. This work will continue into 2024 with major findings and recommendations due to Council in September 2024. This work will assist Council and senior staff in the strategic planning for indoor and outdoor recreation and cultural services.
- Special Events team successfully held the inaugural Celebrate Sport in Clarington Event in Spring 2023, at the Garnet B. Rickard Recreation Complex. We plan to build on this success and expand our celebration of the sporting accomplishments of our residents at the local, national, and international levels.
- Council approval for Phase I of the South Bowmanville Recreation Centre (SBRC) Project. The RFP for design services to be issued in 2024.
- Facility Services continues expansion of in-house renovation and smaller capital projects work, including Shaw House and CAO Office renovations.
- Facility Services assisted with development of office design standards for future workspaces, with goal to standardize furniture procurement and maximize use of space.
- The Newcastle Arena renovation is nearing completion with a ceremony to celebrate the re-opening scheduled in late November 2023.
- CI initiatives – working with CAO's Office on several process reviews. This work will continue in 2024.
- Special Event Application Growth: post-pandemic rebound, with over 60 applications administered to date in 2023, compared to over approximately 20 in 2022.
- Mayor's Golf Classic: expect to raise approximately \$30,000 for Durham Hospice. Sponsorship sales for this event was managed internally by Community Services staff in conjunction with the Mayor's Office.
- Community Funding Program: Financial support of approximately \$45,000 was provided to over 15 community organizations and groups through the Community Funding Program in 2023. Additionally, funds were provided to support local concerts in the park events.
- Continuation of the Clarington Charges Forward initiative through the addition of electric vehicle and mobile device charging stations at municipal facilities and inside recreational facilities.

Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	3	0	3	0	3	0	3	0	3	0
Community Development	2	0	2	0	2	0	2	0	2	0
Facilities	39	84	39	84	40	84	40	84	40	84
Recreation	16	277	16	277	19	277	20	277	20	277
Total Needs	60	361	60	361	64	361	65	361	65	361

The following highlights the changes in staffing needs during the period 2024 to 2027:

- Recreation Services – Recreation Programmer 2025.
- Facilities – Plumbing Technician 2025.
- Recreation Services – Aquatic Deck Leads (2) 2025.
- Recreation Services – Recreation Programmer (Inclusion) 2026.
- 2026-27 SBRC funds put aside in reserve funds for future staffing.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Sector Accounting Board								
Expenditures								
Amortization Expense	\$2,080,972	\$2,054,759	\$0	\$0	\$0	\$0	\$0	\$0
Administration								
Revenue								
User Charges	(35,866)	(77,845)	(64,000)	(74,000)	(10,000)	(100,000)	(110,000)	(130,000)
Expenditures								
Salaries, Wages and Benefits	920,015	941,182	1,055,908	882,393	(173,515)	905,245	928,922	953,578
Materials and Supplies	25,236	36,276	62,555	41,900	(20,655)	42,400	90,400	43,900
Contracted Services	279,052	91,522	240,000	0	(240,000)	0	0	0
Transfers from Reserve, Reserve Fund and	1,762,201	1,859,441	1,342,500	0	(1,342,500)	0	0	0
Capital Grants								
Revenue								
Grants	0	0	0	0	0	0	0	0
Contributions								
Revenue								
Transfer between Funds	(1,696,392)	(2,539,740)	(1,935,754)	(1,287,653)	648,101	(1,894,647)	(2,800,133)	(3,632,811)
Fleet								
Expenditures								
Materials and Supplies	39,200	24,552	23,350	22,400	(950)	22,400	32,900	32,900
Recreation Services Administration								
Revenue								
User Charges	(121)	(1,535)	0	0	0	0	0	0
Expenditures								
Salaries, Wages and Benefits	1,115,978	966,978	1,301,950	1,716,637	414,687	1,946,031	2,197,954	2,326,102

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Materials and Supplies	12,219	11,803	31,000	29,200	(1,800)	29,200	29,200	29,200
Facilities								
Revenue								
User Charges	(1,143,774)	(1,917,180)	(2,286,300)	(2,408,400)	(122,100)	(2,486,400)	(2,815,200)	(2,948,000)
Transfer between Funds	0	0	0	(213,215)	(213,215)	(218,012)	(222,917)	(227,933)
Expenditures								
Salaries, Wages and Benefits	3,884,704	4,594,678	4,933,047	5,422,466	489,419	5,652,477	5,872,813	6,035,127
Materials and Supplies	2,598,219	3,376,299	3,544,590	3,601,100	56,510	3,352,800	3,648,600	3,838,100
Contracted Services	256,694	425,475	717,595	699,500	(18,095)	729,200	795,700	823,400
Debt Services (Principal and Interest paid)	1,514,261	1,787,898	2,896,065	1,872,933	(1,023,132)	2,523,230	3,425,816	4,257,578
Transfers from Reserve, Reserve Fund and	1,148,621	357,109	0	0	0	0	0	0
Capital Concessions								
Revenue								
User Charges	(5,932)	(22,102)	(60,240)	(62,100)	(1,860)	(64,100)	(76,000)	(77,400)
Expenditures								
Salaries, Wages and Benefits	8	0	0	0	0	0	0	0
Aquatic Programs								
Revenue								
User Charges	(275,596)	(739,798)	(911,350)	(1,230,000)	(318,650)	(1,269,400)	(1,309,900)	(1,351,700)
Expenditures								
Salaries, Wages and Benefits	296,192	698,646	1,169,428	1,311,429	142,001	1,340,235	1,369,829	1,400,009
Materials and Supplies	21,383	45,631	52,360	74,100	21,740	74,100	74,100	74,100
Fitness Programs								
Revenue								
User Charges	(75,474)	(375,595)	(458,900)	(556,800)	(97,900)	(574,500)	(596,700)	(624,300)
Expenditures								
Salaries, Wages and Benefits	146,416	251,099	314,351	335,684	21,333	343,108	349,097	372,416
Materials and Supplies	5,849	13,655	25,800	25,800	0	26,300	26,900	27,500
Rents/Financial Expenses	0	240	2,100	3,300	1,200	3,300	3,300	3,300

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Recreation Programs								
Revenue								
User Charges	(140,232)	(430,467)	(647,950)	(784,300)	(136,350)	(809,300)	(848,100)	(967,100)
Expenditures								
Salaries, Wages and Benefits	134,296	259,122	651,011	728,600	77,589	744,986	758,985	811,585
Materials and Supplies	9,481	35,542	78,300	78,300	0	78,300	78,300	78,300
Contracted Services	3,271	24,318	31,800	35,300	3,500	35,300	35,300	35,300
Community Development								
Revenue								
User Charges	(131,700)	(137,816)	(172,330)	(185,200)	(12,870)	(186,600)	(188,300)	(189,900)
Expenditures								
Salaries, Wages and Benefits	58,384	73,239	5,510	9,540	4,030	9,768	9,993	10,224
Materials and Supplies	143,970	158,523	189,010	197,500	8,490	197,500	197,500	197,500
Contracted Services	28,008	34,545	47,200	49,400	2,200	49,400	49,400	49,400
55+ Active Adults								
Revenue								
User Charges	(27,027)	(76,976)	(98,875)	(129,600)	(30,725)	(133,700)	(148,700)	(178,400)
Expenditures								
Salaries, Wages and Benefits	31,887	75,255	102,388	109,490	7,102	111,955	111,393	137,682
Materials and Supplies	2,832	17,611	10,300	12,700	2,400	12,700	12,700	12,700
Contracted Services	0	4,100	8,500	6,000	(2,500)	6,000	6,000	6,000
Rents/Financial Expenses	0	5,014	4,000	4,000	0	4,000	4,000	4,000
Customer Service								
Revenue								
User Charges	(17,479)	(20,986)	(16,500)	(16,500)	0	(17,000)	(17,600)	(18,100)
Expenditures								
Salaries, Wages and Benefits	753,620	988,063	1,158,390	1,195,055	36,665	1,233,045	1,264,378	1,296,761
Materials and Supplies	58,695	131,752	135,500	248,300	112,800	248,300	250,500	324,200
Smallboards Consolidated								
Expenditures								

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Contracted Services	5,869	15,600	17,000	17,000	0	18,100	19,300	20,650
External Transfers to Others	12,188	4,241	0	0	0	0	0	0
Debt Services (Principal and Interest paid)	0	122,749	791,395	792,339	944	792,530	792,433	792,671
Smallboards Non-Consolidated								
Expenditures								
Contracted Services	2,329	22,425	19,500	19,500	0	20,800	22,200	23,700
External Transfers to Others	9,412	80	0	0	0	0	0	0
Libraries (Facilities)								
Expenditures								
Materials and Supplies	3,319	17,088	24,850	25,100	250	25,100	25,100	25,100
Contracted Services	4,424	8,556	15,140	15,500	360	16,200	17,000	17,800
Debt Services (Principal and Interest paid)	78,466	78,488	78,663	78,511	(152)	78,243	78,890	78,394
Client Services								
Expenditures								
Salaries, Wages and Benefits	538,336	624,399	0	0	0	0	0	0
Materials and Supplies	9,689	13,423	0	0	0	0	0	0
Museum (Facilities)								
Expenditures								
Materials and Supplies	13,764	13,941	20,100	20,300	200	20,500	20,700	20,900
Contracted Services	8,378	7,514	8,800	10,300	1,500	10,300	10,300	10,300
Community Grant Program								
Expenditures								
External Transfers to Others	38,500	76,555	99,000	98,850	(150)	99,000	98,800	98,800
Municipal Sponsorships								
Expenditures								
External Transfers to Others	135,920	0	0	0	0	0	0	0
Total	\$14,642,665	\$14,009,346	\$14,556,757	\$12,842,659	(\$1,714,098)	\$13,048,394	\$13,575,153	\$13,923,533

Budget Highlights

The following items highlight the 2024-27 budget for Community Services:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Administration

- Materials and Supplies increased by a one-time cost of \$50,000 in 2026 for special events due to the South Bowmanville Rec Centre official opening.
- Contracted services decreased by \$240,000. In 2023, hire a consultant to do the Community Services Sport, Leisure and Culture Master plan. This plan will provide support for future investment in capital and programming needs. This was a one-time cost in 2023.

Facilities

- Revenue increased by \$122,100 in 2024 due to an increase to post-pandemic revenues. 2026 and 2027 revenues have increased and include projected revenues for SBRC.
- New accounts transfer between accounts is used to offset staff time/salary expenses regarding employees working on capital projects.
- Materials and Supplies overall increase by \$56,510 due to several nominal changes at each facility. Two notable changes are:
 - Increase of \$350,200 for the centralization of furniture and fixture accounts.
 - Decrease of \$250,000 in the Camp 30 repair and maintenance account. Heat and Hydro increases are based on estimated costs provided by Financial Services Department.

Aquatic Programs

- Increase in revenues of \$318,650 due to post-pandemic revenues and program growth.

Fitness Programs

- Increase in revenues of \$97,900 due to post-pandemic revenues and program growth.

Customer Service

- Materials and Supplies increased net \$112,800. An increase of \$62,800 primarily for ACTIVE NET transaction fees which are expected to increase due to post pandemic operational levels. An increase of \$50,000 to cover subsidy costs for FAP. Previously surplus unclaimed account credits were used to fund, those balances are diminished.

Hall Boards Consolidated

- This sub-department is for the hall boards that are consolidated within the Municipality for winter control. This would include Boards of Council such as the Tyrone Community Hall Board.

Hall Boards Non-Consolidated

- This sub-department is for non-consolidated hall boards, such as the Hampton Community Association. This expense is for winter control costs for those boards that are not consolidated within the Municipality, per the Community Group Roadmap approved in October 2021.

Recreation Programs

- Increase in revenues by \$136,350 as a result of post-pandemic program growth and increased demand.

55+ Active Adults

- Revenue increased by a net of \$30,725 as a result of post-pandemic program growth and increased demand.



Planning and Infrastructure



Planning and Infrastructure

Department Overview

The Planning and Infrastructure Services Department is responsible for managing the growth of the Municipality. The department develops planning policy, issues building permits, reviews development applications for infrastructure planning, oversees key infrastructure investment projects, and supports local economic development activities.

Core Activities

Community Planning: Responsible for planning policy including the official plan and secondary plans. Manages review of commercial and mixed-use development applications and community engagement. Responsible for the both the Clarington Heritage Advisory Committee and the Clarington Agricultural Advisory Committee of Council.

Development Review: Oversees land use planning implementation, development application review and approval, land division zoning and Committee of Adjustment. Respond to general land use inquiries regarding the development potential of private property.

Building Division (Permits and Inspections): Responsible for issuing building, renovation/addition and demolition permits and conducting building, structural, plumbing and HVAC inspections. Interprets the Development Charges By-law and Ontario Building Code.

Infrastructure: Responsible for the development and planning of infrastructure requirements and long-term asset management planning. The division oversees infrastructure construction and works with external agencies on infrastructure such as cable, internet, power locations. Responsible for the development and planning of infrastructure requirements and long-term asset management planning. The division oversees construction of new parks and trails, management of infrastructure assets, active transportation planning and construction oversight for the Planning and Infrastructure's capital program.

Development Engineering: Reviews, inspects and assumes new developments, provide engineering support and comments on proposed development applications and works with Infrastructure Division on planning for infrastructure needs to support growth.

Economic Development: Develops community economic development strategy, works with key stakeholders such as the Clarington Board of Trade (CBOT) for job attraction and retention, supports for local tourism businesses, and events to promote Clarington in and outside of the Region.

2023 Accomplishments and Successes

- Completed the modernization of the building permit process moving to a completely electronic application, review and inspections.
- Created the position of Building Engineer and an additional Building Inspector to support and facilitate the building permit processes at all stages.
- Re-introduced the Builder/Developer Workshop.
- Building staff obtained 18 new Ministry of Municipal Affairs and Housing Building Code qualifications.
- Received and continued to process over 410 ongoing Development Applications (Pre-consultation, Land Division, Subdivision, Zoning By-law Amendments, Part Lot Control, Site Plans, Official Plan Amendments, Minor Variances).



- Provided the final approval for 1,580 residential units in Clarington.
- Responded to 3,296 public inquiries.
- Updated the Parkland and Open Space Dedication By-Law.
- Worked with Finance to update fee by-law that expired July 1, 2023, resulting in a three per cent increase.
- Successfully held 12 Statutory Public Meetings, clearing 2022 backlog bringing us up to date ahead of the timeframes in the *More Homes for Everyone Act, 2022*.
- Initiated the Parks, Recreation, and Culture Master Plan project.
- Hosted five information centers for secondary plans and subwatershed studies.
- Wilmot Creek Neighbourhood Secondary Plan was adopted by Council.
- Presented Soper Creek Subwatershed Study-Phase 1 report to the Council. Phase 2 of the Subwatershed Study, a new future conditions hydrologic model, is being developed.
- Completed the Robinson Creek and Tooley Creek Subwatershed Study.
- Initiated Clarington's Official Plan Review, which includes a comprehensive engagement program for residents and stakeholders to participate.
- Distributed almost 500 trees to residents under the Trees for Rural Roads Program.

- Completed 105 Planning Map requests and 173 Infrastructure and Public Works map requests.
- Developed interactive online maps and dashboards for Asset Management, Clarington Geospatial Data, and Capital Works.
- Completed the construction of Lake Road extension.
- Reconstructed the Port Darlington boat launch.
- Completed the Bowmanville Cemetery expansion.
- Installed two electric vehicle charging stations at the Orono Library to support climate change initiatives.
- Awarded the Active Transportation Master Plan scheduled to be completed in 2024.
- Completed the Newcastle Community Park.
- Tendered 2023 Pavement Rehabilitation and Brown Street reconstruction, with completion targeted for 2024.
- Completed the Brookhill Parkette.
- Completed the public consultation on the Soper Creek Phase Three project.
- Authorized the commencement of two developments.
- Issued 50 municipal consents and 21 site alteration permits.
- Completed the Environmental Study for Meadowglade Road and Farmington Drive.
- Developed and Launched Concierge Service for businesses.
- Launched the process from transforming the Shaw House into the Economic Development offices and the Business Resource and

Innovation Centre. Including the preparation of a feasibility study and a design proposal.

- Processed nine patio permits.
- Processed five Community Improvement Plan (CIP) applications.
- Attracted and facilitated AccessIO, a technology startup and angel investor event that brought together 300 attendees between a kick-off event at Canadian Tire Motorsport Park (CMTP) and a main event at the Darlington Energy Centre.
- Created new “Invest Clarington” Economic Development Division brand identifier and its new, standalone website.
- Executed three promotional seasonal tourism campaigns.
- Launched Pick-Your-Own promotional campaign.
- Facilitated two features on Breakfast Television featuring Joey’s World and Soper Creek.
- Supported the development of the Nuclear Energy Sector Business Attraction Strategy.



Legislative Changes / Economic Changes

- *More Homes Built Faster Act, 2022*: Downloading of the Land Division Function to the Local Municipality (anticipated increase in revenue and expenditures on this function).
- *More Homes for Everyone Act, 2022*: newly imposed timeframes for Development Review files. If the Municipality does not meet certain timeframes, it is required to provide tiered refunds to the applicants.
- Introduction of new two-stage pre-consultation approach, increased revenue for pre-consultation meetings.



Initiatives/Plans

Initiated Clarington's Official Plan Review

- The Official Plan review presents an excellent opportunity to ensure that, as Clarington continues to be one of the fastest growing municipalities in the Greater Toronto Area, we're proactively planning a community that fits with our shared values and Council's Strategic Plan. Policies in the Official Plan can ensure that we're growing in a manner that protects what we value most and enhances our community. Revisiting our vision will be key to achieving this.

Parks, Recreation, and Culture Master Plan

The Municipality of Clarington is creating a Parks, Recreation, and Culture Master Plan to understand and plan for services to meet our current and evolving needs. It involves:

- Parks: The parkland and natural areas that provide places for play and leisure.
- Recreation: The facilities, services, and programming that activate our public spaces including indoor and outdoor facilities, play equipment and infrastructure.
- Culture: The facilities, services and programming that highlight our communities' identity, including libraries, heritage, visual and performing arts.



- Trails: The links between our communities that encourage active lifestyles and exploring our natural features.

The Master Plan will use a holistic approach to synthesize these components in a way that complements one another. The plan will make recommendations for future services that are fiscally and environmentally sustainable while suiting the unique needs of our communities.

The Parks, Recreation, and Culture Master Plan will:

- Map out our current resources and assets.
- Assess our current and future needs.
- Create a vision and set of priorities that fits our community.
- Lay out a detailed plan to implement our recreational priorities.
- Use a holistic approach to planning our recreational and cultural facilities so that they work together to meet our needs.

Active Transportation Master Plan (ATMP) and Wayfinding System Strategy

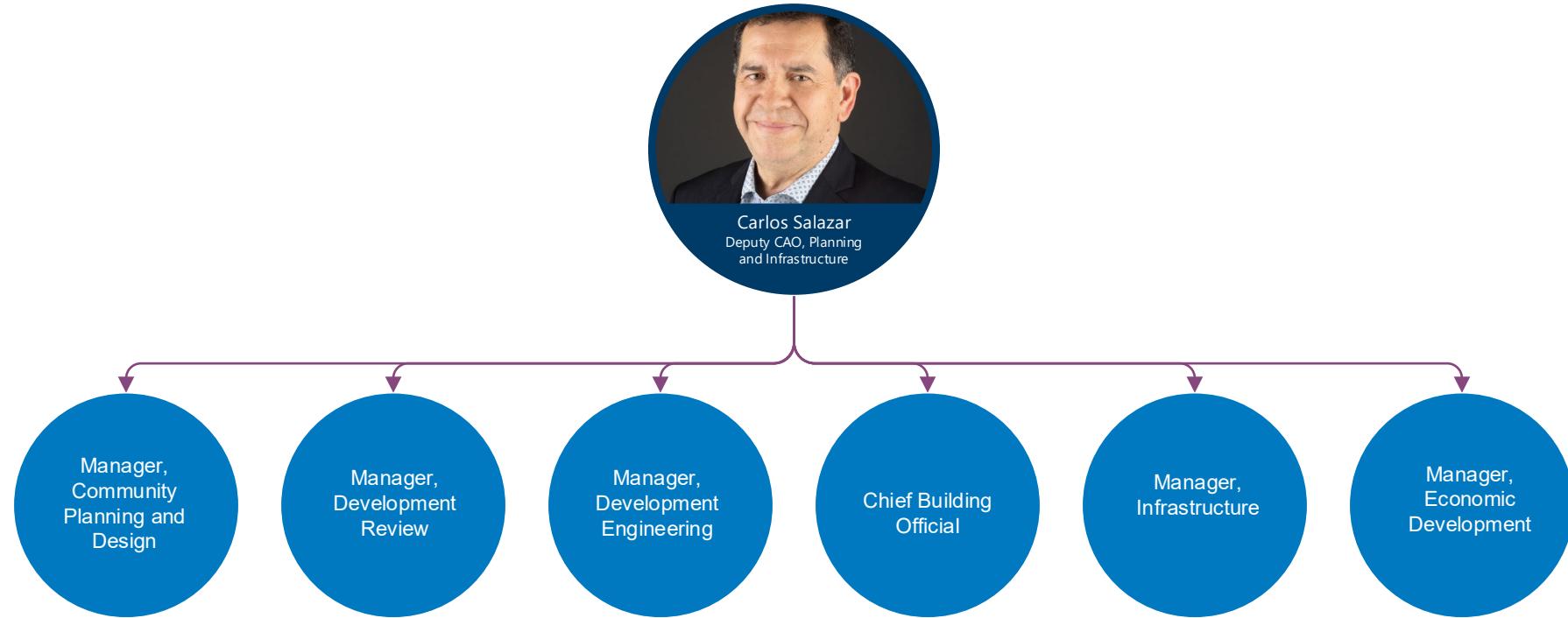
- The ATMP aims to establish an active transportation network plan, inform policies and develop an implementation program and schedule to support Clarington's vision for a safe, integrated, and cohesive transportation network for all modes of active travel. This includes walking, cycling, and other nonmotorized modes of travel and mobility devices. The ATMP will also recognize and review the integration of active transportation with public transit routes to form a complete and connected network.
- The Wayfinding System Strategy will complement the ATMP and serve to inform and guide active transportation users in a navigational and advisory capacity, inform policies, encourage and promote utilization of these features, and develop an implementation program/schedule to complement the ATMP.

Key Performance Indicators

- Average response time of 3.2 days per public inquiry.
- Issued 758 residential units.
- Completed 10,424 inspections.



Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	4	0	4	0	4	0	4	0	4	0
Chief Building Official	18	0	18	0	20	0	20	0	20	0
Community Planning	17	1	17	1	17	1	17	1	17	1
Development Engineering	8	0	8	0	10	0	10	0	10	0
Development Review	15	0	15	0	15	0	15	0	15	0
Economic Development	4	0	5	0	5	0	5	0	5	0
Infrastructure	11	0	12	0	13	0	13	0	13	0
Total Needs	77	1	79	1	84	1	84	1	84	1

The following highlights the changes in staffing needs during the period 2024 to 2027:

Development Engineering: one Construction Inspector and one Development Review Technician in 2025.

Infrastructure: one Infrastructure Technologist in 2024; one Senior Construction Inspector in 2025.

Economic Development: one Senior Economic Development Officer in 2024.

Building Inspection: one Building Inspector and one Supervisor of Inspections in 2025.

Operating Budget

Budget Summary

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Public Sector Accounting Board								
Expenditures								
Amortization Expense	2,863	38,485	0	0	0	0	0	0
Planning								
Expenditures								
Salaries, Wages and Benefits	0	58,797	4,652,542	5,281,569	629,027	5,679,234	6,025,253	6,192,392
Infrastructure								
Revenue								
Transfer between Funds	0	0	0	(929,424)	(929,424)	(1,022,880)	(1,105,732)	(1,130,611)
Expenditures								
Salaries, Wages and Benefits	0	15,090	1,488,257	1,703,652	215,395	1,900,589	2,029,955	2,085,119
Materials and Supplies	0	0	33,540	24,000	(9,540)	24,500	24,500	24,500
Contracted Services	0	0	125,000	125,000	0	125,000	125,000	125,000
Debt Services (Principal and Interest paid)	0	0	553,160	553,240	80	552,198	550,225	548,292
Administration								
Revenue								
User Charges	(1,057,437)	(1,533,960)	(2,355,800)	(2,469,800)	(114,000)	(2,474,800)	(2,474,800)	(2,474,800)
Other Income – Sale of Assets (NON-TCA)	(280,000)	0	0	0	0	0	0	0
Expenditures								
Salaries, Wages and Benefits	3,268,104	3,129,869	472,993	624,627	151,634	645,295	666,875	683,882
Materials and Supplies	104,182	81,186	196,890	163,000	(33,890)	159,480	159,480	159,480
Contracted Services	200,416	492,651	867,000	476,075	(390,925)	511,075	586,075	661,075
Transfers from Reserve, Reserve Fund and	1,598,557	1,508,451	377,500	50,000	(327,500)	50,000	50,000	50,000
Capital Contributions								

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Revenue								
Transfer between Funds	(268,390)	(992,389)	(2,498,094)	(1,865,651)	632,443	(1,982,525)	(2,122,254)	(2,142,658)
Building Inspection								
Revenue								
User Charges	(3,038,510)	(1,967,075)	(1,774,500)	(1,899,100)	(124,600)	(1,955,300)	(2,013,300)	(2,072,900)
Fines/Penalties on Interest	0	0	(500)	(500)	0	(500)	(500)	(500)
Expenditures								
Salaries, Wages and Benefits	1,430,979	1,455,434	2,041,034	2,189,611	148,577	2,440,976	2,640,679	2,722,366
Materials and Supplies	60,472	59,499	43,900	47,400	3,500	50,150	50,150	50,400
Contracted Services	64,708	14,440	195,000	195,000	0	195,000	195,000	195,000
Transfers from Reserve, Reserve Fund and	939,545	0	0	0	0	0	0	0
Capital								
Parks								
Expenditures								
Contracted Services	0	0	10,000	10,000	0	10,000	10,000	10,000
Roads and Structures								
Expenditures								
Contracted Services	0	0	12,000	12,000	0	12,000	12,000	12,000
Safe Roads								
Expenditures								
Materials and Supplies	0	0	2,500	2,500	0	2,500	2,500	2,500
Roads Maintenance								
Expenditures								
Contracted Services	0	0	17,500	20,000	2,500	20,000	20,000	20,000
Environmental								
Revenue								
User Charges	(137,510)	(118,416)	(84,670)	(84,670)	0	(84,670)	(84,670)	(84,670)
Expenditures								
Materials and Supplies	5,273	2,623	3,500	3,500	0	3,500	3,500	3,500

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Final Budget	2023 / 2024 Variance	2025 Final Budget	2026 Final Budget	2027 Final Budget
Contracted Services	133,231	108,416	80,000	80,000	0	80,000	80,000	80,000
Fleet								
Expenditures								
Materials and Supplies	0	0	2,800	2,800	0	2,800	2,800	2,800
Smallboards Consolidated								
Expenditures								
Materials and Supplies	(40)	925	1,500	1,500	0	1,500	1,500	1,500
Tourism								
Expenditures								
Salaries, Wages and Benefits	232,952	229,581	247,989	0	(247,989)	0	0	0
Materials and Supplies	69,920	98,920	68,600	0	(68,600)	0	0	0
Contracted Services	26,607	15,383	21,500	0	(21,500)	0	0	0
Development Review								
Revenue								
User Charges	(289,743)	(1,523,318)	0	0	0	0	0	0
Expenditures								
Materials and Supplies	23,289	35,955	0	0	0	0	0	0
Contracted Services	289,651	717,078	0	0	0	0	0	0
Economic Development								
Expenditures								
Salaries, Wages and Benefits	0	18,611	331,985	819,671	487,686	855,177	892,702	916,612
Materials and Supplies	53,719	25,142	360,250	297,250	(63,000)	297,250	297,750	297,750
Contracted Services	371,418	325,000	573,000	325,500	(247,500)	325,500	325,500	225,500
Transfers from Reserve, Reserve Fund and Capital	640,375	646,075	650,000	0	(650,000)	0	0	0
Total	\$4,444,631	\$2,942,453	\$6,716,376	\$5,758,750	(\$957,626)	\$6,423,049	\$6,950,188	\$7,163,529

Budget Highlights

The following items highlight the 2024-27 budget for Planning and Infrastructure Services: The following items highlight the 2024-27 budget for Planning and Infrastructure:

Salaries, Wages and Benefits

- The increase in salaries reflects the annual COLA, annualization of new positions from the previous year, annualization of new positions approved in 2023, half-year for 2024-27 new positions, estimated changes in benefits and reflect changes to market and pay equity for the positions undertaken in 2022 and 2023.

Infrastructure

- Transfer between accounts new to offset staff expenses, for staff working on capital projects.
- No change to Contracted services budgeted of \$125,000 for unexpected design assignments.

Administration

- Revenues increased net \$114,000. Majority of increase of \$102,000 is due to new two-stage pre-consultation approach.
- Contracted services decreased net \$390,925. A \$650,000 increase is based on the business case submitted for the Comprehensive Zoning Bylaw update review was a one-time cost in 2023 and was reversed in 2024. An increase of \$259,075 for consulting expenses:
 - \$50,000 increase for anticipated Peer Reviews for Development Engineers.

- \$169,075 Request for Community Planning for consultants for evaluation of 55 properties on the Heritage Register for their removal from the list at the end of 2024 as a result of changes to the *Heritage Act, 1990*.
- \$40,000 one time ask for the Waterfront Strategy. This project has been delayed by one year and will restart in 2024. Building Inspection.

Building Inspection

- Increase in building permit revenue of \$124,600 in 2024 based on fee study/annual permit fee increase.
- Materials and Supplies decreased by \$58,500. This includes a decrease of \$69,500 in travel/mileage submissions as each inspector has a municipal vehicle now. Offsetting increases are several nominal accounts.
- Contracted Services decreased by net \$109,500. A decrease of \$87,000 for consulting and a decrease of \$22,500 for professional fees.

Environmental

- Revenues and Expenditures net to zero for Port Granby. This is a continuing project including the Government of Canada, Town of Port Hope and the Municipality of Clarington.

Tourism

- Tourism has merged with Economic Development.

Economic Development

- Materials and Supplies decreased net \$63,000. Internal reallocations, tourism merged with Economic development increased material and supplies, reversal of 2023 one-time costs reduced material and supplies. One reversal was \$100,000 for physician recruitment, and the other reversal was a one-time cost of \$48,800 associated with a 2023 business case.
- Contracted services decreased by \$247,500 which includes a reduction of \$119,000 for profession fees, an increase of printing costs of \$21,500 and a decrease of \$150,000 to the CBOT contract that was allocated to salary to fund the Senior Economic Development officer 2024 position. Contracted services decreased by \$247,500 which includes a reduction of \$119,000 for profession fees, an increase of printing costs of \$21,500 and a decrease of \$150,000 to the CBOT contract that was allocated to salary to fund the 2024 Senior Economic Development officer position.

Clarington Public Library, Museums and Archives



Clarington Public Library, Museums and Archives

Clarington Public Library, Museums and Archives (CPLMA) connects residents with cultural, literacy, heritage, and learning resources. CPLMA provides service through five locations and two additional heritage buildings: Bowmanville Library Branch, Courtice Library Branch, Orono Library Branch, Newcastle Library Branch, Sarah Jane Williams Heritage Centre, Kirby School House and Waverley Place. The Clarington Public Library Board oversees the governance of the CPLMA under the provisions of the *Public Libraries Act, 1990*, and the Standards for Community Museums in Ontario.

CPLMA inspires curiosity and is a destination where our community can relax, connect, learn, and thrive. Residents can freely access print and digital collections, special lending collections, multilingual resources, digital literacy supports, programming for all ages, genealogy, and archival research.

Core Activities

Loaning Services: a robust and curated physical and digital collection of books, science and technology kits, internet hotspots, newspapers, movies, graphic novels, and resource kits that support the spectrum of learning styles – all available without cost and with a Library Card. Quiet study spaces and videoconferencing services are also freely available to the community.

Literacy Development: CPLMA supports the development of literacy in its various forms, including digital literacy, financial literacy, reading and writing skills, and cultural literacy. CPLMA provides literacy outreach services to older adult facilities, schools, childcare facilities and at community events. CPLMA opened a Makerspace in the Courtice Library to support STEM literacy and build digital literacy skills.

Heritage: CPLMA is the caretaker and curator of Clarington's community memory. School and community heritage programs are offered to promote and experience Clarington's heritage. Research and genealogy resources and requests are supported by highly trained heritage staff. The Museum is the home of community relevant historical letters, diaries, photographs, negatives, films, audio and videotapes, and artifacts.



2023 Accomplishments and Success

- Provided increased services and resources in response to heightened demand, resulting in increases across all key performance indicators.
- Developed a new strategic plan, a new brand and a new website to reflect the harmonized organization.
- Opened food pantries in Bowmanville, Newcastle and Orono libraries in partnership with Feed the Need and the Clarington East Food Bank to help address food insecurity in Clarington.
- In celebration of Pride Month and partnership with Durham Children's Aid Society, CPLMA welcomed over 150 attendees to the highly anticipated Drag Queen Storytime event.
- Opened Clarington's first Maker Space in Courtice to provide access to STEM and digital literacy tools.
- Installed "Clarington Rewind" heritage panels in community centres, in partnership with Clarington Tourism, to share our rich history.
- After a three-year hiatus, the Waverley Place, home of the Jury family, re-opened for special events and functions.

Legislative Changes / Economic Changes

- Facility maintenance for CPLMA facilities has moved into the CPLMA budget, previously in the Community Services budget, accounting for three per cent or \$117,000 of the overall increase.
- Personnel included the costs for a ratified collective agreement.
- No new staff are requested in 2024.
- Three new FTEs are requested, one per year from 2025 to 2027.
- Provincial funding has remained static and is not anticipated to increase.



Initiatives/Plans

CPLMA 2023–27 Strategic Plan supports four pillars based on the core belief that CPLMA is an inclusive and welcoming destination to ignite curiosity and where our community can relax, connect, learn and thrive:

- Knowledge-Rich Organization
 - Satisfying curiosity
 - Engaging and supporting newcomers
 - Expanding access to digital literacy
- Community Destination of Choice
 - We are a safe space that is supportive, compassionate and welcomes diversity and inclusivity
 - We are the place to preserve and exhibit Clarington's cultural heritage
 - We want to be a highly valued community partner
- Organizational Excellence
 - We want to be an employer of choice
 - We will be bold leaders in service design and delivery
 - We will commit to continuous improvement
- Resource Utilization and Sustainability
 - We will align with Municipal strategies
 - We will be environmentally sound
 - We will develop sustainable revenue generation strategies
 - We will build business models to sustain disasters and recovery efforts

Parks, Recreation and Culture Master Plan: includes an analysis of library and museum services.

2025 Service Study: Requested to effectively plan for permanently managing heritage services in library facilities.

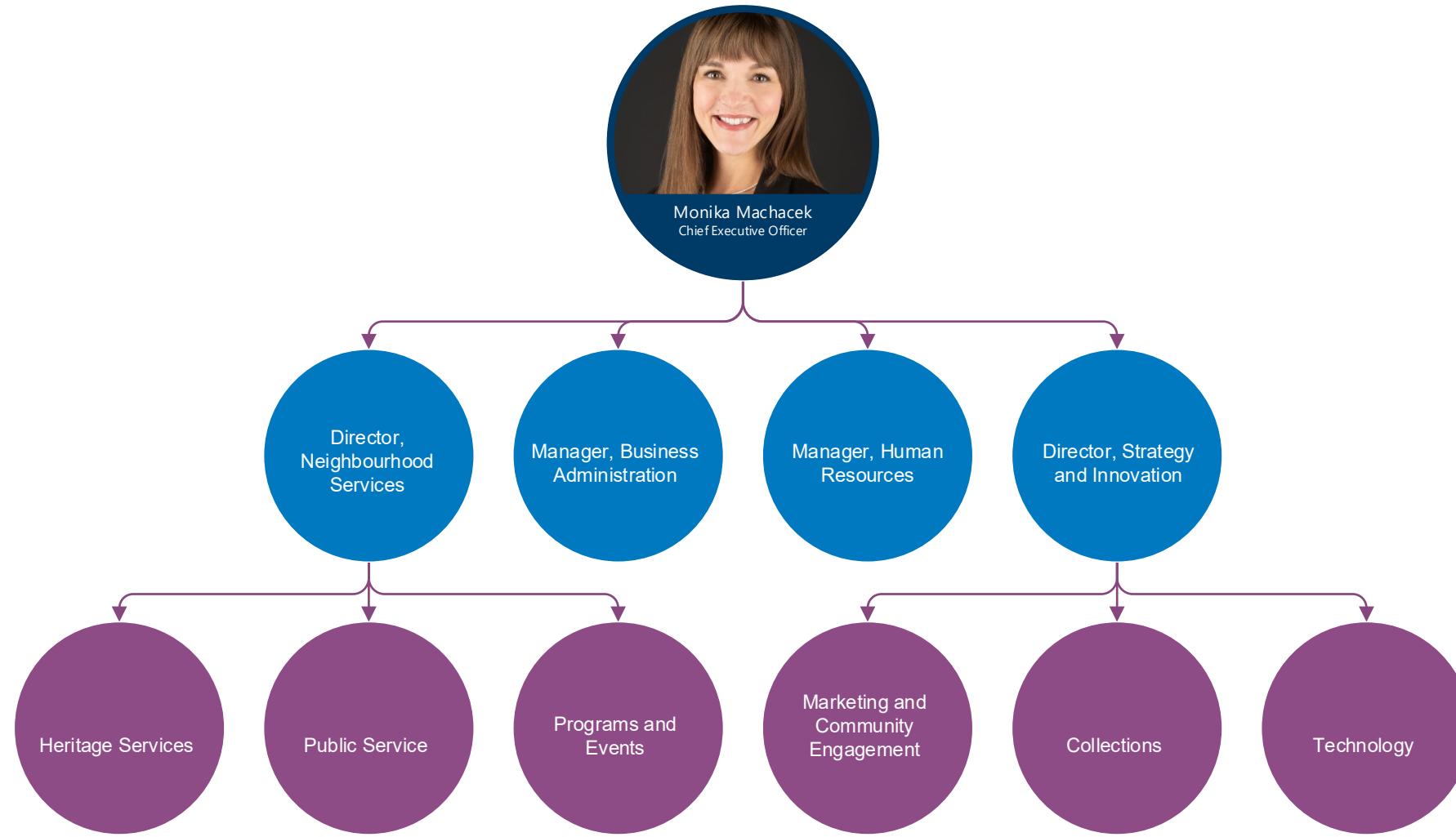


Key Performance Indicators

	2019	2020	2021	2022	2023 (est.)	2022-2023 (% change)
Circulation – Physical	553,871	246,194	313,971	526,563	688,318	30.7%
Circulation – Digital	181,871	247,955	287,232	294,500	216,706	-26.4%
Visits – In Person	414,545*	119,280	93,736	200,522	286,441	42.8%
Visits – Digital (App, Website)	975,151	1,211,728	1,504,804	1,765,774	1,912,032	8.3%
Programs Offered	1,215	371	-	504	1,342	166.3%
Program Attendance	24,460	9,078	-	9,027	20,940	132.0%
Programs Attendance (virtual)	-	12,401	28,188	59,464	-	-
Total Active Members	38,820	37,260	35,001	38,822	40,214	3.6%
Total New Members	2,776	1,627	1,798	2,988	4,540	51.9%

*suspected incorrect due to door counter malfunction

Organizational Structure



Staffing Complement 2024-27

	2023 Full-time	2023 Part-time	2024 Full-time	2024 Part-time	2025 Full-time	2025 Part-time	2026 Full-time	2026 Part-time	2027 Full-time	2027 Part-time
Administration	4	1	4	1	4	1	4	1	4	1
Neighbourhood Services	13	21	13	21	14	21	14	21	14	21
Strategy and Innovation	12	16	12	16	12	16	13	16	14	16
Total Needs	29	38	29	38	30	38	31	38	32	38

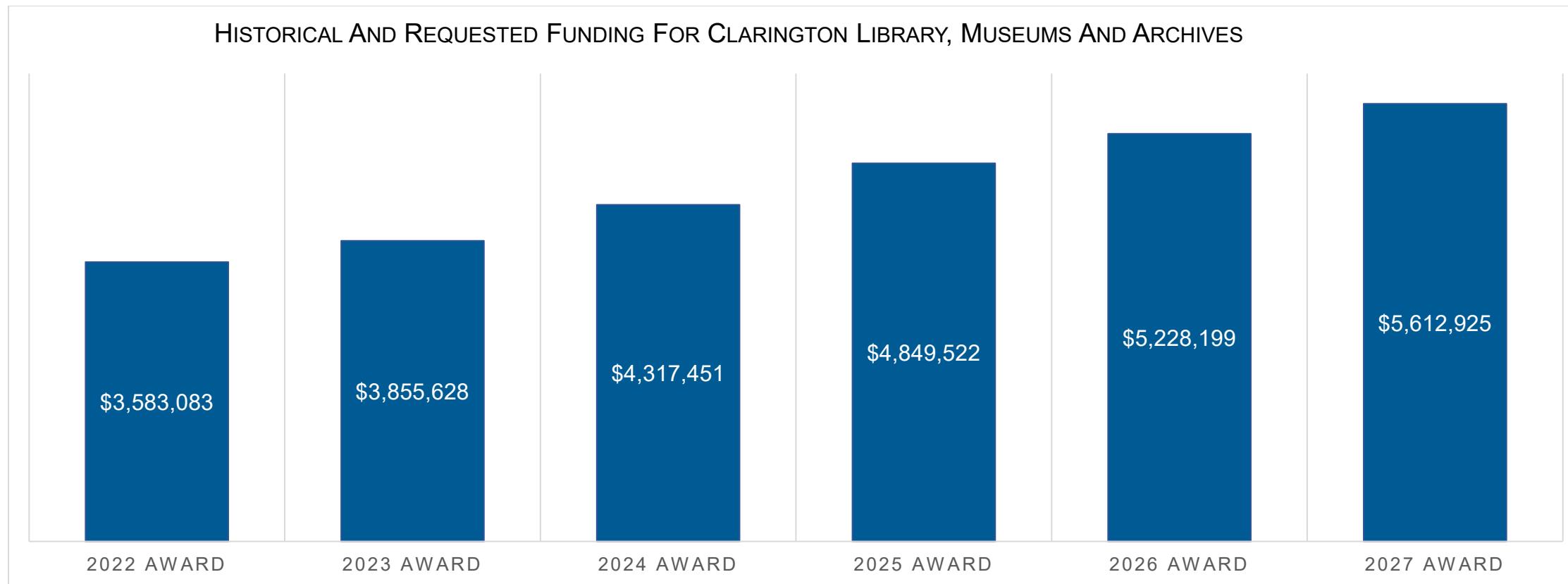
CPLMA current FTE count is 45, which accounts for full time, part-time (permanent part-time, occasional and students). Our current state staff ratio is 1 FTE per 2,254 residents.

The following highlights the changes in staffing needs during the period 2024 to 2027:

CPLMA is requesting 3 FTEs over the course of the budget period to support the increased use of the organization.

- 2025: A Public Services Librarian is requested for the Bowmanville Library, the busiest location, to address the rise in incidents and also to support operations of the location. A new FTE will permit the expansion expand in-branch public service initiatives and programs and reduce the need for occasional staff to fill schedule gaps.
- 2026: A Community Engagement Associate is requested for the system to support the growing number of requests from schools and organizations to provide outreach literacy and engagement programs. The CPLMA manages approximately 80 outreach visits annually, and we cannot support all requests. Programs range from providing story times to daycares to genealogy support to older adult organizations.
- 2027: A Collection's Librarian is requested to support the growing and diversifying collection needs in the organization. The organization sees approximately 16,500 digital items borrowed per month and 57,000 physical checkouts per month, and this will continue to grow as the population increases.

Historical and Requested Funding



Operating Budget

Budget Summary

Description	2021	2022	2023 Final	2024 Final	2023 / 2024		2025 Final	2026 Final	2027 Final
	Actuals	Actuals	Budget	Budget	Variance	Budget	Budget	Budget	Budget
Contributions									
Revenue									
Transfer between Funds	\$0	\$0	(\$27,570)	\$0	\$27,570	\$0	\$0	\$0	\$0
Clarington Library, Museums & Archives									
Expenditures									
Materials and Supplies	0	9,012	12,750	12,908	158	13,070	13,237	13,409	
Contracted Services	0	0	4,250	4,378	128	4,510	4,646	4,784	
External Transfers to Others:									
Operating Grants	3,515,599	3,583,083	3,855,628	4,317,451	461,823	4,849,522	5,228,199	5,612,925	
Capital Grants	423,075	323,075	0	0	0	0	0	0	0
Transfers from Reserve, Reserve Fund and Capital	76,000	36,000	46,000	0	(46,000)	0	0	0	0
Total	\$4,014,674	\$3,951,170	\$3,891,058	\$4,334,737	\$443,679	\$4,867,102	\$5,246,082	\$5,631,118	

Budget Highlights

This is the first year CPLMA submitted one budget for the organization. The first main pressure in the budget is the increases in salaries, benefits, and wages because of the CUPE bargaining and the market review adjustments. No new staff are requested in 2024, with three FTEs requested from 2025 to 2027.

The second pressure is that CPLMA is budgeting for its facilities, instead of Community Services, to align expenses with the appropriate service unit. This

new increase adds three per cent, or \$117,000, to the CPLMA budget. The overall increase to the tax levy would be nine per cent, or \$350,000, without the change.

CPLMA is budgeting that user fee revenue will increase will each year from 2025 onward. 2024 will be the first full calendar year that includes rental fees for meeting rooms and special events and weddings at the Waverley Place.

Category	2022 Budget	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2023 / 2024 Variance	2023 / 2024 Variance %	2024 / 2025 Variance %	2025 / 2026 Variance %	2026 / 2027 Variance %
Revenue											
Municipal Tax Levy	\$3,583,083	\$3,855,628	\$4,317,451	\$4,849,522	\$5,228,199	\$5,612,925	\$461,823	12%	12%	8%	7%
Non- Municipal Revenue	202,969	475,641	534,731	452,079	349,451	296,851	\$59,090	12%	-15%	-23%	-15%
Total Income	3,786,052	4,331,269	4,852,182	5,301,601	5,577,650	5,909,776	520,913	12%	9%	5%	6%
Expenses											
Salaries, Wages and Benefits	2,874,066	3,420,506	3,761,571	4,185,229	4,427,138	4,723,678	\$341,065	10%	11%	6%	7%
Library Materials	327,114	327,114	333,656	340,329	347,136	354,079	\$6,542	2%	2%	2%	2%
Museum Materials	7,500	7,650	7,760	7,912	8,076	8,235	\$110	1%	2%	2%	2%
Facility Support	245,090	223,091	349,548	358,427	367,572	376,991	\$126,457	57%	3%	3%	3%
Product and Supplies	39,758	40,193	40,193	41,556	41,556	41,556	\$0	0%	3%	0%	0%
Programs	27,230	32,060	35,000	35,500	36,000	36,500	\$2,940	9%	1%	1%	1%
Contracted Services	102,076	110,735	111,245	108,622	110,026	111,459	\$510	0%	-2%	1%	1%
Information Technology	134,305	137,800	175,750	187,930	204,050	221,182	\$27,950	20%	13%	9%	8%
Staff Development	28,913	32,120	34,459	36,096	36,096	36,096	\$3,976	12%	0%	0%	0%
Total Expenses	\$3,786,052	\$4,331,269	\$4,852,182	\$5,301,601	\$5,577,650	\$5,909,776	\$509,550	12%	10%	5%	6%

External Agencies



External Agencies

External agencies, including the Visual Arts Centre of Clarington, operate outside of the Municipality's operational functions and are not consolidated into the Municipality's financial statements for reporting purposes. The 2019-2022 fiscal support for external agencies through operating grants are presented below:

External Agency	2019 Awarded	2020 Awarded	2021 Awarded	2022 Awarded
Visual Arts Centre of Clarington	\$215,065	\$219,366	\$223,315	\$224,606
Firehouse Youth Centre	276,731	331,226	336,288	289,841
Community Care Durham	50,000	50,000	54,000	52,580
Bowmanville Older Adults	306,800	312,936	318,569	329,082
Newcastle Community Hall	20,000	20,000	71,700	45,000
Grandview Children's Centre	20,000	20,000	20,000	20,000
Clarington Hospice	0	0	115,000	0
Total	\$673,531	\$734,162	\$915,557	\$736,503

The fiscal support requests for external agencies awarded through operating grants in the 2024-27 Budget are presented below:

External Agency	2023 Awarded	2024 Request	2025 Request	2026 Request	2027 Request
Visual Arts Centre of Clarington	\$230,221	\$234,826	\$239,522	\$244,313	\$249,199
Firehouse Youth Centre	329,683	285,097	371,411	378,839	386,416
Community Care Durham	52,427	53,476	54,546	55,637	56,750
Bowmanville Older Adults	337,309	344,055	354,377	365,008	375,958
Newcastle Community Hall	50,000	35,000	39,000	39,000	39,000
Charles H. Best Diabetes Centre	25,000	25,000	25,000	25,000	0
Lakeridge Health	0	0	0	3,750,000	3,750,000
Grandview Children's Centre	20,000	0	0	0	0
Total	\$1,044,640	\$977,454	\$1,083,856	\$4,857,797	\$4,857,323

Budget Highlights

The **Visual Arts Centre of Clarington** is a not-for-profit charitable organization that nurtures the cultural development of Clarington by encouraging creativity through arts education, exhibition, and promotion. The organization is requesting a 2.0 per cent increase for 2024-27 to provide ongoing support for programs.

Firehouse Youth Centre (John Howard Society) is requesting \$364,398.06 less carry over of \$79,301.00 for a total of \$285,097 for 2024. The carryover is accumulated due to low staff levels. A surplus by 2023 year-end is expected as they work towards a full staff complement and will apply this surplus to any deficits in 2024.

Community Care Durham – Clarington requested a 2.0 per cent increase for each year 2024-27.

Community Care Durham (CCD) has submitted a request for a special grant of \$148,647 to purchase an accessible passenger bus for use in the Municipality of Clarington. This request has not been included in the budget.

Bowmanville Older Adults is requesting a 2.0 percent increase in 2024, and a 3.0 per cent increase for each year 2025-27.

Newcastle Community Hall: In 2023, the \$50,000 included a one time \$15,000 request for funding for the 100-year anniversary of the Hall, this amount was supported in principle by Council in 2022 for a grant application to the Government of Canada. The grant request, not including the one-time cost, was \$35,000 in 2023. Therefore, there are no requests for an increase in 2024. They are however asking for increases due to increased costs for years 2025-27.

Charles H. Best Diabetes Centre is requesting a \$25,000 contribution to the expansion of the centre funded by the Tax Rate Stabilization Reserve Fund and that this be included in 2024-26 allocations.

Lakeridge Health (Bowmanville) Foundation is requesting \$7,500,000 to the Bowmanville Hospital (\$3,750,000 for 2026 and 2027) to be funded from the Strategic Capital Reserve Fund.

Grandview Children's Centre is not making any requests for 2024-27. 2023 was the final year of a five-year commitment towards their capital program for a new facility that serves the Region of Durham, including the Municipality of Clarington. The total request was \$100,000, or \$20,000 per year.



Long-term Debt



Long-term Debt

Introduction

The Municipality of Clarington currently has external debt, issued by the Region of Durham (the Region), related to capital infrastructure. The Province of Ontario limits municipal debt based on a maximum percentage of revenues that may be used to service the debt costs annually. Debt servicing costs include interest and principal payments and are currently limited to 25 per cent of the municipality's net own source revenues.

Annual Repayment Limit

The Province of Ontario calculates the Annual Repayment Limit (ARL) for municipalities, based on the municipalities' calculation of revenues and debt servicing costs. For the year 2023, the Municipality of Clarington's ARL statement indicates that it has a repayment limit of approximately \$22,029,900 with available space of roughly \$19,890,500.

As a percentage of net revenues, the Municipality's debt servicing costs are not projected to exceed the ARL in 2024. Council adopted a Debt Management Policy in 2021 that outlined the roles, rules, and processes of issuing debt. The Municipality established a threshold of 10 per cent of own source revenue for debt, which is less than the 25 per cent legislated threshold.

The Municipality's 2024 ARL statement has not been provided to the Municipality at the time of writing.



Existing Debenture Debt

The Municipality currently has external debt, issued through the Region, related to:

- **Bowmanville Indoor Soccer** – maturing in 2024, this debt was for constructing the Bowmanville Indoor Soccer facility and is funded primarily through development charges.
- **Green Road** – maturing in 2029, this debt was for the grade separation of the railroad track and Green Road. This debt is development charge funded.
- **Courtice Library** – maturing in 2031, this debt was for the Courtice Branch of the Clarington Public Library. This debt is primarily development charge funded.
- **Rickard Recreation Centre Improvements** – maturing in 2032, this debt was renovations at the RRC, including replacing Pad A arena floor, roof replacement and repainting. This debt is tax levy funded.
- **Municipal Administration Centre Improvements** – maturing in 2032, this debt was various renovations including main boiler replacement, roof replacement, accessibility improvements, audiovisual system updating, lighting retrofits and building security. This debt is tax levy funded.
- **South Bowmanville Recreation Centre** – maturing in 2042, this debt is for constructing the SBRC and is funded approximately 70 per cent by development charges. The debt was issued in two additional phases. It is expected that new debt will be issued in 2025 and 2026, with first payments in 2026 and 2027 respectively.
- **Newcastle and Orono Arena Improvements** – maturing in 2032, this debt was issued to fund repairs of the Newcastle and Orono arenas floors and refrigeration systems. The repairs are expected to provide at least ten years to these facilities.
- **Newcastle Park** – anticipated to be issued in 2024, with the first payments starting in 2025, this debt will be issued to fund the Newcastle Neighbourhood Park and is funded by Development Charges.
- **Outdoor Rink** – anticipated to be issued in 2024, with the first payments starting in 2025, this debt will be issued to fund two outdoor skating facilities. The outdoor skating pads will be located in Courtice and Newcastle and are expected to be used in the summer as recreational spaces.
- **Newcastle Community Hall** – anticipated to be issued in 2024, with the first payments starting in 2025, this debt will be issued to fund an air conditioner at the Newcastle Community Hall. The total cost of the air conditioner is \$650,000. Newcastle Community Hall will repay \$325,000.

The following table summarizes the external debt servicing costs for the taxation year 2024-27:

Debenture	2024 Principal Payments	2024 Interest Payments	Total	2025 Principal Payments	2025 Interest Payments	Total	2026 Principal Payments	2026 Interest Payments	Total	2027 Principal Payments	2027 Interest Payments	Total
Bowmanville Indoor Soccer	\$158,000	\$5,293	\$163,293	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Green Road	449,000	104,240	553,240	463,000	89,198	552,198	477,000	73,225	550,225	492,000	56,292	548,292
Courtice Library	65,000	13,511	78,511	66,000	12,243	78,243	68,000	10,890	78,890	69,000	9,394	78,394
Rickard Recreation Centre Improvements	64,269	19,931	84,200	66,060	18,195	84,255	67,851	16,313	84,164	69,840	14,345	84,185
Municipal Administration Centre Improvements	82,468	25,574	108,042	84,766	23,348	108,114	87,064	20,932	107,996	89,617	18,407	108,024
SBRC	663,000	854,398	1,517,398	689,000	830,861	1,519,861	1,256,908	1,184,348	2,441,256	1,828,816	1,462,753	3,291,569
Newcastle and Orono Arena Improvements	558,000	234,339	792,339	578,000	214,530	792,530	599,000	193,433	792,433	622,000	170,671	792,671
Newcastle Park	0	0	0	160,875	128,700	289,575	160,875	122,265	283,140	160,875	115,830	276,705
Outdoor Rink	0	0	0	400,000	320,000	720,000	400,000	304,000	704,000	400,000	288,000	688,000
Newcastle Community Hall	0	0	0	65,000	26,000	91,000	65,000	23,400	88,400	65,000	20,800	85,800
Total	\$2,039,737	\$1,257,286	\$3,297,023	\$2,572,701	\$1,663,075	\$4,235,776	\$3,181,698	\$1,948,806	\$5,130,504	\$3,797,148	\$2,156,492	\$5,953,640

Internal Loans

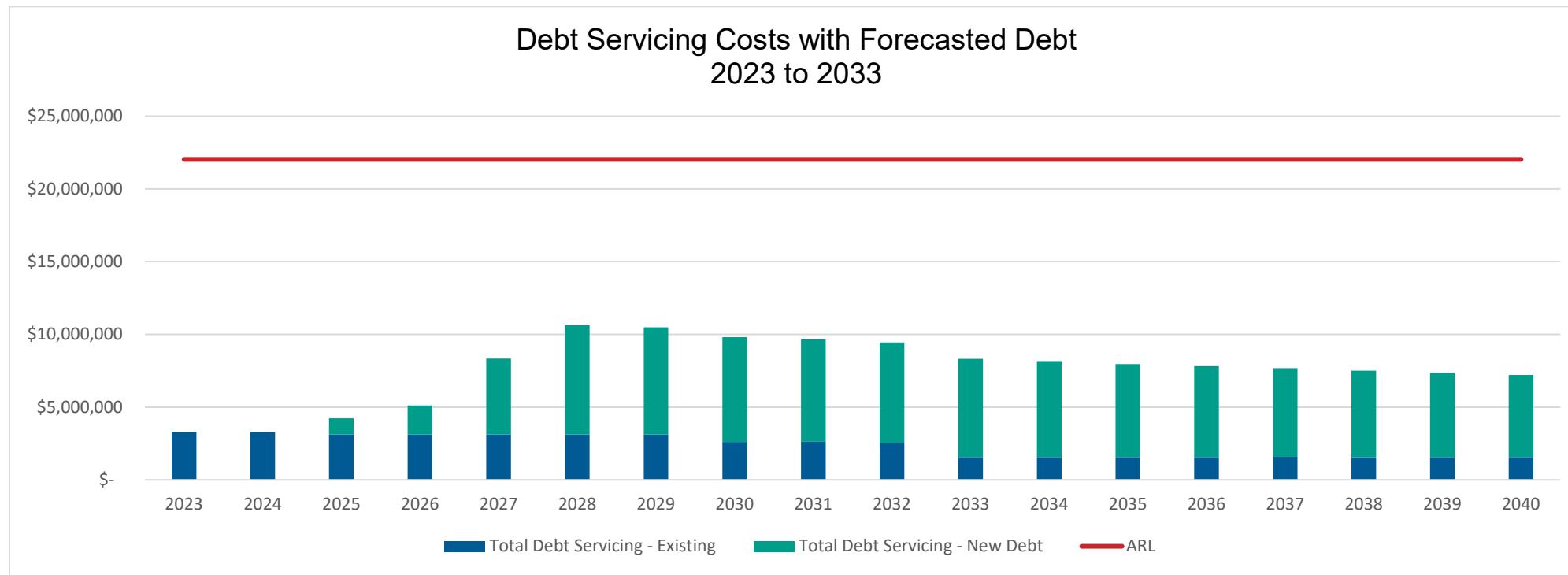
As a means of funding various capital acquisitions, funds are borrowed from the Municipal Capital Reserve Fund. These funds are secured by promissory notes with interest rates ranging from 2.2 per cent to 3.3 per cent and payment terms of 15 years. The financing arrangements and ultimate repayment are approved by Council through the budget process.

Internal Debt/Loans	2024 Principal Payments	2024 Interest Payments	Total	2025 Principal Payments	2025 Interest Payments	Total	2026 Principal Payments	2026 Interest Payments	Total	2027 Principal Payments	2027 Interest Payments	Total
Major Parking Lot Rehabilitation	\$108,996	\$38,610	\$147,606	\$112,213	\$35,388	\$147,601	\$115,431	\$31,976	\$147,407	\$119,051	\$28,405	\$147,455
LED Street lighting Conversion	162,004	57,387	219,391	166,787	52,598	219,385	171,569	47,527	219,095	176,949	42,219	219,168
	\$271,000	\$95,997	\$366,997	\$279,000	\$87,986	\$366,986	\$287,000	\$79,502	\$366,502	\$296,000	\$70,623	\$366,623

Proposed New Debt

The Municipality of Clarington proposed that new long-term debt be issued in the period 2024-27 for capital projects already approved by Council. In 2024, the Municipality will be issuing debt for the Newcastle Community Hall air conditioner, Newcastle Community Park (funded by development charges) and two outdoor rinks (funded in part by development charges). The budget anticipates these debts being issued in late 2024 with payments starting in 2025; however, timing may vary based on issuance of the debt by the Region of Durham. In 2025 and 2026, it is anticipated that two additional debentures will be issued for the SBRC, these are partially funded by development charges) and payments are expected to start in 2026.

The following chart shows the debt servicing costs for the Municipality's existing and approved new debt for the Municipality with legislated ARL for the years 2023 to 2033:



As the Municipality updates its Asset Management Plan additional debt may be required to meet the funding requirements for that investment, the years 2028 onwards may vary as a result. The above chart shows the cost for the anticipated debt to be issued as noted above.

Conclusion

The Municipality of Clarington is within the statutory limit for debt servicing costs as mandated by the Province of Ontario. The Municipality carries a relatively low debt load funded mainly from development charges as the debt relates to growth-related capital projects.

While reliance on debt is anticipated to increase in the coming years as growth-related capital infrastructure is built, there may need consideration for long-lived replacements being funded from debt, if appropriate. This will be the focus of the new debt management policy being developed.

Chapter 3: Capital Budget



Chapter 3: Capital Budget

A municipality's capital budget outlines the investment it will make in the creation, purchase, repair and rehabilitation of the assets that it uses to provide services.

The Municipality of Clarington is implementing the capital portion of its multi-year budget for 2024-27 in two stages. In 2024, the Municipality is presenting a one-year capital budget. In 2025, the Municipality will be presenting a multi-year capital budget from 2025 to 2027. The 2025-27 capital budget will enable Clarington to align its capital plan with the Parks, Recreation and Culture Master Plan and the municipality's asset management plan, both of which will be submitted for Council approval in 2024.



The following summarizes the Municipality's investment in capital assets for 2024. This table shows the budget by asset type; this method of presentation better aligns with asset management requirements as well as a service delivery approach where the focus on the type of asset rather than the department that may have responsibility for it.

Asset Type	Gross Cost
Bridges and Culverts	\$386,500
Buildings	4,725,936
Cemeteries	555,085
Fleet	5,355,785
Information Technology	654,000
Miscellaneous Equipment	959,815
Parking Lots	831,000
Parks	1,911,130
Roads and Related	9,995,910
Storm Water and Erosion	1,065,895
Total	\$26,441,056

Capital Investments

Infrastructure is the largest investment the Corporation makes and forms the foundation of our services to stakeholders. Economic, population and service growth cannot occur or be sustained without infrastructure investment.

Infrastructure requires a significant commitment to build, renew or replace and often takes years to plan, design and build. This investment of resources ensures that the Municipality can provide services at the levels that our taxpayers have come to expect. Due to the timing required to plan, purchase/build and operate assets, it is essential to take a long-term view and plan accordingly.

Clarington's capital budget sets funding for:

- Capital assets: the physical assets that the Municipality owns or controls that have some form of financial value, such as the Diane Hamre Recreation Centre (DHRC).
- Municipal Infrastructure: The equipment and systems that provide the Municipality with roads, bridges, culverts, stormwater systems, and recreation facilities.

As further development occurs, the Municipality will update its capital budget as part of a well-scheduled process, relying heavily on its asset management plans to help make decisions regarding project priorities and timing.

Many municipalities face an infrastructure gap—the difference between the work needed to keep municipal assets and infrastructure in good working condition, and the funds available to do so. As a result, various asset management changes have been introduced, the most recent of which is Ontario Regulation 588/17.

Under that regulation, all Ontario municipalities are required to have:

- A [strategic asset management policy](#) by July 1, 2019, reviewed and updated at least every five years, which the Municipality already has in place.
- An [asset management plan](#) for water, wastewater, storm, roads, bridges and culverts by July 1, 2022, which Clarington has also completed.
- An asset management plan for all municipal infrastructure assets by July 1, 2024, which the Municipality is currently developing.
- A funding strategy and proposed service levels for all assets by July 1, 2025, which the Municipality is currently developing.

Summary of 2024 Capital Budget

Each year, the Municipality budgets for capital projects that could be as simple as purchasing a piece of equipment or as complex as constructing a bridge. Funding for these projects comes from various sources, such as tax levy, development charges, external grants, or debt. The 2024 capital budget proposes an investment of approximately \$26,441,056 in assets used to provide services to taxpayers.

Sources of Financing

The two main sources of funds for the 2024 capital investment are reserve funds and development charges. Approximately \$22.3 million in investment will be funded through reserve funds, which include funds that are supported by tax levy as well as grants from other levels of government. Investment in growth-related infrastructure of just over \$3.5 million is supported through development charges and \$650,000 is being funded through debenture.

The contributions for capital expenditures, not including debt servicing charges, are based on a dedicated capital infrastructure levy. The aim is to increase the capital levy by 1.5 per cent each year. The table below provides the tax levy for 2023-27, along with a comparison of the capital levy under a 1.5 per cent levy scenario and the actual capital levy included in the 2024-27 multi-year budget. Although the capital contributions vary on an annual basis, over the four years of A Plan for Growth, the two scenarios result in a similar outcome. The total capital support, included in the 2024-27 multi-year budget, exceeds the 1.5 per cent scenario by approximately 1.5 per cent in total. The capital contributions will be reviewed and updated as part of the multi-year capital budget submission in 2025, where adjustments to the contributions will be made based on changes to the assessment growth actuals.

	2023	2024	2025	2026	2027	2024-27
Tax Levy	\$72,443,900	\$76,807,800	\$81,336,600	\$86,273,500	\$91,511,800	
Capital Levy at 1.5 per cent (1)	12,813,500	13,005,700	13,200,800	13,398,800	13,599,800	53,205,100
Budgeted Capital Levy (2)	12,813,500	13,640,700	13,909,200	13,111,300	13,315,500	53,976,700
Difference (2) – (1)	\$0	\$635,000	\$708,400	(\$287,500)	(\$284,300)	\$771,600

The Municipality's capital budget primarily reflects hard infrastructure assets such as roads, bridges and buildings. The Departmental summary of the total cost for the 2024 budget is as follows:

Department	Gross Cost	Reserve Funds	Development Charges	Debenture
Legislative Services	\$388,600	\$388,600	\$0	\$0
Financial Services	654,000	654,000	0	0
Emergency and Fire Services	480,500	480,500	0	0
Public Works	11,752,770	10,301,960	1,450,810	0
Community Services	5,389,971	4,739,971	0	650,000
Planning and Infrastructure Services	7,269,500	5,503,500	1,766,000	0
Libraries and Museums	505,715	250,655	255,060	0
Total	\$26,441,056	\$22,319,186	\$3,471,870	\$650,000

The Municipality's 2024 capital budget by asset type and funding source is summarized as follows:

Asset Type	Gross Cost	Reserve Funds	Development Charges	Debenture
Bridges and Culverts	\$386,500	\$386,500	\$0	\$0
Buildings	4,725,936	4,075,936	0	650,000
Cemeteries	555,085	555,085	0	0
Fleet	5,355,785	3,904,975	1,450,810	0
Information Technology	654,000	654,000	0	0
Miscellaneous Equipment	959,815	704,755	255,060	0
Parking Lots	831,000	831,000	0	0
Parks	1,911,130	1,811,130	100,000	0
Roads and Related	9,995,910	8,829,910	1,166,000	0
Storm Water and Erosion	1,065,895	565,895	500,000	0
Total	\$26,441,056	\$22,319,186	\$3,471,870	\$650,000

Capital Projects for 2024

The Municipality of Clarington's capital projects vary in size and complexity, from replacing computer hardware to the complete reconstruction of segments of road-related infrastructure.

A project may be completed within a single budget year, while larger infrastructure projects span multiple years. The funding sources for capital projects include grants from the Province of Ontario and the Government of Canada, development charges, reserves and reserve funds, tax levy and debt.

As a result of escalating construction costs, several projects in 2024 are requests for additional funds for already approved projects; those projects are highlighted in green in the following table. Three projects were returned and re-budgeted based on the criteria for keeping/returning project and are highlighted in blue below.

Projects by Asset Category	Reserve Funds	Development Charges	Debenture
Bridges & Culverts			
Structures Rehabilitation	\$386,500	\$0	\$0
Total Bridges & Culverts	386,500	0	0
Buildings			
Station Improvements	50,000	0	0
Hampton Depot Dome Repairs	261,015	0	0
DHRC – Interior Improvements	1,531,320	0	0
Buildings & Property – Accessibility Improvements	126,521	0	0
Buildings & Property – Building Improvements	801,180	0	0
Buildings & Property – Interior Improvements	259,400	0	0
CCC – Interior Improvements	209,400	0	0
FAC Admin – Annual Building Audits	155,117	0	0
DSC – Interior Improvements	30,618	0	0
SCA – Building Improvements	577,500	0	0

Projects by Asset Category	Reserve Funds	Development Charges	Debenture
Newcastle Community Hall- Air Conditioner	0	0	650,000
Building & Property Roof Replacements	73,865	0	0
Total Buildings	4,075,936	0	650,000
Cemeteries			
Columbarium	144,120	0	0
Bowmanville Cemetery Road Paving Phases 1 to 3	282,180	0	0
Columbarium Concrete Pad	28,490	0	0
Cemetery Fence Replacements Year 2	100,295	0	0
Total Cemeteries	555,085	0	0
Fleet			
Municipal Law Enforcement Vehicle – New	65,000	0	0
Fleet Replacement – Roads	3,080,325	0	0
Green Fleet Replacement – Roads	90,450	0	0
Fleet Replacement – Parks	442,200	0	0
Fleet New – Roads	0	1,067,010	0
Fleet New – Parks	0	383,800	0
Facility Administration – Fleet	227,000	0	0
Total Fleet	3,904,975	1,450,810	0
Information Technology			
Computer Hardware	419,000	0	0
Computer Software	235,000	0	0
Total Information Technology	654,000	0	0

Projects by Asset Category	Reserve Funds	Development Charges	Debenture
Miscellaneous Equipment			
Print Shop Mail Room Folder Inserter	15,600	0	0
Commercial Washing Machine	8,000	0	0
S.C.B.A.	50,000	0	0
Bunker Gear	133,500	0	0
Leather Bunker Boots	10,000	0	0
Fitness Equipment	2,000	0	0
Portable Radios	50,000	0	0
Training Aids	15,000	0	0
CAD System Upgrade	150,000	0	0
Pagers	20,000	0	0
Library Technology	135,000	0	0
Library Collection	0	255,060	0
Museum Capital	115,655	0	0
Total Miscellaneous Equipment	704,755	255,060	0
Parking Lots			
Parking Pay Stations	300,000	0	0
EV Charging Stations	198,000	0	0
Parking Lot Resurfacing	333,000	0	0
Total Parking Lots	831,000	0	0
Parks			
Various Park Upgrades	1,038,260	0	0
Stuart Park Ball Diamond Upgrades	152,130	0	0

Projects by Asset Category	Reserve Funds	Development Charges	Debenture
Bowmanville Memorial Park Washroom Replacement	620,740	0	0
Foster Creek Neighbourhood Park West	0	100,000	0
Total Parks	1,811,130	100,000	0
Roads and Related			
Rural Road Resurfacing	3,579,715	0	0
Orono Mill Street Curb	66,145	0	0
Veteran's Square Rehabilitation	550,050	0	0
Bowmanville Ave Street Lighting (Baseline Road to CPR Bridge)	0	743,000	0
Liberty St Street Lighting (Longworth Avenue to Conc. 3)	118,000	0	0
Parkway Avenue & Flett Street Surface Asphalt	50,000	0	0
Pavement Rehabilitation Program	2,597,000	0	0
Concession Road 7 and Liberty Street N Intersection Improvements	50,000	0	0
O'Dell St Reconstruction (West Limits to High Street)	250,000	0	0
Concession Road 3 (Liberty Street to 110m E)	40,000	107,000	0
Baseline Road Improvement (Mearns Avenue to Lambs Rd)	56,000	274,000	0
High Street Reconstruction (Concession to North Limits)	502,000	0	0
Albert Street Design (Duke Street to Brown St)	57,000	0	0
Durham Street Design (Duke Street to Brown St)	57,000	0	0
Mill Street Orono Design (Main Street to 400m N)	84,000	0	0
George Street Utilities (Mill Street N to Beaver Street N)	18,000	0	0
Lambert Street N Utilities (King Street E to Church Street)	8,000	0	0
Church Street and Temperance Street Sidewalk Improvements	69,000	0	0
Liberty Street Cycle Track & Sidewalk (Longworth Avenue to Concession 3)	0	42,000	0
Accessible Signal Upgrade (Longworth Avenue at Clayton Crescent)	157,500	0	0
Accessible Signal Upgrade (Longworth Avenue at Brooking Street)	157,500	0	0

Projects by Asset Category	Reserve Funds	Development Charges	Debenture
Accessible Signal Upgrade (Baseline Road at Spry Avenue)	153,000	0	0
Pedestrian Crossovers (PXO)	210,000	0	0
Total Roads and Related	<u>8,829,910</u>	<u>1,166,000</u>	<u>0</u>
Storm Water and Erosion			
Clarington Stormwater Pond Cleanout	415,895	0	0
Bond Head Jetty & Beach Erosion Protection	150,000	0	0
Stormwater Management Facility (Clarington Technology Business Park)	0	500,000	0
Total Storm Water and Erosion	<u>565,895</u>	<u>500,000</u>	<u>0</u>
Total 2024 Capital Program	<u><u>\$22,319,186</u></u>	<u><u>\$3,471,870</u></u>	<u><u>\$650,000</u></u>

Highlights of 2024 Capital Investment

The following provides additional information on select capital projects.

Bridges and Culverts

- **Structures Rehabilitation:** an annual project for replacement, rehabilitation and maintenance of structures resulting from the legislated inspections every two years, with locations determined based on the priority identified in the legislated inspections

Buildings

- **DHRC Interior Improvements:** replacement of pool deck dehumidification system, pool and deck grouting and gym floor maintenance lifestyle refinishing and repainting of lines to support pickleball programming.
- **Buildings and Property Accessibility Improvements:** work to be completed at Sarah Jane Williams Heritage Centre to Waverley Place to improve the path of travel between buildings and installation of a heritage accessible ramp. The works will address public safety concerns and risk mitigation.

- **Buildings and Property Building Improvements:** this project includes work at several locations to improve the building envelope:
 - MAC Library design renovation – design and costing to modernize and centralize cultural heritage.
 - MAC Stairs, ramp and railing renovation – additional funds required as per costing for stairs, ramps, and railing repairs.
 - MAC Ductwork insulation – insulate ductwork on the east side of MAC.
 - MAC Exterior painting – MAC exterior painting to occur on the 1903 part of MAC building.
 - MAC Council chambers windows replacement – energy efficient upgrade.
 - MAC third floor improvements – modernization of existing workspace to accommodate hybrid office use.
 - MAC Demountable partitions – Council chambers improvements to accommodate in camera sessions, as well as first floor upgrades to mitigate noise from Library and MAC Customer Service.
 - CEFS Station 4 Oil Interceptor – Prevent drainage of contaminants into storm drain.
 - Station 2 Generator updates – upgrades to generator as per TSSA code requirements.
 - Waverly Place – to repair building heritage components including railing, masonry, columns, and plaster.
- **Buildings and Property Interior Improvements:**
 - Courtice Community Centre (CCC) boiler replacement – Design and Class D pricing for CCC main boilers.
 - Fitness centre renovation – renovation to existing board room office space, including new lighting, flooring and removal of glass walls to brighten and increase floor space for fitness members and improve site lines of entire area for staff.
 - CCC Fitness Equipment – installation of existing equipment as per replacement program.
- **South Courtice Arena:** improvements to multi-sport courts including removal of existing asphalt courts and replacement with new rubberized court surface, creation of additional space to accommodate accessible fitness equipment to allow for more participants and addition of a new accessible outdoor fitness area for year-round use.
- **Newcastle Community Hall:** Council Amendment – Install new air conditioner at Newcastle Community Hall.

Fleet

- **Fleet Replacement – Roads:** several vehicles and heavy equipment pieces are subject to replacement in 2024 based on the approved criteria in Resolution #GPA-475-93:
 - 2012 Chevrolet 3/4 Ton 4X4
 - 2013 Johnston Vacuum Sweeper
 - 2013 Johnston Vacuum Sweeper
 - 2010 Intl Tandem Dump Combo Plow
 - 2010 Intl Single Dump Combo Plow
 - 2010 Intl Single Dump Combo Plow
 - 2012 John Deere Tractor
 - 2013 John Deere Tractor with Mower
 - 2011 Ford F450 1 Ton Dump
 - 2011 Ford 1 Ton Crew Cab
 - 2012 Ford 1 Ton Crew Cab 4X4
 - 2014 Chev 350 4x4 Plow Combo
 - 2015 GMC 1 Ton 4X4 Combo Plow
- **Green Fleet Replacement- Roads:** to replace equipment in accordance with Resolution #GPS-475-93. Replacement is to be an electric pickup truck:
 - 2012 Chevrolet 1/2 Ton 4X4
- **Fleet Replacement – Parks:** replacement of equipment in accordance with Resolution #GPA-475-93 for the Parks Division:
 - 2012 Ford Garbage Compactor
 - 2014 Ford Two-Ton Dump Truck
- **Fleet New – Roads:** several growth-related vehicles and equipment are required and funded by development charges as per DC Study #5.1.40:

- Single Axle Plows (2)
- Tilt Deck Trailers (2)
- Tractor with Side Deck Roadside Mower
- Transit Van
- Asphalt Hot Box Trailer
- **Fleet New – Parks:** several growth-related vehicles and equipment are required and funded by development charges. As per DC Study: #5.1.40.
 - Half Ton Crew Cab Pickups (2)
 - Forestry Truck for Chipper
- **Facility – Fleet:**
 - DHRC vehicle replacement (purchased in 2009) 09-027 as per the Electric Vehicle Action Plan (EVAP)
 - HVAC van vehicle replacement (purchased in 2011) 11-549 as per the EVAP. This truck is 13 years old and past expected useful life as per PW Fleet replacement policy
 - SCA vehicle replacement of (purchased in 2007) 07-026 as per the EVAP

Miscellaneous Equipment

- **CAD System Upgrade:** New Computer Aided Dispatch (CAD) System required by legislation changes.

Parking Lots

- **Parking Pay Stations:** As part of Clarington's efforts to modernize its services and create efficient, cost-effective processes, the Municipality is looking to remove the older style coin-operated machines in downtown Bowmanville. This proposal is to replace those machines with pay and display machines that would be strategically located for ease of use and improved customer experience. These machines will be in addition to the mobile parking app launched earlier this year. The [Payment Modernization Report](#) provides additional information about the project, which includes an associated operating cost of \$19,800 per year for 2024-27 for repair and maintenance of the equipment.

- **Electric Vehicle Charging Stations:** the installation of chargers and infrastructure at various locations throughout the Municipality.
- **Parking Lot Resurfacing:** resurfacing the Newcastle Memorial Arena parking lot as part of the annual program to resurface municipally owned parking lots, including drainage and minor operational improvements as required.

Parks

- **Various Park Upgrades:** this project includes upgrading existing park infrastructure based on safety, accessibility, user/population base and equipment requiring replacement. In 2024, the parks to be upgraded include Stuart Park, Roswell Park and Bowmanville Memorial Park.
- **Bowmanville Memorial Park Washroom Replacement:** Replacement of the existing washroom facility with a new building to meet current accessibility standards.

Roads and Related

- **Rural Road Resurfacing:** this is an annual project for surface treatment on rural roads within the Municipality, locations to be determined in the spring of 2024 based on condition assessment.
- **Veteran's Square Rehabilitation:** courtyard construction with a tender date of January, 2024; construction to begin April 1, 2024; and completion in October, 2024
- **Pavement Rehabilitation Program:** an annual project to extend the lifecycle of road pavement structures with asphalt overlays and base repairs (cold milling, joint sealing, full depth crack repairs). Roads are prioritized through the bi-annual Roads Needs Study and treatment is determined to maximize the cost effectiveness of the intervention. This project is funded in part by the Canada Community-Building Reserve Fund.

Asset Management Planning

The Municipality completed a comprehensive asset management plan (AMP) for core assets (roads, bridges, and storm water assets) in 2022. This AMP included the current state of assets, replacement values, key performance indicators and life cycle activities for the Municipality's core assets.

The Municipality is currently working on completing the next iteration of the AMP, which will be presented to Council in June 2024. This new AMP will include the current state, replacement values, key performance indicators, and lifecycle activities for the remainder of the assets owned by the Municipality.

The table below provides a preliminary five-year forecast for the replacement of assets under each asset category, reflecting the current information available in the asset management financial database. That information is currently being reviewed and updated, as part of the 2024 AMP, by an inter-departmental working group. The information in the table below will be revised over the coming months and updated numbers will be provided with the AMP in June.

It should be noted that the backlog reflects an aggregated total of replacements that, according to their estimated useful life, should have already been completed. Although the Municipality has a large backlog of replacements, it does not necessarily mean the items in the backlog are in poor condition or that they require immediate replacement. Certain assets in the backlog may still be considered in good condition even though they are beyond their estimated useful life. The 2024 AMP will provide updated condition assessments to accompany the replacement costs.

Asset Category	Backlog	2024	2025	2026	2027	2028
Bridges & Culverts	\$267,278	\$2,005,582	\$4,771,467	\$4,458,295	\$5,057,177	\$5,105,366
Buildings	43,613,566	5,770,331	2,754,478	649,255	4,038,234	25,157,948
Fleet	2,182,234	3,839,975	5,273,534	4,591,093	4,510,091	2,897,752
Information Technology	718,658	345,138	312,134	26,559	11,997	583,627
Miscellaneous Equipment	877,343	1,209,079	255,965	319,237	376,286	527,943
Parking Lots	1,093,586	333,000	0	525,000	334,000	80,000
Parks	10,341,842	956,078	912,109	1,305,188	1,439,553	1,453,515
Roads	26,695,208	44,227,901	34,386,443	23,775,534	8,147,928	5,962,337
Storm Sewers	844,464	0	0	53,768	239,144	84,446
Total	\$86,634,179	\$58,687,084	\$48,666,131	\$35,703,929	\$24,154,411	\$41,852,934

Chapter 4: Reserves and Reserve Fund



Chapter 4: Reserves and Reserve Fund

Reserves and reserve funds allow the Municipality to plan for the long term, finance non-recurring operating or capital projects, and mitigate any unknown situations that may arise while minimizing fluctuations in the tax levy. They are key pillars in maintaining a stable financial position. Consistent contributions to reserve and reserve funds are crucial to preserving the Municipality's financial stability.

Reserves

A reserve is an allocation of accumulated net revenue that makes no reference to any specific asset and does not require the physical segregation of money. Reserves are part of the revenue fund and do not earn interest like a reserve fund.

Reserve Funds

Reserve funds are physically segregated and restricted to meet a specified purpose. Reserve funds are invested in accordance with the Municipality's Investment Policy, with all earnings forming part of the reserve fund. There are two types of reserve funds:

Obligatory Reserve Funds

These are funds established by legislation or as a requirement of an agreement. The funds are segregated from the Municipality's general funds and may only be used for the purpose defined in the applicable legislation or agreement. Obligatory reserve funds form part of the Municipality's deferred revenue.

Discretionary Reserve Funds

Discretionary reserve funds are established by Council and are not required by legislation or agreement. Funds are segregated from the general funds of the Municipality and earn interest which is applied to the balance in the reserve fund.

Reserve Summary

2024 Summary

Reserve Name	2023 Projected ¹ Ending Balance	2024 Expenditures Capital	2024 Expenditures Operating	2024 Contributions from General	2024 Balance (Estimated)
Self Insured Losses	\$275,861	\$0	\$0	\$0	\$275,861
Municipal Acquisition of Property	3,685,379	0	0	0	3,685,379
Records Maintenance	81,707	0	0	10,000	91,707
Fire Prevention Reserve	304,552	0	0	0	304,552
General Capital	412,411	0	0	0	412,411
Pits and Quarries	425	0	0	0	425
Rural Road Rehabilitation	52,168	0	0	0	52,168
Legal Fees	370,885	0	0	0	370,885
Consulting / Professional Fees	52,651	0	0	0	52,651
Park Development	812	0	0	0	812
Election Expenses	268,419	0	0	125,000	393,419
Burketon Park Improvement	7,569	0	0	0	7,569
Samuel Wilmot Nature Area	49	0	0	0	49
Clarington Heritage Committee	5,151	0	0	0	5,151
Total	\$5,518,039	\$0	\$0	\$135,000	\$5,653,039

¹ Represents available balance as of October 31, 2023.

2025-27 Summary

Reserve Name	2024 Ending Balance (Estimated)	2025 Expenditures	2025 Contributions	2026 Expenditures	2026 Contributions	2027 Expenditures	2027 Contributions	2027 Ending Balance (Estimated)
Self Insured Losses	\$275,861	\$0	\$0	\$0	\$0	\$0	\$0	\$275,861
Municipal Acquisition of Property	3,685,379	0	0	0	0	0	0	3,685,379
Records Maintenance	91,707	0	10,000	0	10,000	0	10,000	121,707
Fire Prevention Reserve	304,552	0	0	0	0	0	0	304,552
General Capital	412,411	0	0	0	0	0	0	412,411
Pits and Quarries	425	0	0	0	0	0	0	425
Rural Road Rehabilitation	52,168	0	0	0	0	0	0	52,168
Legal Fees	370,885	0	0	0	0	0	0	370,885
Consulting / Professional Fees	52,651	0	0	0	0	0	0	52,651
Park Development	812	0	0	0	0	0	0	812
Election Expenses	393,419	0	125,000	(475,467)	125,000	0	125,000	292,952
Burketon Park Improvement	7,569	0	0	0	0	0	0	7,569
Samuel Wilmot Nature Area	49	0	0	0	0	0	0	49
Clarington Heritage Committee	5,151	0	0	0	0	0	0	5,151
Total	\$5,653,039	\$0	\$135,000	(\$475,467)	\$135,000	\$0	\$135,000	\$5,582,572

Reserve Definitions

The following outlines the purpose of the reserves and the anticipated activity for the 2024 fiscal year. The following outlines the purpose of the reserves and the anticipated activity for the 2024-27 fiscal years.

Self-Insured Losses

This reserve was established when the Municipality amended its insurance coverage. The savings realized from higher deductibility levels, good claim records and other funds unused for insurance purposes were used to establish the original reserve. In any given year, the intention is that a department may request funds from the reserve to cover expenditures incurred as a result of an insurable loss that the insurance provider does not reimburse.

Municipal Acquisition of Property

The monies in this reserve are for use by Council to purchase properties that would improve the Municipality's real property holdings and assist in fulfilling the Municipality's long-range acquisition program. The proceeds from the sale of municipal real properties are added to this reserve.

General Capital

This reserve was established with the approved transfer of funds to cover capital projects in-progress at year-end. Later, the reserve definition was elaborated to provide for contingency items of a capital nature and hold funds budgeted for capital projects that are incomplete at year-end. Currently, unfinished capital projects remain in the capital fund, and the reserve now houses funds that are unexpended for operating accounts and incomplete open PO's. The expectation is that this is a short-term layover of these unexpended funds, with a resolution within a year or two.

Legal Fees

The Municipality established this reserve to provide a funding source for external legal specialists that may be required. The timing of these specialists may not be consistent and is dependent on schedules outside of the control of the Municipality. Annual contributions into the reserve mitigate fluctuations of costs from year to year.

Clarington Heritage Committee

This reserve was established to allow the committee to increase public awareness and education, conduct research, and provide for the general education of cultural heritage conservation issues and admiration of the committee. Funds in this reserve were allocated through previous budget allocations and fundraising efforts of the committee.

Consulting and Professional Fees

The timing of consulting and professional work may not follow fiscal years. Unspent funds are deposited into this reserve and may be drawn upon to fund previously budgeted work in a subsequent year.

Records Maintenance

This reserve was established to accumulate funds for a significant records management initiative, which included digitizing and destroying older files. This ongoing work receives funding annually from unspent budgeted amounts for records management, spreading the cost of major events over multiple years.

Elections Expenses

This reserve accumulates the estimated funds required to hold the municipal election every four years. An amount is transferred into this reserve annually in anticipation of the municipal election to reduce the impact to the operating budget every election year. Expenses related to the election, including ward boundary reviews, may be funded from this reserve.

Fire Prevention

This reserve was originally established to maintain the operations of the Junior Fire Fighter program. In later years, the *Fire Protection and Prevention Act, 1997*, stated that “every municipality shall establish a program in the municipality which must include public education concerning fire safety and certain components of fire prevention; and provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.” With this shift in fire education focus from fire suppression to fire prevention, this reserve’s purpose shifted to accommodate more public education and fire prevention awareness.

Pits and Quarries

The Municipality owns its own quarry located on Morgan Road. The establishment of this reserve was at the advice of staff to charge the local market price per cubic yard and any surplus realized from annual quarry operations at year-end. The logic in doing so was to pay any claims which could result from the use of the site, rehabilitation of the site in accordance with the *Aggregate Resources Act, 1990*, and to purchase another site upon depletion of the existing location.

Reserve Fund Summary

2024 Reserve Fund Summary

Reserve Fund Name	2023 Projected Ending Balance ²	2024 Expenditures Capital	2024 Expenditures Operating	2024 Contributions from General	Internal Transfers ³	Revenues	2024 Balance (Estimated)
Parking Lot	\$1,258,252	(\$300,000)	(\$612,891)	\$350,000	\$0	\$0	\$695,361
Economic Development	619,303	0	(100,000)	50,000	0	0	569,303
Roads Capital	855,143	(156,145)	0	500,000	0	0	1,198,998
Parkland Cash In Lieu	8,006,582	0	0	0	0	0	8,006,582
Engineering Fleet	146,447	0	0	0	(146,447)	0	0
Newcastle Waterfront	45,762	0	(40,000)	0	0	0	5,762
Strategic Capital	2,662,316	0	0	125,000	0	0	2,787,316
Municipal Capital Works	3,842,958	(6,561,810)	(170,000)	3,763,711	3,670,946	0	4,545,805
General Municipal	4,390,530	0	(2,000,000)	0	0	0	2,390,530
Engineering Inspection	721,134	0	(150,000)	0	0	0	571,134
Roads Contribution	154,841	0	0	0	0	0	154,841
Debenture Retirement	488,863	0	(16,329)	0	0	0	472,534
Facilities / Parks Maintenance	959,714	(1,811,130)	0	1,597,000	0	0	745,584
Engineering Parks Capital	204,546	0	0	0	(204,546)	0	0
Community Services Capital	1,002,792	(4,430,626)	0	2,285,000	2,057,267	0	914,433
Cemeteries Capital	40,642	0	0	5,000	0	0	45,642
Computer Equipment	233,810	(469,000)	0	400,000	0	0	164,810
Fire Equipment	574,507	(415,500)	0	400,000	0	0	559,007

² Represents available balance as of October 31, 2023

³ Represents internal transfers between Reserve Funds. Details are provided in the "Reserve Fund Contributions and Transfers" section.

Reserve Fund Name	2023 Projected Ending Balance ²	2024 Expenditures Capital	2024 Expenditures Operating	2024 Contributions from General	Internal Transfers ³	Revenues	2024 Balance (Estimated)
Animal Services Capital	264,063	0	0	15,000	0	0	279,063
Operations Equipment	272,525	(3,904,975)	0	4,000,000	151,488	0	519,038
Clerk Fleet	5,041	0	0	0	(5,041)	0	0
Port Granby LLRW Agreement	302,220	0	0	0	0	0	302,220
Municipal Government Enterprise	28,579,934	0	0	0	0	0	28,579,934
Older Adults Programming	39,302	0	0	0	0	0	39,302
Library Capital	1,157,734	0	0	0	0	0	1,157,734
Library Computer Equipment	282,914	(135,000)	0	0	0	0	147,914
Museum Capital Bowmanville	77,643	0	0	0	(77,643)	0	0
Museum Capital Clarke	87,582	0	0	0	(87,582)	0	0
Bowmanville BIA (97-122)	15,668	0	0	0	0	0	15,668
Newcastle BIA	84,493	0	0	0	0	0	84,493
Newcastle Arena Operating	2,597	0	0	0	0	0	2,597
Rate Stabilization	11,064,903	0	(1,013,446)	0	(3,466,400)	0	6,585,057
Community Improvement Plan	183,101	0	0	0	0	0	183,101
Canada Community-Building Fund Receipts ⁴	333,340	(2,286,000)	0	0	0	3,045,085	1,092,425
Building Division	1,607,532	0	(782,411)	0	0	0	825,121
CSD Building Refurbishment	1,892,042	0	0	0	(1,892,042)	0	0
Beautification / Tree Planting	68,277	0	0	0	0	0	68,277
Cemetery – Hampton Union, Orono	116,683	0	0	0	0	0	116,683
Stormwater Management Pond Maintenance	33,930	0	0	0	0	0	33,930
Engineering Review	1,138,573	0	(240,000)	0	0	0	898,573
Community Emergency Management	610,783	0	(150,000)	250,000	0	0	710,783

⁴ The 2024-2027 Canada Community Building Fund allocation is not yet known. The tables assume the same allocation as 2023 (\$3,045,085)

Reserve Fund Name	2023 Projected Ending Balance ²	2024 Expenditures Capital	2024 Expenditures Operating	2024 Contributions from General	Internal Transfers ³	Revenues	2024 Balance (Estimated)
Parking Lot Rehabilitation	834,734	(333,000)	0	325,000	0	0	826,734
ASO Benefits	1,497,094	0	(500,000)	0	0	0	997,094
Mun Gov't Ent. – Other	965,534	0	0	30,000	0	0	995,534
Future Staffing	225,871	0	0	787,487	0	0	1,013,358
Provincial Infrastructure	2,671,858	(1,516,000)	0	0	0	2,793,800	3,949,658
Continuous Improvement RF	259,126	0	0	50,000	0	0	309,126
Orono BIA (2016-029)	33,108	0	0	0	0	0	33,108
DC Growth Studies	(234,958)	0	0	0	0	0	(234,958)
DC Library Services	1,933,813	(255,060)	(78,511)	0	0	0	1,600,242
DC Fire Protection Services	4,650,270	0	0	0	0	0	4,650,270
DC Park & Rec Services	3,201,587	(100,000)	(1,209,142)	0	0	0	1,892,445
DC Services Related to Highways	16,948,993	(3,116,810)	(553,240)	0	0	0	13,278,943
NEW – Climate Action Plan	0	0	0	125,000	0	0	125,000
NEW – Climate Change Resilience	0	0	0	50,000	0	0	50,000
Total	\$107,416,052	(\$25,791,056)	(\$7,615,970)	\$15,108,198	\$0	\$5,838,885	\$94,956,109

2025 – 2027 Reserve Fund Summary

Reserve Fund Name	2024 Ending Balance (Estimated)	2025 Expenditures Operating	2025 Contributions and Revenue	2026 Expenditures Operating	2026 Contributions and Revenue	2027 Expenditures Operating	2027 Contributions and Revenue	2027 Ending Balance (Estimated)
Parking Lot	695,361	(627,502)	350,000	(642,833)	350,000	(658,506)	350,000	(183,480)
Economic Development	569,303	0	50,000	0	50,000	0	50,000	719,303
Roads Capital	1,198,998	0	515,000	0	530,000	0	546,000	2,789,998
Parkland Cash In Lieu	8,006,582	0	0	0	0	0	0	8,006,582

Reserve Fund Name	2024 Ending Balance (Estimated)	2025 Expenditures Operating	2025 Contributions and Revenue	2026 Expenditures Operating	2026 Contributions and Revenue	2027 Expenditures Operating	2027 Contributions and Revenue	2027 Ending Balance (Estimated)
Engineering Fleet	0	0	0	0	0	0	0	0
Newcastle Waterfront	5,762	0	0	0	0	0	0	5,762
Strategic Capital	2,787,316	0	125,000	(1,250,000)	125,000	(1,250,000)	125,000	662,316
Municipal Capital Works	4,545,805	0	3,600,000	0	3,700,000	0	3,800,000	15,645,805
General Municipal	2,390,530	(2,000,000)	0	(385,000)	0	0	0	5,530
Engineering Inspection	571,134	(150,000)	0	(150,000)	0	(150,000)	0	121,134
Roads Contribution	154,841	0	0	0	0	0	0	154,841
Debenture Retirement	472,534	0	0	0	0	0	0	472,534
Facilities / Parks Maintenance	745,584	0	2,022,000	0	997,000	0	997,000	4,761,584
Engineering Parks Capital	0	0	0	0	0	0	0	0
Community Services Capital	914,433	0	2,223,013	0	2,279,010	0	2,313,072	7,729,528
Cemeteries Capital	45,642	0	5,150	0	5,300	0	5,400	61,492
Computer Equipment	164,810	0	412,000	0	425,000	0	437,000	1,438,810
Fire Equipment	559,007	0	412,000	0	425,000	0	437,000	1,833,007
Animal Services Capital	279,063	0	20,000	0	25,000	0	30,000	354,063
Operations Equipment	519,038	0	4,000,000	0	4,000,000	0	4,000,000	12,519,038
Clerk Fleet	0	0	0	0	0	0	0	0
Port Granby LLRW Agreement	302,220	0	0	0	0	0	0	302,220
Municipal Government Enterprise	28,579,934	0	0	0	0	0	0	28,579,934
Older Adults Programming	39,302	0	0	0	0	0	0	39,302
Library Capital	1,157,734	0	0	0	0	0	0	1,157,734
Library Computer Equipment	147,914	0	0	0	0	0	0	147,914
Museum Capital Bowmanville	0	0	0	0	0	0	0	0
Museum Capital Clarke	0	0	0	0	0	0	0	0
Bowmanville BIA (97-122)	15,668	0	0	0	0	0	0	15,668

Reserve Fund Name	2024 Ending Balance (Estimated)	2025 Expenditures Operating	2025 Contributions and Revenue	2026 Expenditures Operating	2026 Contributions and Revenue	2027 Expenditures Operating	2027 Contributions and Revenue	2027 Ending Balance (Estimated)
Newcastle BIA	84,493	0	0	0	0	0	0	84,493
Newcastle Arena Operating	2,597	0	0	0	0	0	0	2,597
Rate Stabilization	6,585,057	(2,141,948)	0	(2,697,626)	0	(1,579,544)	680,000	845,939
Community Improvement Plan	183,101	0	0	0	0	0	0	183,101
Canada Community-Building Fund Receipts	1,092,425	0	3,045,085	0	3,045,085	0	3,045,085	10,227,680
Building Division	825,121	(980,326)	0	(1,122,029)	0	(1,144,366)	0	(2,421,600)
CSD Building Refurbishment	0	0	0	0	0	0	0	0
Beautification / Tree Planting	68,277	0	0	0	0	0	0	68,277
Cemetery – Hampton Union, Orono	116,683	0	0	0	0	0	0	116,683
Stormwater Management Pond Maintenance	33,930	0	0	0	0	0	0	33,930
Engineering Review	898,573	(300,000)	0	(300,000)	0	(300,000)	0	(1,427)
Community Emergency Management	710,783	(400,000)	250,000	(400,000)	250,000	(400,000)	250,000	260,783
Parking Lot Rehabilitation	826,734	0	350,000	0	375,000	0	400,000	1,951,734
ASO Benefits	997,094	0	0	0	0	0	0	997,094
Mun Gov't Ent. – Other	995,534	0	30,000	0	30,000	0	30,000	1,085,534
Future Staffing	1,013,358	(500,000)	471,043	(1,400,000)	1,427,464	(2,500,000)	2,324,102	835,967
Provincial Infrastructure	3,949,658	0	0	0	0	0	0	3,949,658
Continuous Improvement RF	309,126	0	51,500	0	53,000	0	54,600	468,226
Orono BIA (2016-029)	33,108	0	0	0	0	0	0	33,108
DC Growth Studies	(234,958)	0	0	0	0	0	0	(234,958)
DC Library Services	1,600,242	(78,244)	0	(78,891)	0	(78,395)	0	1,364,712
DC Fire Protection Services	4,650,270	0	0	0	0	0	0	4,650,270
DC Park & Rec Services	1,892,445	(2,073,478)	0	(2,971,882)	0	(3,798,622)	0	(6,951,537)
DC Services Related to Highways	13,278,943	(552,199)	0	(550,225)	0	(548,292)	0	11,628,227

Reserve Fund Name	2024 Ending Balance (Estimated)	2025 Expenditures Operating	2025 Contributions and Revenue	2026 Expenditures Operating	2026 Contributions and Revenue	2027 Expenditures Operating	2027 Contributions and Revenue	2027 Ending Balance (Estimated)
NEW – Climate Action Plan	125,000	0	125,000	0	125,000	0	125,000	500,000
NEW – Climate Change Resilience	50,000	0	50,000	0	50,000	0	50,000	200,000
Total	\$94,956,109	(\$9,803,697)	\$18,106,791	(\$11,948,486)	\$18,266,859	(\$12,407,725)	\$20,049,259	\$117,219,110

The 2025-27 reserve fund expenditures pertain to operating expenditures and contributions to the Reserve Fund for future capital, as the capital budget only includes expenditures for 2024. The remaining three years of capital (2025-27) will be presented to Council as part of the budget update process in 2025. There are numerous plans and studies that will be undertaken in 2024, which will have significant implications on future capital budgeting. These include the Asset Management Plan and Long-term Financial Planning Framework, along with a new Development Charge Study and Community Benefits Charge Strategy.

Reserve Fund Definitions

Parking Lot

Funds are deposited into this reserve fund from all parking revenues. The annual parking services cost is funded through this reserve fund. This includes operating costs such as payroll and fleet and the opportunity for capital costs for parking lot construction or reconstruction.

Economic Development

These funds are a source of financing for economic development-related initiatives or incentives. It has been used historically to fund physician recruitment and to plan for contract staff tied explicitly to the development of the zoning by-law.

Parkland Cash-in-Lieu

This is the Municipality's obligatory reserve fund for parkland cash-in-lieu contributions resulting from development approval activities. The reserve fund must comply with the requirements of the *Planning Act, 1990*. This includes land acquisition.

Newcastle Waterfront

These funds remain from old Waterfront Trail grant monies that were leftover at the end of a project. Since they were received for that purpose, the funds remain set aside for future projects related to that area.

Strategic Capital

Funds received from a legal settlement with the Government of Canada addressing the mitigation and clean-up of the Port Granby Low-Level Radioactive Waste Site were transferred to this reserve fund after meeting the conditions of the initial trust. The council approved a report establishing the uses of the principal value as a strategic capital purpose. The intent is that the principal be used for economic development investments whereby the principal is repaid at some point in the future through development agreements.

Municipal Capital Works

This reserve fund is linked to growth-related capital projects through the Municipality's Development Charges Background Study and By-law. For most growth-related capital projects, there are several types of actions that result in less than 100 per cent of the capital costs being eligible for recovery through the development charges (DC) reserve funds. The first is the replacement share of the new capital project and the second is the proportion of the project relating to benefit to existing residents. This reserve fund is set up to fund the non-growth share of growth-related capital projects.

General Municipal

This reserve fund is the depository for interest earned on the promissory notes for the Municipality's investment in Elexicon (formerly Veridian). The balance of the funds is eligible for use for capital projects through the budget process or Council approved initiatives.

Engineering Inspection

The fees collected through the Engineering Department's various agreements with developers are deposited to this reserve fund for the costs of the engineering inspection functions provided as part of the subdivision approval process. The general intent is that as developments are a cyclical activity tied to economic swings and outlooks, there is still a requirement to maintain the skills and capacity to perform engineering inspections and provide approvals regardless of whether there is a downswing in the economy. As a result, all fees charged for this activity are transferred to the Engineering Inspection Reserve Fund. Annually, through the budget process, a portion of the costs of the engineering section is funded from a transfer to operating from the reserve fund.

Roads Contribution

This reserve fund is primarily established as a repository for deposits received through development agreements as contributions for future works that will be required as other developers come on stream in a particular area.

Debenture Retirement

This reserve fund was initially established to accumulate funds such that future debt could be avoided. However, there are no ongoing contributions to increase this reserve fund since most debt has pertained to growth-related projects over the last 15 years. The current activity in the reserve fund relates to the Darlington Indoor Soccer Club. They had committed to paying the non-growth component of the debenture for the Bowmanville Indoor Soccer facility. The Club makes an annual contribution that goes into this reserve fund, and then the 10 per cent share of the debt financing costs are funded from this reserve fund.

Port Granby LLRW Agreement

Funds received from a legal settlement with the Government of Canada addressing the mitigation and clean-up of the Port Granby Low-Level Radioactive Waste Site accumulated additional interest beyond the amount transferred through the budget to offset tax levy. It was decided to leave some funds in this reserve fund to assist with potential implications in the future, most likely for work around future uses of the site outside the perimeter once they are in the maintenance stage. There is a study on future uses of the excess lands.

Municipal Government Enterprise – Other

This reserve fund originated through the Municipal Government Enterprise Reserve Fund. When Newcastle Hydro-Electric Commission amalgamated to originally create Veridian, through the advice of our solicitor as well as then Treasurer, it was determined that our investment in our Government Business Enterprise (Veridian) be held in reserve funds rather than in the general fund. This included both our equity share as well as the promissory notes receivable. Over time, this caused complications as the original Municipal Government Enterprise reserve fund held both the investment in Veridian, promissory notes receivable from Veridian, and accumulated funds. Determining for budget purposes what funds were available for council purposes became complex, so it was decided to divide out the excess accumulated funds from the investment and promissory notes receivable. Those excess accumulated funds and accrued interest were transferred into the Municipal Government Enterprise-Other reserve fund. Most often these funds are used for a purpose tied to energy savings. It has funded energy audits as well as being energy retrofit seed money whereby the original investment is repaid over time from estimated energy savings.

Upon the 2019 merger of Veridian and Whitby Hydro, the investment in Elexicon is included in this fund.

Municipal Government Enterprise

As explained in the description above for the Municipal Government Enterprise – Other Reserve Fund, this fund holds the Municipality's investment in Elexicon (formerly Veridian Corporation), including both our equity share and our promissory notes.

Older Adults Programming

Tax levy funds gradually accumulated when the Bowmanville Older Adults Association was a Board of Council. When they transitioned to an independent charitable organization, the reserve fund was split in half. The balance remaining here is intended for the provision of older adults' services administered through the Community Services Department.

Library Capital Equipment

This reserve fund does not have direct tax levy support. It comprises funds transferred from the library to be held for future library computer equipment needs and remaining funds from the library's prior years' capital budgets for library computer equipment.

Museum Capital Bowmanville

This reserve fund is a traditional capital replacement reserve fund that is monitored annually to determine the need for increases to tax levy support. It is linked to the Asset Management Plan.

Museum Capital Clarke

This reserve fund is a traditional capital replacement reserve fund that is monitored annually to determine the need for increases to tax levy support. It is linked to the Asset Management Plan.

Bowmanville Business Improvement Area (BIA)

This reserve fund was originally established from an OMB settlement pertaining to the first round of development of the Bowmanville West Main Central Area. Most of the funds have been utilized but a small balance remains available. The BIA would need to request funds for specific purposes through the budget process or a direct request to Council.

Newcastle BIA

This reserve fund was established in relation to principles of understanding for further development of the Bowmanville West Main Central Area. Orono and Newcastle Business Improvement Areas (BIA) received an allotment of funds to be administered through the Municipality to implement Community Improvement Plans.

Newcastle Arena Operating

These are funds transferred by the Newcastle Arena Board to earn greater rates of return. The fund balance is minimal, and the Arena Board has not produced a plan to contribute to the reserve fund regularly.

Perpetual Care and Hampton Union

These are cemetery funds held in trust for the specific cemeteries identified in our trust statements.

Rate Stabilization

The Rate Stabilization Reserve Fund is a very active fund utilized to offset swings in tax levy impacts year to year. Any municipal operating surplus/deficit determined after the external audit is complete is transferred into this reserve fund or funded by this reserve fund. The reserve fund acts as a mechanism to achieve balanced budgets in the sense that a surplus or deficit for a particular year cannot be predicted accurately at the time of the next year's budget approval.

Community Improvement Plan

The intent of the reserve fund links to civic improvements. It is anticipated that this reserve fund may provide an option to maintain some features relating to the downtowns, that would otherwise be deleted. This reserve fund has a modest annual tax levy contribution.

Canada Community Building Fund

This reserve fund has been established to hold the Canada Community Building Fund (formerly Federal Gas Tax) funding and meet the agreement requirements. This is an obligatory reserve fund as the use of the funds are restricted through AMO.

Building Division

The purpose of the reserve fund is to allow reasonable funding to be set aside to address economic fluctuations and fund multi-year requirements such as the replacement of software required to provide planning and building services needed to facilitate building activity.

Community Services Department Building Refurbishment

This reserve fund was established through budget in a year where a fee increase was established for recreational services. The value of the fee increase was set up as a contribution to this reserve fund rather than a general fund revenue offsetting the tax levy. The contribution has been maintained but further incremental fee increases were not diverted to this reserve fund but rather left in the general fund to offset increased service delivery costs.

Beautification / Tree Planting

This is a small reserve fund established from a donation. The hope is that other donations will be received over time that will help fund small beautification projects or tree planting to assist in maintaining tree cover as the municipality develops.

Stormwater Management Pond Maintenance

This reserve fund was established as a result of updating our subdivision agreement templates to standardized fees for stormwater pond maintenance for the subdivision. The fees are deposited into the reserve fund when received in compliance with the subdivision agreement. The intent is to draw on this reserve fund annually to offset the operating costs of stormwater pond maintenance. It has not been done to date as there is still a small amount of funds in the reserve funds, so we are giving the fund some time to accumulate.

Engineering Review

This reserve fund was established as a result of updating our subdivision agreement templates to standardized fees for the review of engineering drawings for the subdivision. The fees are deposited into the reserve fund when received in compliance with the subdivision agreement. Annually, through the budget process, a contribution is made to the operating budget to help offset the costs of engineering division review services.

Community Emergency Management

Under the negotiated agreements with OPG, funds are received annually for several specific services provided to OPG. The funds will also be used for the costs of specialized equipment or training to ensure appropriate response levels. As the Municipality is required to assist and support others if a nuclear emergency arises, these funds are deposited into this reserve fund for emergency management issues.

Parking Lot Rehabilitation

This reserve fund is the funding mechanism for the parking lot asset management plan. As the Municipality owns many parking lots with various purposes, a single department did not have consistent oversight of the asset management pertaining to these lots. As the Infrastructure Division oversees significant capital projects relating to paving and stormwater needs, they were given the responsibility to assess and plan the rehabilitation needs of municipal parking lots. The department undertook this work and created a multi-year plan to address deficiencies and needed replacements. The fund currently receives annual contributions from tax levy support.

Administrative Services Only (ASO) Benefits

This reserve fund was established with the market placement of employee benefits. The savings from that market placement were set aside as a one-time contribution to a reserve fund for the sole purpose of looking towards the ASO option for the administration of employee extended health program.

Future Staffing

Commencing in 2017, Council created this reserve fund and has contributed annually with tax levy support. The general intent is to create flexibility in the future for new staff requirements.

Provincial Infrastructure

This reserve fund has been established to host the Provincial funding grants received and meet the funding agreements' requirements. This is an obligatory reserve fund as the use of the funds is restricted through the respective agreements.

Orono BIA

This reserve fund was established in relation to principles of understanding for further development of the Bowmanville West Main Central Area. Orono and Newcastle BIAs received an allotment of funds to be administered through the Municipality to implement Community Improvement Plans.

Development Charges Reserve Funds

The accounts listed below are the Development Charges (DC) reserve funds for each service level category identified in our DC background study and by-law. The reserve funds must be used to fund the growth-related costs required to meet the needs of growth. No current-year receipts are used for current budget requirements. Balances at December 31st of the year prior are to be utilized for the next years' budget requirements. Future projections are made on a regular

basis to address capital budget forecasts. Staff are undergoing a review of the reserve funds as a result of recent changes to the *Development Charges Act* to ensure that the names reflect the applicable service and any ineligible services are properly transitioned.

The following are the current DC funds:

- DC Growth Studies Reserve Fund
- DC Parks and Rec Services Reserve Fund
- DC Library Services Reserve Fund
- DC Fire Protection Services Reserve Fund
- DC Services Related to Highways Reserve Fund

Climate Action Plan (New in 2024)

This reserve fund is being established in 2024 to provide a source of funding for initiatives identified in the Clarington Corporate Climate Change Action Plan. The fund will receive a set annual allocation for this purpose.

Climate Resilience (New in 2024)

This reserve fund is being established in 2024 to provide a source of funding to respond to climate emergencies and disasters or to provide enhanced resilience to capital infrastructure on climate change. The fund will receive a set annual allocation for this purpose.

Capital Replacement and Maintenance Reserve Funds

The following reserve funds are traditional capital replacement reserve funds that are monitored annually to determine the need for increases from tax levy support. These reserve funds are linked to the Asset Management Plan and are used to meet future capital needs.

- Roads Capital
- Facilities / Parks Maintenance
- Engineering Parks Capital
- Community Services Capital
- Cemeteries Capital
- Computer Equipment
- Fire Equipment
- Animal Services Capital
- Operations Equipment
- Clerk Fleet
- Library Capital
- Museum Capital Bowmanville
- Museum Capital Clarke

Reserve Fund Consolidation

As part of the multi-year budget process, staff have identified several reserve funds for consolidation. These consolidations are being undertaken to avoid duplication as circumstances exist where multiple reserve funds serve a similar purpose. The following table identifies the reserve funds being closed, where the funds are moving, and the rationale for the change.

Reserve Funds being closed	Reserve Funds being transferred to	Purpose
Clerk's Fleet Engineering Fleet	Operations Equipment	Reflects the consolidation of the corporate fleet in Public Works. Public Works is now responsible for the purchase and maintenance of all corporate fleet. Operations equipment was formally used for all Public Works fleet but will now be used for fleet purchases across the organization.
CSD Building Refurbishment	Community Services Capital	Both reserve funds are intended for capital projects related to the Community Services division. Consolidation is to reduce duplication.
Engineering Parks Capital	Municipal Capital Works	Engineering division no longer exists so funds are being directed to Municipal Capital Works for future capital projects.
Museum Capital – Bowmanville Museum Capital – Clarke	Community Services Capital	Funds transferred to reflect that future museum renovations will be drawn from the Community Services Capital reserve fund.

Reserve Fund Contributions and Transfers

The following outlines the contributions to the reserves and reserve funds as well as the transfers out to the general fund.

Contributions to Reserve Funds

The following are the contributions to reserve funds for the years 2024-27:

Reserve Fund	Purpose	2024 Contribution	2025 Contribution	2026 Contribution	2027 Contribution
Climate Action Plan	Annual allocation	\$125,000	\$125,000	\$125,000	\$125,000
Climate Resilience	Annual allocation	50,000	50,000	50,000	50,000
Animal Services Capital	Annual allocation	15,000	20,000	25,000	30,000
Parking Lot	Budgeted meter revenue	350,000	350,000	350,000	350,000
Computer Equipment	Annual allocation	400,000	412,000	425,000	437,000
Municipal Capital Works	Annual allocation	3,763,711	3,600,000	3,700,000	3,800,000
Rate Stabilization	Offset withdrawal in 2026	0	0	0	680,000
Future Staffing	Additional staff for Public Works, Community Services, and Emergency Services	787,487	471,043	1,427,464	2,324,102
Municipal Government Enterprise	Energy Master Plan savings	30,000	30,000	30,000	30,000
Continuous Improvement	Annual allocation	50,000	51,500	53,000	54,600
Roads Capital	Annual allocation	500,000	515,000	530,000	546,000
Strategic Capital	Annual allocation	125,000	125,000	125,000	125,000
Community Emergency Management	Emergency Services overtime costs	250,000	250,000	250,000	250,000
Fire Equipment	Annual allocation	400,000	412,000	425,000	437,000
Facilities/Parks Maintenance	Annual allocation	1,500,000	1,925,000	900,000	900,000
Facilities/Parks Maintenance	Various park upgrades (budget amendment)	82,000	82,000	82,000	82,000
Facilities/Parks Maintenance	Annual increase (budget amendment)	15,000	15,000	15,000	15,000
Cemeteries Capital	Annual allocation	5,000	5,150	5,300	5,400

Reserve Fund	Purpose	2024 Contribution	2025 Contribution	2026 Contribution	2027 Contribution
Operations Equipment	Annual fleet allocation	4,000,000	4,000,000	4,000,000	4,000,000
Community Services Capital	Annual allocation	2,279,000	2,217,013	2,273,010	2,307,072
Economic Development	Annual allocation	50,000	50,000	50,000	50,000
Parking Lot Rehabilitation	Annual allocation	325,000	350,000	375,000	400,000
Community Services Capital	Bowmanville Museum allocation	3,000	3,000	3,000	3,000
Community Services Capital	Clarke Museum allocation	3,000	3,000	3,000	3,000
		\$15,108,198	\$15,061,706	\$15,221,774	\$17,004,174

The contributions for 2024 include amounts for capital projects and operating expenses. As of 2023, the capital program is funded through reserve funds with an annual contribution funding these uses. As the Municipality continues to improve its asset management planning processes, annual contributions that provide a stable funding source will be included in the operating budget to smooth year-to-year fluctuations in the tax levy. As mentioned, an updated asset management plan will be presented to Council in June 2024.

Contributions to Reserves

The following are the contributions to reserves for the years 2024-27:

Reserve	Purpose	2024 Contribution	2025 Contribution	2026 Contribution	2027 Contribution
Clerks	Records maintenance	\$10,000	\$10,000	\$10,000	\$10,000
Municipal Election	Election expense	125,000	125,000	125,000	125,000
		\$135,000	\$135,000	\$135,000	\$135,000

Note that the annual allocation for land acquisition was put on hold for the 2024-27 budget years. The allocation will remain on hold pending the renewal of the land acquisition strategy.

Withdrawals from Reserve Fund to General Fund

The following are the withdrawals from the reserve funds to fund operating expenses in the general fund in 2024-27:

Reserve Fund	Purpose	2024 Withdrawal	2025 Withdrawal	2026 Withdrawal	2027 Withdrawal
Parking Lot	Parking enforcement expenses	(\$612,891)	(\$627,502)	(\$642,833)	(\$658,506)
ASO Benefits	Mitigate benefit increases	(500,000)	0	0	0
Rate Stabilization	Balance budget to 4.1% per year	(988,446)	(2,116,948)	(1,992,626)	(1,579,544)
Rate Stabilization	Contribution to Charles H Best Diabetes Centre	(25,000)	(25,000)	(25,000)	0
Rate Stabilization	Borrow to balance budget – repay in 2027	0	0	(680,000)	0
General Municipal	Balance budget to 4.1% per year	(2,000,000)	(2,000,000)	(385,000)	0
Debenture Retirement	Bowmanville indoor soccer debenture funding that is not DC-eligible	(16,329)	0	0	0
Community Emergency Management	Emergency Services overtime costs	(150,000)	(400,000)	(400,000)	(400,000)
Future Staffing	Partially fund new positions in Emergency Services, Public Works, and Community Services	0	(500,000)	(1,400,000)	(2,500,000)
Municipal Capital Works	Fire Station #1 reno furnishings	(170,000)	0	0	0
DC – Parks and Rec	Indoor Soccer debenture (DC eligible)	(146,964)	0	0	0
DC – Parks and Rec	Debt for Newcastle Park	0	(289,575)	(283,140)	(276,705)
DC – Parks and Rec	South Bowmanville Recreation Centre	(1,062,179)	(1,063,903)	(1,065,199)	(1,067,854)
DC – Parks and Rec	South Bowmanville Recreation Centre – interest and principal on debt	0	0	(919,543)	(1,766,063)
DC – Parks and Rec	Debt for outdoor skating rinks	0	(720,000)	(704,000)	(688,000)
DC – Library Services	Courtice Library debenture	(78,511)	(78,244)	(78,891)	(78,395)
DC – Services Related to a Highway	Green Road debenture	(553,240)	(552,199)	(550,225)	(548,292)
Newcastle Waterfront	Waterfront strategy consulting	(40,000)	0	0	0
Economic Development	BRIC furnishings	(100,000)	0	0	0
Building Division	Deficit funding for building inspectors	(532,411)	(730,326)	(872,029)	(894,366)

Reserve Fund	Purpose	2024 Withdrawal	2025 Withdrawal	2026 Withdrawal	2027 Withdrawal
Building Division	AMANDA annual maintenance	(250,000)	(250,000)	(250,000)	(250,000)
Engineering Inspection	Offset inspection costs	(150,000)	(150,000)	(150,000)	(150,000)
Engineering Review	Offset engineering expenses	(240,000)	(300,000)	(300,000)	(300,000)
Strategic Capital	Bowmanville Hospital contribution	0	0	(3,750,000)	(3,750,000)
		(\$7,615,971)	(\$9,803,697)	(\$14,448,486)	(\$14,907,725)

Withdrawals from Reserves to General Fund

The following are the withdrawals from the reserves to fund operating expenses in the general fund in 2024-27:

Reserve	Purpose	2024 Contribution	2025 Contribution	2026 Contribution	2027 Contribution
Municipal Election	Election expense	\$0	\$0	(\$475,467)	\$0
		\$0	\$0	(\$475,467)	\$0

Historical Reserve Fund Contributions and Transfers

The following outlines the contributions to the reserves and reserve funds that have occurred over the previous five years, along with the transfers out to the general fund.

Contributions to Reserve Funds

The following are the historical contributions to reserve funds for the years 2019-23:

Reserve Fund	Purpose	2019 Contribution	2020 Contribution	2021 Contribution	2022 Contribution	2023 Contribution
Animal Services Capital	Annual allocation	\$7,000	\$7,000	\$10,000	\$10,000	\$10,000

Reserve Fund	Purpose	2019 Contribution	2020 Contribution	2021 Contribution	2022 Contribution	2023 Contribution
Clerk's Fleet	Annual allocation	5,000	5,000	10,000	5,000	65,000
Engineering Fleet	Annual allocation	5,000	5,000	5,000	5,000	5,000
Parking Lot	Budgeted meter revenue	280,000	330,000	330,000	350,000	350,000
Computer Equipment	Annual allocation	100,000	100,000	100,000	100,000	200,000
Municipal Capital Works	Annual allocation	535,000	535,000	550,000	550,000	6,300,000
Future Staffing	Annual allocation	125,000	27,225	50,000	50,000	170,000
Municipal Government Enterprise	Energy Master Plan savings	30,000	30,000	30,000	30,000	30,000
Continuous Improvement	Annual allocation	0	100,000	50,000	50,000	50,000
Roads Capital	Annual allocation	0	70,000	200,000	200,000	200,000
General Municipal	Annual allocation	49,200	49,200	49,200	49,200	0
Library Capital	Annual allocation	30,000	30,000	30,000	30,000	0
Building Division	Annual allocation	0	0	227,950	0	0
Fire Equipment	Annual allocation	375,000	400,000	500,000	400,000	900,000
Facilities/Parks Maintenance	Annual allocation	328,000	355,000	585,000	385,000	635,000
Cemeteries Capital	Annual allocation	5,000	5,000	5,000	5,000	5,000
Operations Equipment	Annual allocation	159,500	185,000	1,085,000	1,085,000	2,835,000
Community Services Capital	Annual allocation	325,000	350,000	425,000	425,000	425,000
CSD Building Refurbishment	Annual allocation	85,000	107,500	572,500	887,500	917,500
Community Improvement	Annual contribution (not for CIP grants)	12,500	12,500	12,500	12,500	12,500
Economic Development	Annual allocation	50,000	50,000	50,000	50,000	50,000
Parking Lot Rehabilitation	Annual allocation	310,000	310,000	310,000	310,000	310,000
Museum Capital – Bowmanville	Annual allocation	3,000	3,000	3,000	3,000	3,000
Museum Capital – Clarke	Annual allocation	3,000	3,000	3,000	3,000	3,000
		\$2,822,200	\$3,069,425	\$5,193,150	\$4,995,200	\$13,476,000

Contributions to Reserves

The following are the historical contributions to reserves for the years 2019-23:

Reserve	Purpose	2019 Contribution	2020 Contribution	2021 Contribution	2022 Contribution	2023 Contribution
Clerks	Records maintenance	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Municipal Election	Election expense	125,000	125,000	125,000	125,000	125,000
Pits and Quarries	Allocation	330,000	570,000	570,000	0	0
Non-DC Prestonvale Road	Allocation	0	50,000	0	0	0
General Capital	Documentation / Pandemic	0	2,500	2,500	0	0
Municipal Acquisition of Property	Property acquisition	40,000	40,000	40,000	0	650,000
		\$505,000	\$797,500	\$747,500	\$135,000	\$785,000

Withdrawals from Reserve Fund to General Fund

The following are the historical withdrawals from the reserve funds to fund operating expenses in the general fund for 2019-23:

Reserve Fund	Purpose	2019 Withdrawal	2020 Withdrawal	2021 Withdrawal	2022 Withdrawal	2023 Withdrawal
Parking Lot	Parking enforcement expenses	(\$350,000)	(\$392,231)	(\$461,803)	(\$536,951)	(\$561,890)
Emergency Management	Business Continuity and Emergency Management Planner	0	0	0	0	(98,624)
Rate Stabilization	Annual \$3,080,730, Staff \$927,570, JLF fundraising \$25k, Charles H Best \$25k	0	0	0	0	(4,058,300)
Rate Stabilization	Annual \$150k, communications \$60k, street sweeping \$300k, COVID \$1.25M, full EA \$50k, Newcastle Hallboard \$23,900	0	0	0	(1,833,900)	0

Reserve Fund	Purpose	2019 Withdrawal	2020 Withdrawal	2021 Withdrawal	2022 Withdrawal	2023 Withdrawal
Rate Stabilization	Annual \$150k, Hospice \$115k, Newcastle Hallboard \$51,340	0	0	(316,340)	0	0
Rate Stabilization	Annual withdrawal	0	(454,032)	0	0	0
Rate Stabilization	Annual \$600k, tree replacement \$385k	(985,000)	0	0	0	0
General Municipal	Veridian interest	(250,000)	(250,000)	0	0	0
Debenture Retirement	Indoor soccer debenture – Non-DC-eligible	(16,518)	(14,841)	(16,476)	(16,578)	(16,525)
Future Staffing	Partially fund new positions	0	0	0	(150,000)	(450,000)
Municipal Capital Works	Camp 30	0	0	0	0	(300,000)
DC – Parks and Rec	Indoor Soccer debenture (DC eligible)	(148,658)	(149,914)	(148,279)	(149,205)	(148,728)
DC – Parks and Rec	Newcastle Aquatic Debenture	(1,581,886)	(1,466,438)	(1,443,920)	(921,375)	0
DC – Parks and Rec	Consulting – Parks design	(13,500)	(13,500)	0	0	0
DC – Parks and Rec	South Bowmanville Recreation Centre	0	0	0	0	(1,060,363)
DC – Library Services	Courtice Library debenture	(78,146)	(70,507)	(70,619)	(78,703)	(78,663)
DC – Services Related to a Highway	Green Road debenture	(541,802)	(544,417)	(546,623)	(552,820)	(553,160)
DC – Services Related to a Highway	Engineering design	(72,500)	(75,000)	0	0	0
DC – Services Related to a Highway	50% North Newcastle Drainage Study	(11,500)	0	0	0	0
DC – Growth Studies	Plan studies	(216,000)	(333,000)	(900,000)	(165,000)	(438,000)
DC – Growth Studies	OP appeal legal costs	(90,000)	0	0	0	0
DC – Fire Protection Services	Fire Master Plan; uniforms	0	(86,000)	0	0	0
Provincial Infrastructure	New staffing position	0	0	0	(80,000)	0
Port Granby LLRW	Naturalization park	0	(123,695)	0	0	0
Perpetual Care	Interest revenue	(20,300)	(18,500)	0	0	0
Economic Development	Sr Planner contract salary re: zoning by-law	(75,368)	0	0	0	0
Economic Development	Physician recruitment	0	0	0	0	(100,000)
Building Division	Deficit funding for building inspectors	0	0	0	(204,716)	(504,934)
Building Division	AMANDA annual maintenance	0	0	0	0	(250,000)
Engineering Parks Capital	Maintenance of Clarington Field portable	(7,850)	0	0	0	0
Engineering Inspection	Offset inspection costs	(429,630)	(503,200)	(455,000)	(460,000)	(625,000)

Reserve Fund	Purpose	2019 Withdrawal	2020 Withdrawal	2021 Withdrawal	2022 Withdrawal	2023 Withdrawal
Engineering Review	Engineering division	0	(40,000)	(40,000)	(40,000)	(150,000)
		(\$4,888,658)	(\$4,535,275)	(\$4,399,060)	(\$5,189,248)	(\$9,394,187)

Withdrawals from Reserves to General Fund

The following are the historical withdrawals from the reserves to fund operating expenses in the general fund for 2019-23:

Reserve	Purpose	2019 Withdrawal	2020 Withdrawal	2021 Withdrawal	2022 Withdrawal	2023 Withdrawal
Clarington Heritage Committee	Annual operating expense	(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	\$0
Consulting / Professional Fees	Communications division review; zoning by-law	0	0	0	0	(355,000)
Legal	Legal expense	(35,000)	0	0	0	0
Municipal Election	Election expense	0	(50000)	0	(465,450)	0
		(\$36,000)	(\$51,000)	(\$1,000)	(\$466,450)	(\$355,000)

Future Reserve and Reserve Fund Policy

As part of the Municipality's new Long-Term Financial Planning Framework, staff will be developing a Reserve and Reserve Fund Policy. This policy will identify an optimum classification of Reserve Funds, along with target balances for each fund. This work will be undertaken in 2024 and will be brought to Council prior to the 2025 budget update. This work will likely involve a further consolidation of reserve funds, in addition to the consolidations above.

Appendices and Supplemental Information



Chapter 5: Supplemental Information

What is Fund Accounting?

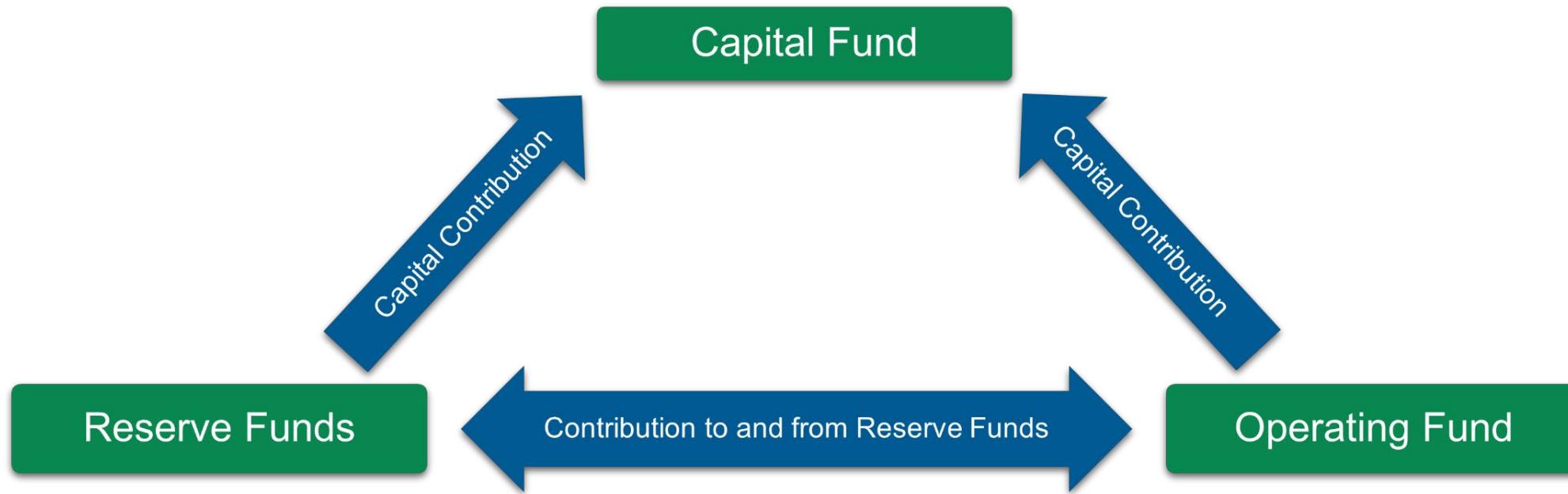
The Municipality, like every municipality in Ontario, prepares its financial statements in accordance with Public Sector Accounting Standards (PSAS) as established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

The Municipality follows PSAS, which is an accrual basis form of accounting. This means revenues and expenses are recognized when the transaction, service or event occurs rather than when payment is made or received. As allowed under Ontario Regulation 284/09 under the *Municipal Act, 2001*, the Municipality does not budget for amortization, solid waste landfill closure and post-closure expenses.

The Municipality uses fund accounting which views each fund as its own entity, with its own assets, liabilities, income and expenses. The use of funds helps to ensure that dedicated or restricted funds are used for their intended purpose.

There are three basic types of funds used by the Municipality:

- **Operating Fund:** this fund includes all the assets, liabilities, income, and expenses not allocated to one of the other funds. Unrestricted funds, such as property taxes, are recorded through the operating fund.
- **Capital Fund:** this fund includes all capital expenditures and the method of funding these expenditures. Funding may be from a transfer from tax revenues, a transfer from reserves or reserve funds, receipt of grants or issuance of long-term debt.
- **Reserve Funds:** these funds are individually established to record the assets which are physically segregated to meet a specific purpose.



The budget process, resolutions and by-laws provide the mechanism for Council to approve the transfer of funds between the funds. The use of interfund transfers within the accounting system provides the necessary accounting trail to ensure that all directions have occurred. For this reason, continuities of reserve and reserve funds are also prepared.

Revenue and Expense Categories

Revenues and expenses are categorized throughout the budget based on their purpose and similarities.

Revenues

Levies

Estimated taxation, supplementary taxation, and payments-in-lieu of taxation received. These funds are collected on behalf of the Region of Durham and Province of Ontario and are remitted to the specific agency.

Provincial Grants and Subsidies

Grants received from the Province of Ontario for specific functions such as the Ontario Community Infrastructure Fund or specific grant projects.

Federal Grants and Subsidies

Grants received from the Government of Canada for specific functions such as the Canada Community-Building Fund or specific grant projects.

User Fees

Fees for use of service including, but are not limited to, facility rentals, cemetery fees, application for planning and building permits, and recreational programming.

Licensing and Lease Revenue

Licensing fees include regulatory licensing and lease revenues for the long-term lease of municipal facilities and property.

Investment Income

All investment income earned by the Municipality through its investment holdings, bank account balances and investment in Elexicon.

Contributions from Reserves and Reserve Funds

Contributions from reserves and reserve funds for specific purposes as identified with the budget.

Other Revenues

Any revenue that is not otherwise categorized.

Expenses

Salaries and Benefits

Compensation for all employees includes salaries, wages, benefits, overtime, allowances and statutory benefits (Canadian Pension Plan, Employment Insurance, Employer Health Tax).

Materials

Includes items such as office supplies, salt and sand, gravel, insurance costs, phone costs and other general expenses.

Rent and Financial Costs

Bank charges, debit and credit card charges, cost of rental equipment and facility rentals for the Municipality.

Purchase / Contracted Services

Items that are outsourced, such as professional services, winter clearing and IT software as a service.

Debt Repayment

Interest on debt repayments to external parties.

Grants and Transfer Payments

Grants given to community groups, external boards and agencies and levies from other organizations.

Contributions to Reserves and Reserve Funds

Contributions from the general fund for the Municipality's reserves and reserve funds.

Financial Policies

The Municipality of Clarington has approved several financial policies to provide consistency with how financial decisions are made.

The following are significant financial policies adopted by Council.

Multi-Year Budget Policy

The budget is one of the most significant policy documents that the Municipality adopts. The budget highlights the priorities for the multi-year period (2024 to 2027) and the allocated resources to provide services to constituents. The budget is balanced with

revenues equaling expenses for the year and is tabled for Council review and approval. The Multi-Year Budget is up to four years long and will be updated annually for changes in legislation, services, or material changes in economic conditions. General Government Committee approved the [Multi-Year Budget Policy](#) May 1, 2023.

Investment Policy

The [Investment Policy](#) was approved at the establishes guidelines for municipal investments and ensures compliance with applicable legislation.

The objectives, in order of importance, of the policy, are to ensure:

- Adherence to statutory requirements.
- Preservation and security of capital.
- Maintenance of necessary liquidity.
- Realizing a competitive rate of return.

Procurement Policy

The Municipality is legislatively required to approve a [procurement policy](#) to establish the responsibilities, controls, authorizations and procedures for purchasing goods and services.

Donations Policy

The Municipality is a qualified 189one for Canadian income tax purposes which can issue official income tax receipts as prescribed by the Canada Revenue Agency (CRA). As per the [donation policy](#), to be a donation, there must be an intention to give, delivery and an acceptance, and it must be voluntary with no expectation of return.

Appendices

Snapshot of our Community

The Municipality annually participates in the BMA Management Consulting Inc. Municipal Study, a municipal comparative study on behalf of 110+ municipalities in Ontario. In 2022 there were seven Durham Region participants (Scugog, Brock, Pickering, Whitby, Oshawa, Clarington, Ajax), 24 Greater Toronto and Hamilton area participants and 29 lower or single tier municipalities with populations over 100,000. Financial information is based on the 2021 year-end, while current tax information and demographic information for 2022 is used to assist in forecasting future needs for the community.

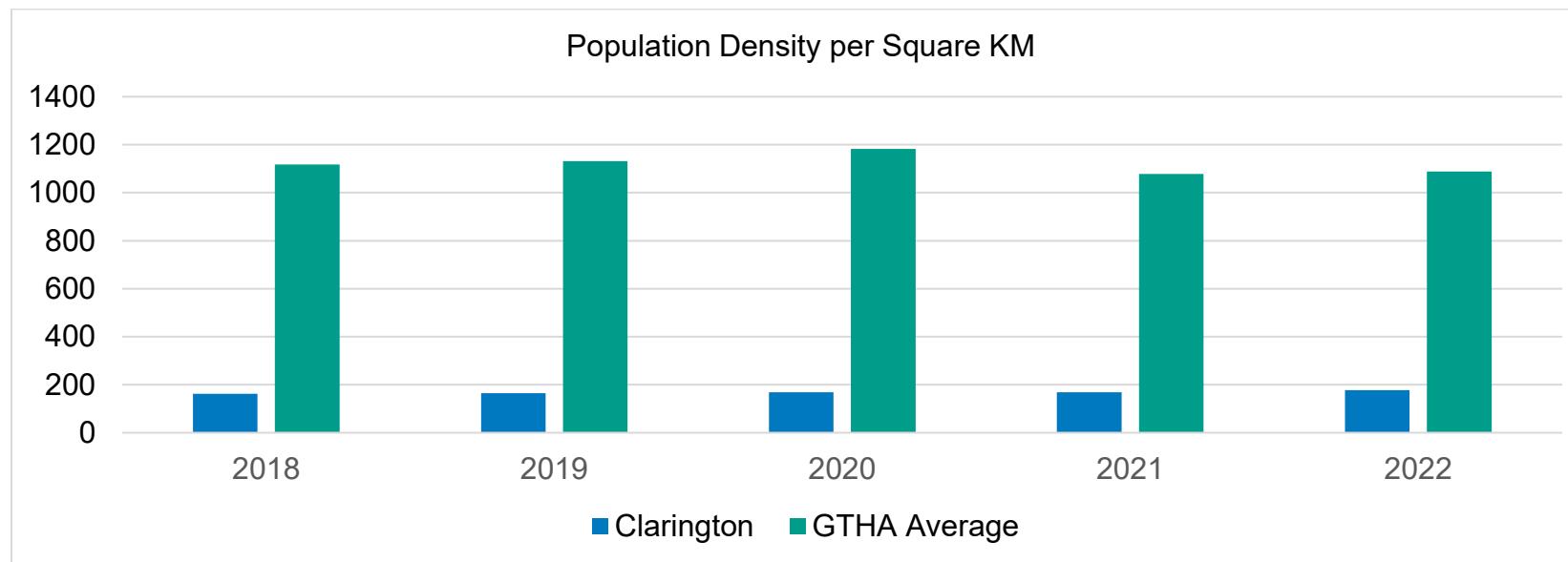
Socio-Economic Indicators

Socio-economic indicators assist a municipality by providing insight into its ability to generate revenue compared to the municipality's demand for public services. Socio-economic indicators also allow municipalities to be considered for their appropriateness for comparison.

Population Density

Population density is an indicator of economies of scale in providing services to residents of the Municipality. In densely populated areas, certain services may be delivered more cost-efficiently. The Municipality of Clarington has the seventh-lowest population density among the Greater Toronto and Hamilton Area (GTHA) municipalities within the survey. With a land area of 611 square kilometres, the Municipality of Clarington is roughly the geographical size of the City of Toronto at 631 square kilometres. However, the Municipality has a population density of 177 people per square kilometre, which is 26 times lower than the City of Toronto's 4,640 people per square kilometre.



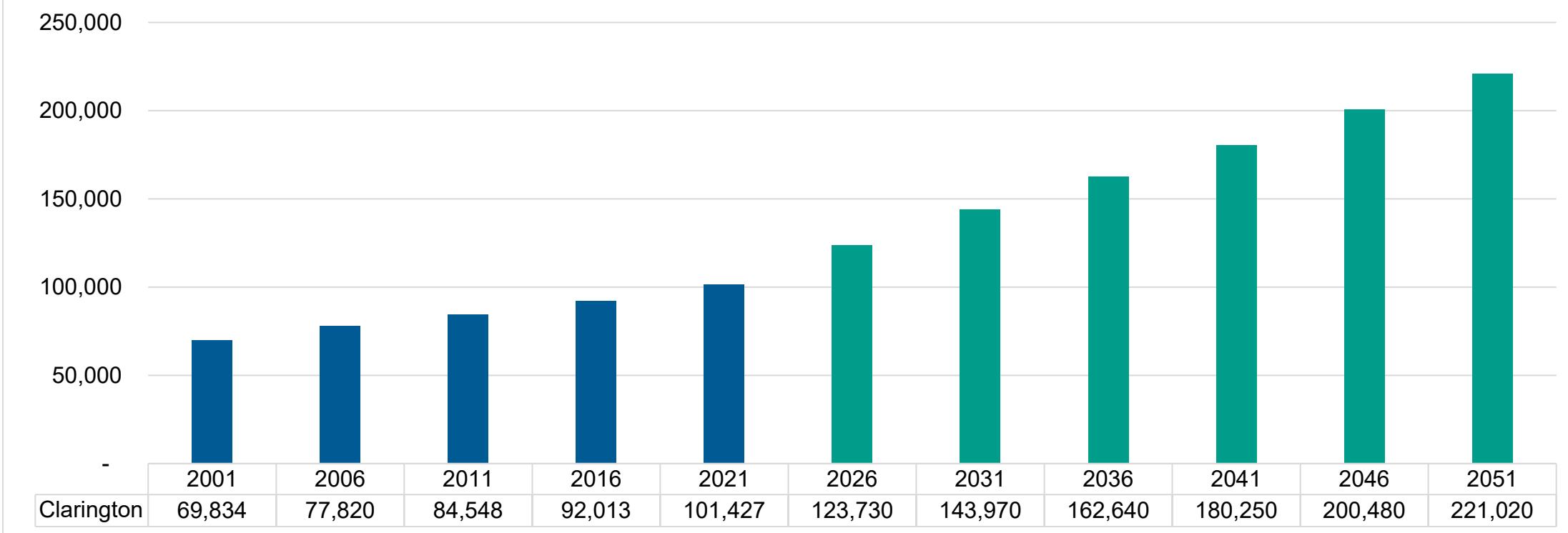


Population Growth

The Municipality of Clarington has experienced significant growth since 2001. This growth puts upward movement in our assessment base as more residential, commercial and industrial properties are built to support that population. Growth does put pressure on municipal budgets as it increases the need for infrastructure to support the development and correspondingly increases the demand for services required by the increasing population. Based on the previous census cycle, the Municipality grew at a higher rate than the rest of the Greater Toronto and Hamilton Area (GTHA).

Clarington has not only been a growing community for the last 20 years, it is expected to continue growing in the coming five years. This will be supported by recent Provincial priorities around housing growth and affordable housing development. The following chart shows the population, based on the Statistics Canada Census data, for the last 20 years and the Region of Durham Official Plan projections for Clarington until 2051. The Municipality is expected to grow from approximately 101,400 in 2021 to 221,000 by 2051.

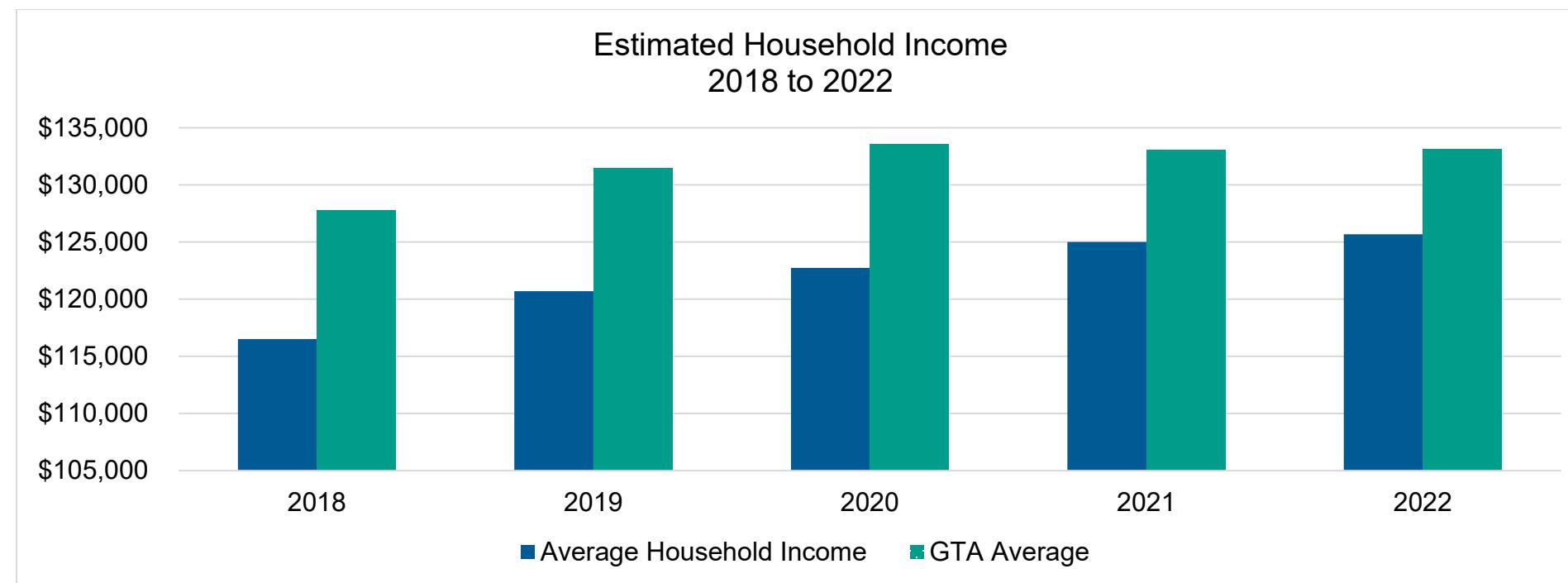
Population Actuals 2001 to 2021
And Growth Forecast to 2027



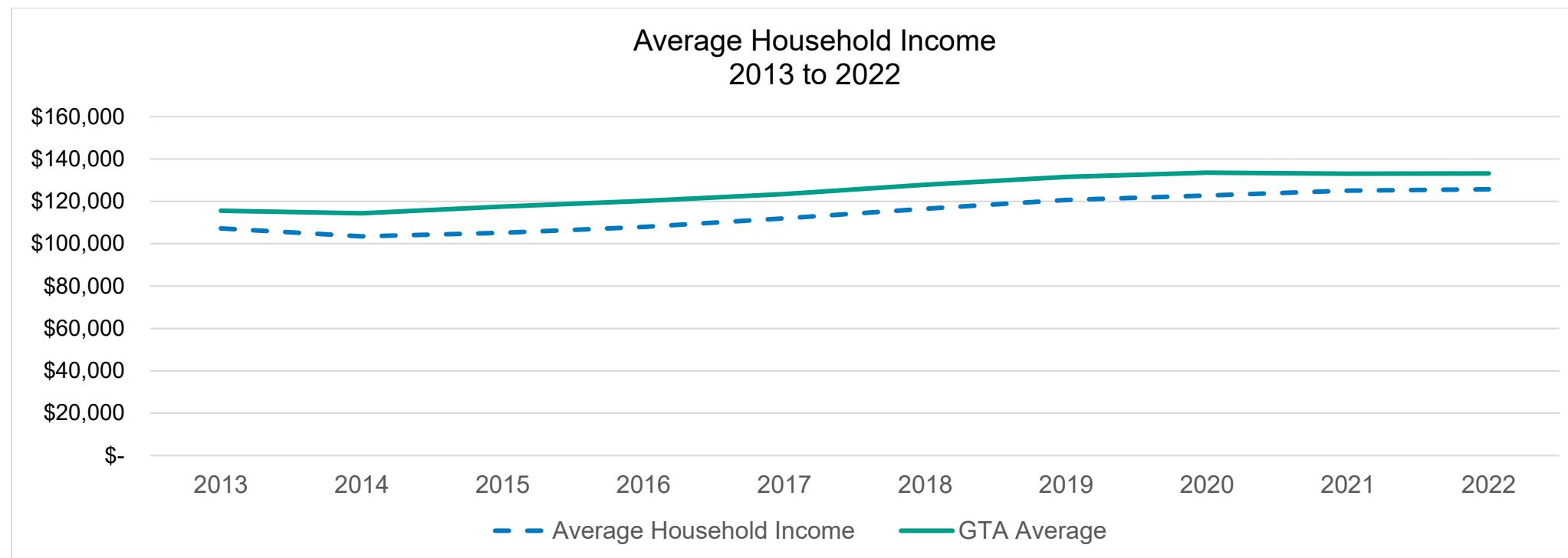
Average Household Income

When determining its budget, ensuring taxes are affordable is of the highest priority for the Municipality. An indicator of affordability is comparing the property tax burden with the average household income. While the Municipality has a lower average household income than the average of the GTHA, it is higher than the average for the Province.

The municipal burden as a percentage of household income in Clarington is 3.7 per cent (4.4 per cent in 2021), the GTHA average is 4.7 per cent (4.6 per cent in 2021). It should be noted that the total burden as a per cent of household income in the City of Toronto, which we often hear has lower taxes, is the higher than in Clarington at 4.6 per cent.



The average household income has steadily increased over the past ten years as highlighted in the following chart.



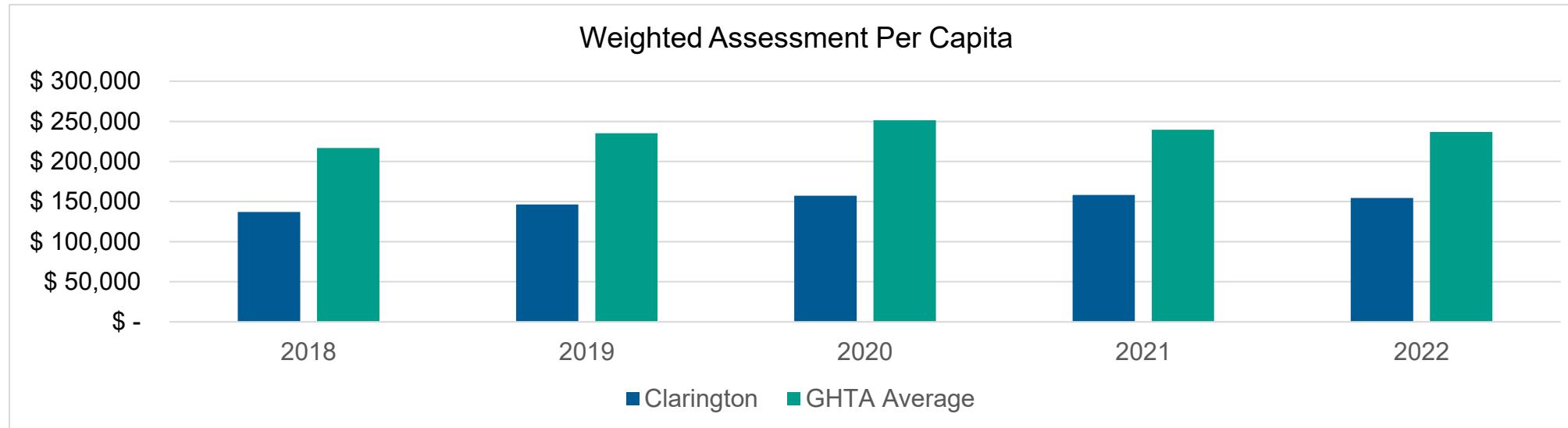
As can be seen above, the gap between the Municipality's average household income and the GTA average has shrunk over the past ten years. This could be a result of local economic development as well as increased commuter migration from higher-cost areas to Clarington.

Property Assessment

Municipalities raise a significant portion of their revenues by charging taxes on each property's assessment, as provided by the Municipal Property Assessment Corporation (MPAC).

Clarington has a lower assessment, the base for which property taxes are generated compared to both the GTHA and the survey average. This reflects the assessed values of properties being lower in Clarington than in other nearby municipalities. The GTHA municipalities have a higher-than-average weighted

assessment. This is partly explained by the high commercial and industrial assessments in the City of Toronto, which pay a significantly higher portion of the property tax burden for that city.



Financial Health

Financial indicators and some socio-economic indicators provide a foundation for a municipality to evaluate its economic outlook and performance and ensure its financial sustainability.

There are three key financial pillars: sustainability, flexibility and vulnerability.

Sustainability: The ability to provide and maintain service and infrastructure levels without resorting to unplanned increases in rates or cuts to services.

Flexibility: The ability to issue debt responsibly without impacting the credit rating. Also, the ability of the Municipality to generate the required revenues.

Vulnerability: Addresses a municipality's vulnerability to external sources of funding that it cannot control and its exposure to risk.

The above financial pillars are considered when assessing the overall health of the Municipality and the development of our operating budget and capital investment plan.

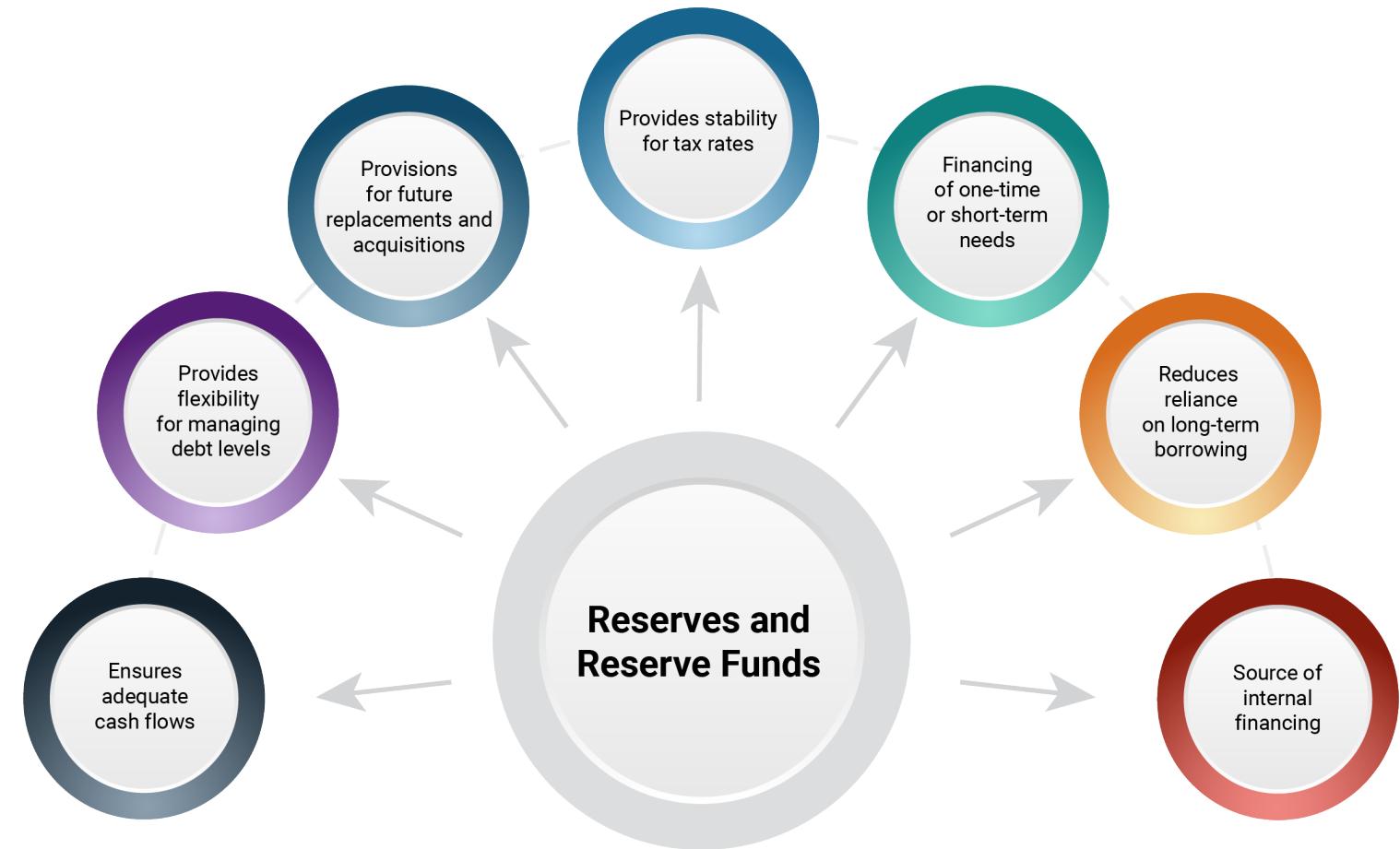
Financial Planning Tools

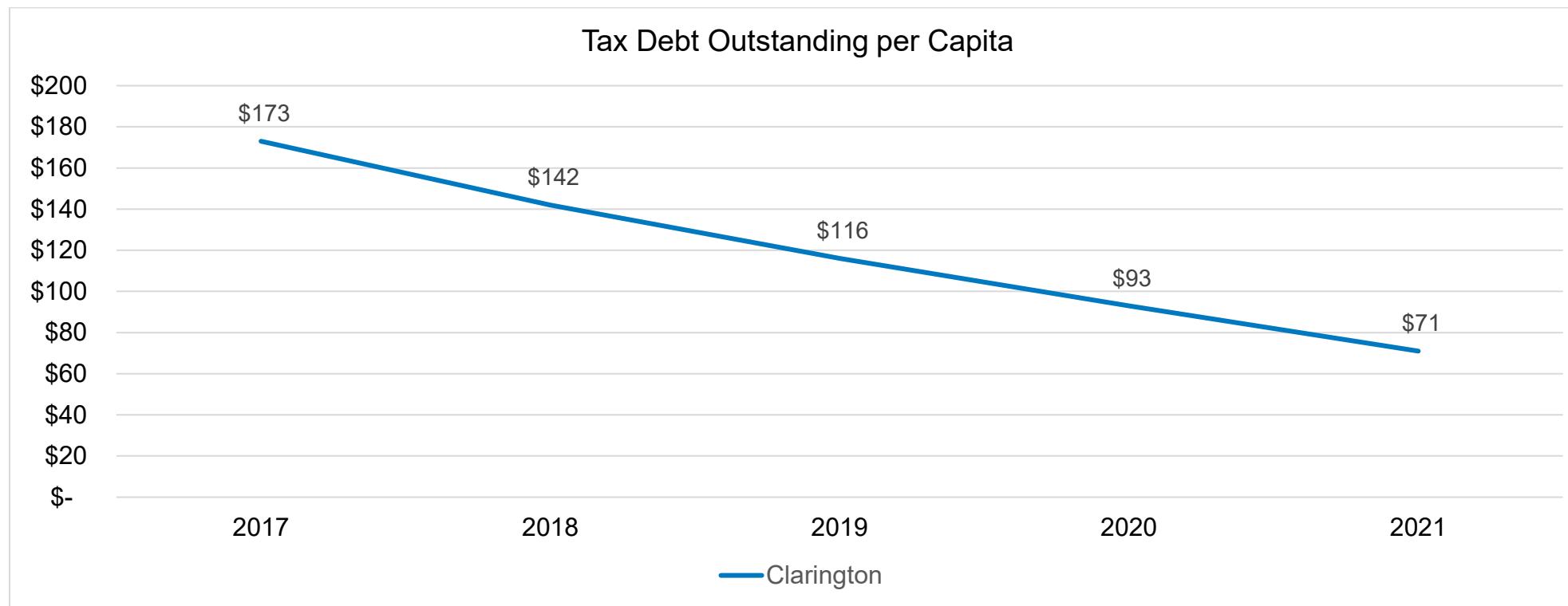
Reserves and Reserve Funds

Reserves and reserve funds are essential fiscal tools used in long-term planning, internal financing and dealing with unanticipated situations in the municipality during the year.

Debt

It is important to be aware of the level of debt and the resulting debt servicing obligations to ensure that the reliance on debt is maintained at a manageable level. The use of debt is reasonable for many reasons, including intergenerational equity: the taxpayer benefiting from the service is paying for it.

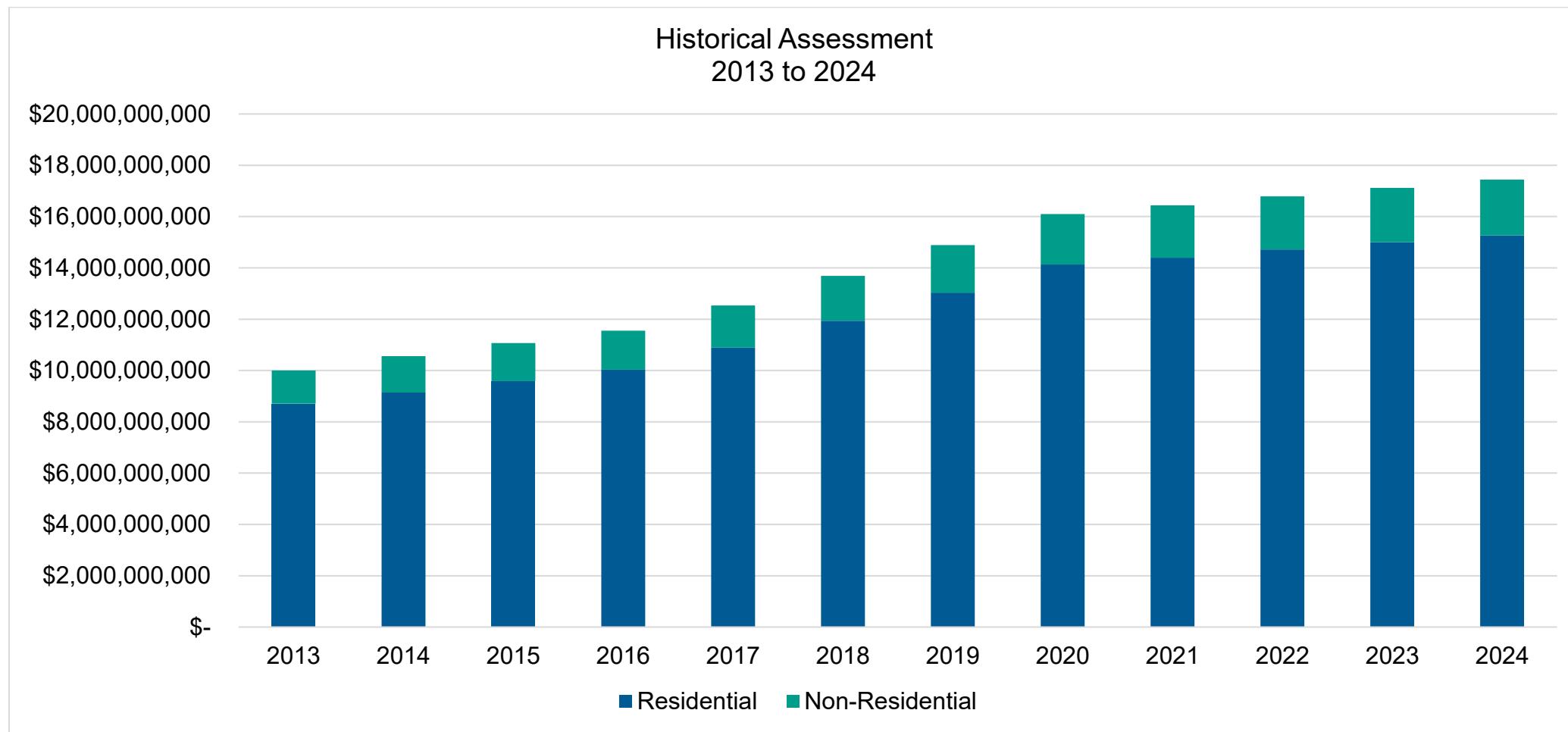




The Province of Ontario has regulated that municipalities are limited to debt servicing (interest and principal) costs of 25 per cent of own source revenue. The Municipality is in compliance with this legislation.

Property Assessment

A majority of our revenue comes from property taxation. MPAC conducts the assessment of properties and is independent of the Municipality. Significant growth of assessment and population has occurred since 2008, with considerable growth in the past two assessment cycles (2012 and 2016). The following chart shows the historical and current assessments from 2013 to 2024:



The chart demonstrates that most of the Municipality's assessment is through the residential tax class. It should be noted that since 2020, the assessed value of a property is equal to its assessed fair market value on January 1, 2016; this is demonstrated by the leveling of assessment increases since 2020. The stepped increases in 2017 to 2020 reflects the four-year phase-in of the last reassessment and is a mix of real-growth and market phase-in.

The 2024 tax assessment mix is projected to be as follows, based on information available at October 31, 2023:

Tax Class	2024 Projected Assessment	Percentage
Residential	\$14,516,983,225	83.2%
Farmland	568,134,916	33.3%
Multi-residential	177,599,800	1.0%
Commercial	1,154,700,824	6.6%
Industrial	301,501,412	1.7%
Pipeline	56,357,000	0.3%
Managed forest	42,839,900	0.2%
Exempt	622,036,005	3.6%
Total	\$17,440,153,082	100.0%

The 2024 assessment mix of residential, commercial, industrial and other property classes is consistent with the past assessment mix of the Municipality. The approximate 1.89 per cent increase in assessment from 2023 is new growth, market value assessments have been frozen since 2020 as a result of the COVID-19 pandemic. The Province of Ontario announced in 2023 that it would be undertaking a review of the property tax system in Ontario, the Municipality will be monitoring the review for the impact to the ratepayer as well as the financial implications to the Corporation.

Climate Actions

The [Clarington Corporate Climate Action Plan \(CCCAP\)](#) contains specific actions that the Municipality will take to reduce greenhouse gas emissions, and adapt corporate assets, operations, and services to limit the negative impact of climate change. This is a five-stage plan. The Municipality has completed the first three stages: Initiate, Research, and Plan. Staff are currently working on Phase Four: Implementation.

The Climate mitigation and adaptation team comprises one full-time Climate Change Response Coordinator and one summer student. The Action plan relies heavily on participation and collaboration across the various departments to complete projects identified by the Interdepartmental Climate Change Working Group.

The implementation plan is a five-year plan that focuses on action-specific items, and measures program implementation success by identifying key performance indicators, department leads on projects, funding needs, and timelines for implementation. In 2023, there were 45 action items noted on the work plan; there were 23 short-term goals, with the remainder being medium and long-term goals that will take multiple years to fully accomplish. These include actions to address flood concerns, improvements to trail systems, upgrades and retrofits continuing within our facilities, and building re-commissioning to optimize building operations where applicable.

For 2024, a climate capital reserve has been implemented to complete future projects, including continuing the installation of electric vehicle charging infrastructure, updating Priority Green Clarington standards, and provide oversight to capital projects within various departments. The net zero pathway study to be completed in 2024 will also identify further measures that the Municipality can take to reach the goal of net zero emissions by 2050.



2024 Climate Action Plan

Action	Budget Estimate	Operating	Capital
Clean Air Partnership Annual Membership Fee (an invaluable knowledge sharing resource for sustainability staff.)	\$3,000	\$3,000	0
Energy Cap energy management software annual service fee. (Ongoing operational cost)	6,000	6,000	0
Environmental Summer Student (to support climate action implementation as part of the Federal Youth Employment program)	15,000	15,000	0
LEAF Backyard Tree Planting Program 2023 (until 2025)	15,000	15,000	0
Continue to convert all lighting in municipal buildings to energy efficient LEDs (Clarington Climate Change Action Plan (CCCAP) Action 1.4)	30,000	0	30,000
Establish a sustainability construction and efficiency standards for new municipal buildings. (CCCAP 1.28) Was approved in 2023 budget, work ongoing.	0	0	0
Establish Beyond-code sustainability design standards for all new municipal buildings and policy (CCCAP 1.28) Was approved in 2023 budget, work ongoing.	0	0	0
Establish a sustainability construction and efficiency standards for new municipal buildings (CCCAP 1.28)	30,000	30,000	0
Establish "Beyond-code" sustainability design standards for all new municipal buildings and policy (CCCAP 1.28)	30,000	30,000	0

Action	Budget Estimate	Operating	Capital
Identify options for a Corporate Energy Commodity Policy that prioritizes energy savings, locally produced energy, and low carbon energy options (CCCAP 1.20)	50,000	50,000	0
Create an urban forest strategy that integrates urban heat island projections. Plant more trees in areas with the greatest potential for becoming urban heat islands. (CCCAP 5.2)	50,000	50,000	0
Complete a net zero pathway study to update the Energy Conservation and Demand Management (ECDM) and establish pathway to eliminate Greenhouse Gas (GHG) emissions and save energy (CCCAP actions 1.2, 1.3, 1.5, 1.11, 1.22, 1.31, 2.22, 3.1, 4.3, 4.4). (Funding is available through Federation of Canadian Municipalities (FCM) for to create a net zero pathway study for community buildings and our ECDM is due for an update in 2023. FCM retrofit capital funding is only accessible with a completed net ZERO pathway study). Was included in 2023 Budget, work is ongoing.	0	0	0
Electric Vehicle (EV) Charge Station Equipment Installation Municipal facilities as per the Clarington five-year EV transition Plan. (As per CAO letter of commitment to participate in the ZEVIP program in 2023)	184,300	0	184,300
Total	\$413,300	\$199,000	\$214,300

Economic and Legislative Impacts

The preparation of the 2024-27 Budget is impacted by factors outside of the control of the organization such as the local economy, the Ontario economy, and legislative changes. The following highlights key impacts to the 2024-27 Budget from these factors.

Economic Impacts

Following a year of significant inflation in 2022, increased interest rates and improvements to supply chains cooling the global price pressures, as well as other external factors have slowed the inflation rate in 2023; however, the inflation rate is still above the Bank of Canada's stated target range of one to three per cent. The year-over-year Consumer Price Index (CPI) in Ontario was 3.6 per cent in September 2023, this is lower than the 6.7 per cent for the same period in 2022 and is indicative of a slowing economy. In September 2023, CIBC Economics forecasted Ontario CPI to move to 2.2 per cent by the 2024 year-end and 1.9 per cent by 2025. While this will not reduce the cost pressures the Municipality currently faces, the rate of increase is expected to stabilize and become more manageable. The Bank of Canada in its [October Monetary Policy Report](#) is forecasting that inflation will stay around the 3.5 per cent rate until the middle of 2024 before decreasing to 2.5 per cent at the end of 2024 and returning to the 2.0 per cent target in 2025.

While the Municipality does not necessarily follow the purchasing patterns that are used for the CPI, it is not immune to inflationary impacts. The Toronto non-residential building construction price index saw a second quarter year-over-year increase of 8.1 per cent. This construction would be for more industrial and commercial buildings, rather than the infrastructure needs of the Municipality; however, it does signify that the inflation impacts are higher than the CPI inflationary pressures.

Another impact on the capital budget is the availability of skilled labour, this has added costs to projects or have delayed projects as suppliers were unavailable. To mitigate this, in 2022 the Community Services Department started to do more capital projects in-house; this was continued in 2023 for facility repair projects to mitigate the construction price inflation and has been expanded in 2024-27 to additional projects throughout the Municipality. Several funding requests in the 2024 Capital Investment plan are for additional funds for projects from prior years. These projects could not be completed in 2023 as a result of price escalation and the availability of supplies/labour; these projects cannot be completed in-house due to the nature of the project.

Impacting the cost of living for residents, cost of operations for business and the ability to finance infrastructure investment is the current cost of borrowing. Following a low of 0.25 per cent in 2020, the Bank of Canada overnight rate increased significantly since the beginning of 2022 to a current rate of 5.00 per cent. It is expected that the overnight rate will start to decrease in the second half of 2024. In September 2023, CIBC was forecasting a decrease in June 2024 to 4.50 per cent, with two additional cuts to come to 3.50 per cent by December 2024. As part of their quarterly Monetary Policy release, the Bank of Canada kept the overnight rate at 5.0 per cent in October.

This change will assist the Municipality with its cost of borrowing for large capital projects, as well as allow for both residential and commercial growth within the community. While this will be beneficial for the cost of debt, the Municipality currently invests significantly in fixed income instruments, a reduction of the prime rate will reduce the investment income the Municipality receives; therefore the Municipality has forecasted decreasing investment revenues in 2025 to 2027.

The Region of Durham is a growing community on the east side of the City of Toronto. The Region undertook a study in 2022 for its official plan, Envision Durham. It is expected that in the next 30 years the Region of Durham will see population growth of 576,700 people and 218,500 jobs. In Clarington, this growth is expected to be 115,700 new people and 40,400 new jobs. This amount of growth provides opportunities for our community but will require resources in the form of additional staff and capital investment during this time.

The Ontario unemployment rate is expected to increase slightly in 2024 from 5.5 per cent to 6.4 per cent before decreasing again in 2025 to 5.8 per cent. Locally, the announced expansion of the Darlington Nuclear Generating Station to include Small-Modular Reactors, as well as the ongoing refurbishment of the existing facility are expected to contribute substantially to the local economy and generate new jobs.

Legislative Changes

Affordable Homes and Good Jobs Act, 2023 (Bill 134)

The Affordable Homes and Good Jobs Act, 2023 was announced on September 28, 2023 by the Province of Ontario. If passed by the Legislature, the Act would amend the *Development Charges Act, 1997* by adding a definition for “Affordable Residential Units Bulletin” and changing paragraph 1 of subsection 4.1(2) of the Act. The change would define affordable housing as homes where rent is no greater than the lesser of the income-based affordable rent for the residential unit set out in the bulletin and the average market rent identified for the residential unit in the bulletin. Similarly, subsection 4.1(3) would be updated to identify an affordable purchased home as one where the price of the unit is no greater than the less of the income-based affordable purchase price outlined in the bulletin and 90 per cent of the average purchase price identified in the bulletin.

The Bill would also change subsections 4.1(5) and (6) of the Act to set out an income-based requirement for affordable units. In both the rent and purchase scenarios, the income threshold would be based on 30 per cent (either rent or accommodation costs) of the income that represents the 60th percentile of gross annual income for the local municipality.

This legislation would impact the Municipality by defining which development is exempt from development charges. Provided that an agreement can be made with the developer to ensure that the affordability of the units are maintained for the prescribed length of time (currently 20 years), there could be lost development charges revenue to the Municipality which would result in financing challenges for future infrastructure needs.

Strong Mayors Building Homes Act, 2022

On September 8, 2022 the *Strong Mayors Building Homes Act, 2022* received Royal Assent. The Act provided prescribed powers to the Head of Council to the City of Toronto and the City of Ottawa. These powers included the ability to veto certain by-laws of Council, the requirement to present a budget to Council and the public, the ability to make certain organizational changes and appoint the chairs of committees. Effective July 1, 2023, O. Reg 530/22 Part VI.1 of the Act, was amended to include 27 additional municipalities, including the Municipality of Clarington. This budget is the first prepared under the new Strong Mayor powers; however it has been prepared (at the direction of the Mayor) in a similar fashion to past budgets. The significant change is the budget will be deemed adopted upon certain prescribed timelines, rather than the previous vote to adopt.

Better Municipal Governance Act, 2022

On December 8, 2022, the *Better Municipal Governance Act, 2022* received Royal Assent. This Act amends the *Municipal Act, 2001*, to allow the head of council to propose a by-law if it could potentially advance a prescribed provincial priority with a 1/3 vote in favour of the by-law. This power does not have an impact on the budget as presented, however it could be used in a future year to advance infrastructure investment to meet a provincial priority such as housing.

Greenbelt Plan Amendments

In 2023, a number of amendments to the Greenbelt were made, however in September and October of 2023 these amendments were in the process of being reversed. The Province has indicated that they will compensate municipalities for costs related to the changes; however at the date of publication these details have not been announced and are therefore not included in the 2024 to 2027 Budget.

Helping Homebuyers, Protecting Tenants Act, 2023

Receiving Royal Assent on June 8, 2023, this Act amended several acts. The *Municipal Act, 2001*, was amended to provide the Minister the authority to make regulations with respect to a variety of matters including the governing powers of local municipalities under Section 99.1. The *Planning Act, 1990*, was amended to change the date that municipalities would have to start repaying funds under the Planning Act. Changes were also made to the notice time and the procedure for persons or public bodies to appeal to the OLT.

Ontario Minimum Wage

Effective October 1, 2023, the Minimum wage in Ontario increased from \$15.50 per hour to \$16.55, students increased from \$14.60 to \$15.60. These changes have been reflected, where applicable in the budgets of the impacted departments.

Transportation for the Future Act, 2023 (Bill 131)

Announced on September 25, 2023, this legislation would, if enacted, provide prescribed municipalities with the ability to impose transit station charges on development to pay for costs related to the construction of a new GO Transit station in prescribed areas. This charge would assist in the funding of the two GO Train stations in Bowmanville and Courtice. The extension of the GO Train to Bowmanville is expected to support and drive development in both Courtice and Bowmanville.

Part time employee pension eligibility

Effective January 1, 2023, the Ontario Municipal Employee Retirement System (OMERS) changed their eligibility rules. Prior to the change, part time employees were eligible to enroll in OMERS after 700 consecutive hours (approximately two years), with the change part time employees are eligible to enroll in OMERS immediately. There are no rate differences between full time (mandated enrollment) and part time employees.

The 2023 Budget included an estimate of enrollment at 25 per cent of employees, this has been reviewed for the 2024 to 2027 Budget to determine if the estimate is reasonable and no changes to this assumption have been made at this time.

More Homes for Everyone Act, 2022

The *More Homes for Everyone Act, 2022*, received Royal Assent in April 2022. Changes resulting from this Act include the requirement for municipalities to refund site plan, zoning by-law amendment and official plan amendment fees to an applicant if a decision is not made within the legislated timelines. To meet these legislated timelines, process improvements within the Planning and Infrastructure Services Department were developed and additional resources were approved in 2023.

More Homes Built Faster Act, 2022

The *More Homes Built Faster Act, 2022*, received Royal Assent on November 28, 2022, with parts of the bill being enacted on proclamation at a future date.

The Act makes significant changes to the Development Charges Act which is a source of revenue for growth-related capital investment. The major changes are:

- Additional statutory exemptions for additional residential units, affordable units, attainable units and non-profit housing.
- Discounted development charges for rental housing development.
- Mandatory phase-in for all development charge by-laws passed after January 1, 2022 (this does not affect the current by-law but will affect future by-law).
- Extension of the historic level of service calculation period from 10-years to 15-years (this provides the Municipality additional revenue).

- Removal of studies from eligible costs.
- By-laws would expire ten years after the in-force date.

Summary of Impacts

The impacts of the *More Homes Built Faster Act, 2022*, have not been included in the 2024-27 Budget as the major financial impacts are related to parts not yet enacted. As the current Development Charges By-law was approved in January 2021, the mandatory phase-in, and removal of studies from eligible costs are not applicable at this time. Changes to parkland dedication will have impacts on future acquisition of land for park development or for the design of park space that has been conveyed to the Municipality. The Municipality has included these impacts in development of a Parks Plan, which is now required in for a parkland dedication by-law. For capital costs in 2024, we have ensured that costs remain eligible under the applicable legislation.

Staffing Requests



Staffing Requests

2024 to 2027 Staffing Summary

The Municipality of Clarington is a growing community, with a current population of approximately 109,400 growing to 221,000 by 2051. This growth, along with recent changes in legislation aimed at expediting development over the next ten years, necessitates additional resources.

The 2023 Budget identified additional staffing resources for a three-year period to transition to the required level of resources. For the 2024-27 Budget, staffing has been included for each year. Where staffing needs are anticipated but not specifically identified, a contribution to the Future Staffing Reserve Fund has been included to provide the funding for future considerations, this includes for needs in Public Works and Community Services which will be dependent on timing of the completion of certain assets or the assumption of neighbourhoods within the Municipality.

The following table summarizes the new full-time equivalents (FTE) for each department for the next four years.

Department	2024 New Requests (FTE)	2025 New Requests (FTE)	2026 New Requests (FTE)	2027 New Requests (FTE)
Mayor and Council	0	0	0	0
Office of the CAO	0	1	1	0
Legislative Services	3.5	1	0	0
Financial Services	3	2	1	0
Public Works	3	1	0	0
Community Services	0	4	1	0
Planning and Infrastructure Services	2	5	0	0
Emergency and Fire Services	0	20	0	0
Total New Staffing Resources	11.5	34	3	0

In addition, the 2024 Fiscal Year includes the annualization of in-year approvals for two additional Communications Officers as approved by resolution JC-078-23 approving the Communication Service Delivery Review on June 19, 2023, and ten Labourers and a Supervisor as approved by resolution GG-155-13 on September 11, 2023 to support the change in sidewalk clearing level of service approved by Council as part of the 2023 Budget.

2024 to 2027 Staffing Request Business Cases

The following section includes the business cases for each requested position for the 2024-27 Budget.

Customer Service Specialist

Executive Summary

Customer Service Excellence is a foundational requirement in most corporations. While there are several structures that can achieve high customer service satisfaction ratings, some structures are more costly than others. In 2021, the Municipality worked with a consultant to evaluate customer service delivery and that study identified some of the requirements to achieve customer service excellence. Several of the key areas in increasing customer service excellence is consistency in service delivery, the ability to use data to drive focus and resource allocation, and process improvements.

Without a focus and accountability on the corporate program, service delivery standards are left up to individual departments, leading to different standards for service delivery, variation and varied levels of customer satisfaction and expectations. By establishing a central oversight position(s), the Corporation stands to increase customer satisfaction ratings by monitoring the data and trends in customer service, completing satisfaction rating evaluations. As identified by studies across industries, increases in customer satisfaction increases participation, reduces administrative costs of processing complaints, and increases the overall opinion of the corporation.

Reason for Hiring

Skill Set Gaps

- Currently there is no position that is monitoring and reporting on the success or improvement of customer service delivery. While we remain in a decentralized model and are investigating opportunities to integrate with Durham 311, there will still be a requirement to oversee, provide support and improvement monitoring, analysis and reporting on customer service delivery.
- Industry standard identifies that it is five to 25 times cheaper to keep existing customers rather than attracting new customers, management of the customer service excellence program will help to increase customer satisfaction and loyalty with services delivered.
- Increased customer satisfaction will decrease the number of escalated customer complaints, thereby increasing staff efficiency to focus on other work that adds to customer value in the services we provide.

- Monitoring and improving customer service delivery will also develop workforce analysis on future needs in this area and confirm what levels of staffing are required to maintain customer service standards and levels of service delivery in a data-driven manner.
- General responsibilities to the position will include monitoring trends in data against customer service standards and implementing improvements against those standards, develop training and roll out, conducting customer satisfaction surveys, analyzing results and equating those to improvement efforts where service satisfaction ratings are below targets.
- Monitor and work within CRM system for system improvement, adherence to follow up standards and reporting on data within the system to drive future work in the areas of training and workforce management.
- Develop dashboards and service summaries for all departments to be included in KPI reporting.
- Ensure knowledge databases, policies, management directives and standard operating procedures are maintained and updated.

Resourcing Gaps or Workload Changes

- Currently, responsibility of development, oversight and implementation of Customer Excellence program is housed within the Corporate Performance Division within the office of the CAO. While in the infancy of the program development and roll out, there is no dedicated resources allocated to this program.
- Creating efficiencies and streamlining, leveraging technology upgrades, could provide increased capacity on frontline staff, thereby refocusing their efforts to additional work within the department to address resourcing issues.
- Increased monitoring and KPI reporting capabilities with a resource with skill and expertise in Customer service that will be able to analyze performance and put together workplans to address gaps.
- Adding this resource will download the responsibility of the day-to-day operational requirements of the program from the Manager, Corporate Performance, which will free up capacity to focus on other corporate level projects and continue to provide oversight and leadership to this and other portions of the portfolio.

Risks to the Municipality and Other Departments

- **Increased Cost of Service Deliver:** dedicated resource will be able to lead key modernization efforts in customer service which will decrease the need for additional front-line resources as demands on service grows with an increasing population.
- **Reduced Improvement Efforts:** dedicated resource will be able to monitor performance against key standards, analyze information and data to highlight areas of improvement. Without dedicated resources to provide oversight and analysis to Customer Service Excellence, performance and satisfaction ratings stand to remain at current levels.
- **Variation in Service Delivery:** Corporate wide oversight can ensure implementation of standards in a consistent way across the corporation and address issues specific to departmental delivery of customer service, thereby ensuring consistency of service delivery expectations in members of the public. This is key to satisfaction ratings, where a customer knows what to expect regardless of what service they are seeking or who is providing the information.

- **Underutilizing Technology/Modernization Opportunities:** A dedicated resource with the appropriate skills and focus on customer service delivery, will be able to maximize technology increasing the efficiency in this area. With a decentralized approach, and no dedicated resource, different systems will develop within departments (as is currently evident) which increases the difficulty to monitor, report, analyze and improve customer service across the corporation.
- **Leveraging 311 and providing Correct Information:** A single point of contact would ensure that integration with 311 is successful, including updating and ensuring the accuracy of the knowledge base which informs not only the 311 staff, and provides internal staff access to accurate information on service delivery answers across the corporation.

Program Description

Timeline

Position would be required in early Q2 2025 (April), to continue work on building CRM and start analyzing data from 2024 to provide recommendations on program moving forward. Building and implementing CRM will begin in 2024, with initial stages being planned and managed by existing staff, by Q2 2025 dedicated resource will be required to carry out remaining project work and start providing daily oversight and operational support to the program.

Second position would be required in late Q2 2026 (June) as program expansion is estimated to require additional support as work will commence with current staffing in 2024 to build out the requirements and assess the program and implementation requirements.

Position Summary

The Customer Service Specialist will report to the Manager Corporate Performance and have the primary responsibility for the day-to-day operational oversight of the Customer Service Excellence Program. This includes maintenance of databases, building and monitoring of customer profiles and information, compliance to standards and improvement practices to achieve consistent service delivery. The position will act as the main conduit between the Municipality and the Region for purposes of managing integration into the 311 system and providing seamless service to the resident.

Key Duties and Responsibilities

- Oversee performance and reporting on the Municipality's Customer Service Excellence Program
- Monitor KPI performance and identify program changes based on analysis of data.
- Work with departments to identify gaps in service delivery and develop appropriate training to support development in Customer Service
- Liaise with Region on ongoing monitoring, updating and operational requirements of the 311 programs at the local level.
- Provide support and customer service expertise to departments in the development of department-specific processes and procedures to support the goals of the overall program.

- Lead customer service satisfaction program and appropriate action plans are developed and implemented based on the results of the surveys, with the primary goal of increasing customer satisfaction with our residents.
- Develop dashboards and service summaries for each Department aimed at identifying gaps and opportunities for improvement.
- Ensure supporting materials, guides, training, databases, tools and resources are developed and maintained in a current state.
- Assist with ownership and management over the associated policies and procedures associated with the program in alignment with the Corporate Policy structure.

Relationship to Council's Strategic Priorities

Supports the pillar of achieving service excellence. Specifically the program ensures that programs and services are delivered and maintained in a customer-centric manner and supports ensuring the community is engaged and informed providing opportunities to evaluate and provide feedback on our Customer Service.

Climate Change Considerations

N/A

Comparative Analysis

The two models that are most prevalent in Municipal customer service delivery are centralized customer service and decentralized customer service. We currently are in a decentralized customer service model.

After benchmarking against 7 different municipalities, the cost of fully centralized local service delivery differed based on the size of the municipality and the complexity of their individual models. On average, call centres housed 3-8 FTE's including front line staff and management.

The cost to implement a fully centralized model for customer service delivery, as outlined in the CSPN report in report CAO-009-21 approximately \$150,000 - \$200,000 in the first year (phase 1) of operation, not evaluating the impact of removing an FTE from departments to achieve the model (i.e., if a department would then need to budget for a replacement FTE).

Upon evaluation of the consultant report, staff felt that by leveraging the unique opportunities within the Region and continuing in a decentralized model with centralized management of the program, was the most fiscally responsible manner to proceed.

Benchmarking against other Durham Municipalities, many are in the initial stages of investigating opportunities of integration within the Regional 311 Service and partnering on the Customer Relationship Management (CRM). Clarington staff will use 2024 to evaluate the extent and effectiveness of regional integration opportunities.

Based on the costs to achieve a centralized model, the proposal for the Municipality of Clarington is a hybrid model, which will achieve the same results, leverage integration and partnerships with the Region, leverage our internal staff expertise, provide central oversight to the program and departmental processes, all to achieve customer service excellence at a lower cost to the municipality.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$319,853 x 2 Positions	Internal oversight ensuring compliance, updating and evolution of service delivery. Leverage other internal expertise to complete operational tasks/project work	Increased FTE count and associated costs
Contractor	\$682,000 (based on consultant plan)	Leverage external expertise	Still require internal staff participation At end of consultant life, still no oversight to maintain program achievements
Training Existing Employees to fill skill set gaps	No existing staff that has corporate oversight – portion of staff within each department	Maintain current costs to corporation and current approach to customer service (not defined in some departments)	Existing structure, variation in service delivery Difficult to develop corporate standards and monitoring compliance, reporting on standards. No accountability for improvement in consistent service delivery, afterthought of departmental primary function
Increased Workload for existing employees	Potential addition of FTE		Variation in service delivery and reporting Not primary function so lacks expertise Duplication of positions within different departments Create 6 different standards and programs, rather than one corporate

- Maintain current structure without corporate oversight of program.
- Full centralization of service delivery as outlined in consultant report CAO-009-21

Cost and Benefit Analysis

The compensation for the Customer Service Specialist is 6, consistent with Coordinators with oversight of specific corporate portfolios that do not have direct supervisory responsibility over direct reports but provide leadership corporately in area of expertise.

New Staffing Request Cost Analysis

Position Title:	Customer Service Specialist
Budget Year:	2025 and 2026
Department	Office of the CAO
Sub-Department	Corporate Performance
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 6
Level/Step	3
Budgeted Start Date	June 1
2025	\$79,767
2026	\$82,019

Realty Manager

Executive Summary

As Clarington continues in its transformation from a historically smaller rural municipality to a major population centre, the governance context becomes ever more complex. This growth environment introduces new risks and issues for the municipality to manage municipal land requirements in an increasingly challenging land acquisition environment.

A survey of similarly sized municipalities in Ontario suggests that Clarington is lagging behind a general trend toward centralizing the real estate management function into one department (often Legal Services, Planning and Development Services, or Economic Development) with one individual or “specialist” responsible for its functions.

Municipalities such as Peterborough, Oakville, Burlington, Guelph, Caledon, Halton, Barrie, to name a few, all have formalized and centralized the role in one department with one or more individuals dedicated to its function. Others, such as Ajax, Whitby and Milton, while they do not employ a real estate specialist, have nevertheless centralized the role in a single department, with a “non-specialist” responsible for the work who relies on input and assistance from other departments, such as legal services, asset management, planning and development, and finance, augmenting any knowledge shortfall by hiring external consultants.

Municipal real estate functions typically include appraisal, negotiation of complicated agreements for the acquisition and disposition of real property interests, leasing and licensing, expropriation matters, determination of values for cash-in-lieu of parkland dedication payments, and importantly, maintenance and maximization of a growing portfolio of real estate holdings.

Real estate duties and functions in Clarington are currently performed by several different departments, including Planning and Infrastructure Services, Public Works and Legislative Services. The staff currently responsible for this work are not specially trained in the real estate field. These duties are being performed on top of the job function for which they are properly trained, and the level of consistency and coordination is less than optimal. As real property management in general, and municipal real property specifically, has become more sophisticated, the trend today suggests that the function should be elevated to the corporate level, and should be centralized and managed by a specialized group or individual rather than a “client” department that lacks the skills necessary to operate in today’s complex markets.

Reason for Hiring

Skill Set Gaps

The Municipality does not have a dedicated real estate manager and instead spreads the function between staff in several departments whose primary function, education and background is often completely unrelated. This is a disjointed and *ad hoc* approach in that the skill set and understanding of the complexities of the

market and its players (e.g. land developers) are often ignored or are outmatched. A dedicated real estate specialist would fill existing skill set gaps by providing in-house ability to:

- review and critique third party appraisals.
- provide internal valuations and opinions to client departments and Council.
- negotiate the terms and conditions of complex purchase and sale agreements, leases and licenses.
- manage easements, rights-of-way and other limited interests in real property.
- manage the expropriations process (if needed).
- develop and manage a responsible due diligence process for acquisition.
- take a strategic approach to the municipality's real estate portfolio, rather than a departmental, *ad hoc* approach; and
- centralize the real estate function from a corporate perspective and develop a process for analyzing and declaring surplus property that will take into account long-term and short-term planning objectives.

Risks to the Municipality and Other Departments

Real estate today is both an asset and a potential liability to a municipality. It is a liability particularly in the case of surplus property where there are often ongoing risks that are seldom acknowledged or fully appreciated. Without a centralized, up to date, comprehensive real estate portfolio managed corporately by a real estate specialist, a municipality cannot maximize the value of its assets. Without strategic management of its real estate assets, Clarington is exposed to the following risks:

- transactions (sales, acquisitions, leases etc.) that are sold below or purchased above fair market value.
- lease terms are unfavourable or renewals inadvertently missed.
- the due diligence process is fragmented or inconsistent, potentially resulting in the acquisition of a compromised property (e.g. environmental contamination)
- the municipality overpays for third party consultants or retains them unnecessarily.
- players in the market, including municipal staff and Councilors do not have a "go to" resource for real estate inquiries, creating uncertainty and inconsistency.
- *ad hoc* and inconsistent real estate management due to numerous untrained staff being responsible for real estate services, which leads to inconsistent results.
- no centralized management of the municipality's real estate portfolio, and thus often real property assets are underutilized or ignored and surplus assets are not identified.
- the municipality is "out of its league" when dealing with sophisticated developers.
- no assurance of timely acquisitions.
- no single resource to provide business advice associated with real estate acquisitions to various client departments and Council.

Program Description

Timeline

Starting in 2024 this position would begin transitioning real property services from various staff in Planning and Infrastructure Services, Public Works, Community Services, and Purchasing to a centralized role within Legislative Services. This is consistent with earlier organizational efficiencies identified during the Grant Thornton organizational review.

Position Summary

Reporting to the Deputy CAO/Solicitor, the Real Property Manager will provide organization-wide real estate services to client departments, senior staff and Council.

This position will provide support to all levels of the organization and play a key corporate role that centralizes portfolio management, negotiations, appraisals, due diligence, and daily real estate tasks thus reducing risks, overall management costs and allow staff currently performing the function in an inefficient manner to focus on their respective skill sets and tasks in achieving organizational objectives.

This will include but not be limited to managing and maintaining an up-to-date, comprehensive portfolio of municipal holdings, chairing a interdepartmental land management team, negotiating for all types of real property interests, retaining and managing appraisers, surveyors and other third party consultants, managing the expropriation process, identifying and recommending the sale of surplus assets, strategic land management, and providing professional real estate advice and opinions to client departments, senior staff and Council.

Key Duties and Responsibilities

The key duties and responsibilities for this position would include:

- Create and chair an interdepartmental Land Management Committee to strategically manage the municipality's real estate assets.
- Develop and maintain an up-to-date inventory of all municipal assets, including an inventory of surplus assets and a strategy for the disposition of same.
- Provide value estimates for cash in lieu of parkland payments.
- Negotiate for the acquisition and disposition of real property and interests in real property.
- Manage the due diligence process for real property acquisitions and dispositions, including retaining third party consultants.
- Provide professional real estate advice to client departments, senior staff and Council.
- Draft reports for committees and Council; and

- Manage the process for involuntary land acquisitions, if necessary.

Relationship to Council's Strategic Priorities

Service Excellence – Ensuring that the Municipality professionally manages and coordinates all aspects of its real property functions and real property inventory with the skill set and talent necessary to compete in today's sophisticated and competitive market.

Climate Change Considerations

A dedicated real estate specialist will ensure that real estate assets are utilized and managed optimally to make the most efficient use of property. The position will also contribute to the acquisition of parks and passive open spaces which provide environmental and health benefits.

Comparative Analysis

In the preparation of this business case, research was conducted on similarly sized Ontario municipalities. A summary of that environmental review is as follows:

City of Peterborough – 1 dedicated Real Estate Manager positioned in Legislative Services.

Town of Ajax - No dedicated professional. The real estate function is centralized in Economic Development & Tourism.

Town of Whitby – No dedicated professional or manager. Responsibilities are centralized in the Financial Services Department with the assistance of various internal departments.

City of Oshawa – Responsibilities are carried out in the City Manager's Department with the assistance of various internal departments. It is noted that the role was historically performed by a full-time Real Estate Manager positioned in Legal Services, and while that role currently is vacant, it may be filled again in the future.

Town of Caledon - 1 professional real estate manager (Supervisor of Realty Services) positioned in Legal Services Department

Town of Milton – A “non-specialist” team in Economic Development manages leases, sales and purchases with the assistance of a local realtor.

City of Burlington - A dedicated Real Estate professional (Manager) with one staff. Located in City Manager's Office

Town of Guelph- A dedicated Real Estate professional (manager) with two staff (appraiser/negotiator and law clerk) in Legal Services

City of Kingston – 1 professional (Director, Business, Real Estate and Environment) with support staff. Positioned in the department of Growth & Development Services.

City of Barrie - Dedicated real estate specialist (Manager of Real Property) situated in the Legal Services Department

Analysis of Alternative Approaches

Alternative approaches have been evaluated and ruled out. A consultant or contract position would not provide the continued support needed for the organization to prosper beyond the term of their engagement. A sustained, full-time approach is needed to achieve the desired outcomes.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire (Grade 9 Level 3)	Year 1 – Total employer costs - \$172,587.08	Properly trained staff to manage all risks and to elevate real estate function to corporate strategic level	
Contractor		No additional staff required	Inefficient and would not be able to provide organizational consistency and guidance.
Training Existing Employees to fill skill set gaps	This would require extensive training; staff do not have capacity within their workday.	Utilization of existing staff compliment	Creation of gaps elsewhere in the organization
Increased Workload for existing employees	Current staff do not have the training or capacity to carry out this function.		

Cost and Benefit Analysis

The compensation for the Real Property Manager is Grade 9 of the Non-Affiliated Salary Administration and Compensation.

New Staffing Request Cost Analysis

Position Title:	Manager of Real Property
Budget Year:	2024
Department	Legislative Services
Sub-Department	Legal
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 9
Level/Step	3
Budgeted Start Date	June 1
2024	\$101,418

Organizational Development and Learning Specialist

Executive Summary

Development of employees is critical to ensuring the Municipality has the talent necessary for business success not only today but as we look to the future. Through the CAO's Office, the Municipality has commenced a training and development plan for our current People Leaders and a talent management program to identify and develop future People Leaders.

The Organizational Development and Learning Specialist will build upon the current program, developing, coordinating and implementing solutions to ensure the alignment of organizational effectiveness and organizational strategies that includes employee engagement, organizational design, performance management, workforce planning, strategic talent management and organizational transformation.

The Municipality recognizes that personal growth and succession planning are important for both the employee and the employer, with equal onus on both parties to ensure that personal learning and development are aligned with future opportunities within the organization.

Reason for Hiring

Skill Set Gaps

The Municipality does not have a dedicated resource for talent management. Building upon these early initiatives, the Organizational Development and Learning Specialist will evolve the talent management program by conducting on-going organizational learning needs assessments and analysis to develop strategies and associated learning programs as required.

A full-time dedicated resource will benefit the Municipality by providing the necessary support to solidify a culture of learning and development, increasing employee engagement and supporting strategies to improve individual and team performance.

This position will provide assistance and support to existing People Leaders in a way that increases their capacity for coaching, facilitation, and team development within their own teams.

Risks to the Municipality and Other Departments

- Loss of existing talent, and organizational knowledge, as staff look for development opportunities with other employers.
 - Turnover costs associated with each unplanned departure is approximately 30 per cent of the position's annual salary.
- Ability to attract top talent is improved with a demonstrated commitment to staff development.

- Improved employee readiness for advancement.
 - reduces turnover costs and
 - helps ensure continuity of service for planned and unplanned attrition.

Voluntary Turnover Information for 2022 and 2023:

2022

42 employees left the organization voluntarily. Of these, 12 positions would have directly benefited from a comprehensive staff development program that would have internal staff prepared to transition into these higher-level roles.

The average salary of the 12 positions is \$135,000. A conservative estimate of turnover costs at 30 per cent of the salary of a position represents approximately \$486,000 cost to the organization.

2023 (as of August 1, 2023)

6 employees have left the organization voluntarily. Of these, 4 positions would have directly benefited from a comprehensive development program.

Average salary of the 4 positions is \$115,000. A conservative estimate of turnover costs at 30 per cent of the salary of a position represents approximately \$138,000 cost to the organization.

It would be difficult to measure the value to the organization in terms of preventable voluntary turnover when staff are aware of the commitment to their career development.

Program Description

Timeline

Starting in 2024 this position would begin transitioning the training and development initiatives started under the Office of the CAO to the Human Resources Division of Legislative Services.

Position Summary

Reporting to the Human Resources Manager the Organizational Development and Learning Specialist will provide organization-wide consultation and solutions to expand the knowledge and capacity of our employees to achieve organizational change and boost performance. Serving as the subject matter expert, this position

will take ownership of leadership development programs and delivery for new and emerging leaders by helping to build the internal capability of our workforce at all levels through the design, development and delivery of multi-modal learning solutions for the Municipality.

This position will provide support to all levels of the organization and playing a key role in both corporate and human resources projects, policies and initiatives that contribute to a high performing organization and an engaged workforce that ensures the achievement of organizational objectives. This will include but not be limited to developing a framework that includes performance management, workforce planning, employee engagement, change management, onboarding, career management and organizational design to enhance our organization's ability to learn, adapt, and change.

Acting as key advisor to People Leaders and teams on organizational development issues and interventions, this position will support change initiatives, team building/facilitation, culture enhancement and workplace engagement.

Key Duties and Responsibilities

- In consultation with SLT and People Leaders, assess talent management needs, develop and implement strategies to build leadership strength, create a succession pipeline of talent, and create a culture of development that enables employees to build and grow their careers.
- Researching, designing, developing, coordinating, implementing and monitoring a variety of developmental initiatives, action plans, programs, and training materials to strengthen the organization and individual competencies.
- Developing learning governance procedures and guidelines to ensure consistency across the organization.
- Facilitating and delivering employee training as needed.
- Leverage the potential of a learning management system across the organization.
- Developing strategies to improve recruitment, training and retention practices.
- Evaluation of training programs through the development of metrics to effectively measure and manage program integrity and allow for evidence-based decision making regarding corporate training; adjusting as necessary to ensure continuous improvement.
- Translate requirements into training opportunities that will groom employees for the next step of their career path.
- Identify outsourcing relationships; develop and manage vendor relationships and secure and select vendors through the organization's procurement processes.
- Foster and create a growth mindset in People Leaders and employees, and strengthen a culture of learning, regardless of role.
- Monitor the use of training and development budgets across the organization to ensure effective use of corporate training dollars and identify and recommend opportunities to maximize value.

Relationship to Council's Strategic Priorities

Service Excellence – Helping to ensure the Municipality has and maintains an engaged workforce with the skills and talent necessary to design and deliver the programs and services for the community.

Climate Change Considerations

Creating various modes of training to ensure opportunities are delivered in the most effective manner, taking advantage of technology to lessen the impact on travel and resource requirements.

Comparative Analysis

- Town of Ajax – 1 position, Senior Health, Wellness & Learning Advisor
- Town of Whitby – 2 positions, Senior Learning & Development Specialist, Organization Effectiveness Coordinator
- City of Oshawa – 3 positions, Manager Corporate Learning and Employee Communication, Coordinator, Learning and Development, Manager Talent and Organizational Development (supported by recruitment team)
- Town of Aurora – 1 position, Learning and Organizational Development Consultant
- Town of Milton – 1 position, Training and Development Specialist

Analysis of Alternative Approaches

Alternative approaches have been evaluated and ruled out. A consultant or contract position would not provide the continued support needed for the organization to prosper beyond the term of their engagement. A sustained approach is needed to achieve the desired outcomes.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire (Grade 7 Level 3)	Year 1 – Total employer costs - \$143,614.86		
Contractor			

Options	Four-Year Salary Costs	Pros	Cons
Training Existing Employees to fill skill set gaps	This would require extensive training; staff do not have capacity within their workday.		
Increased Workload for existing employees	Current staff in the HR Division do not have the training or capacity to take on this function.		

Cost and Benefit Analysis

The compensation for the Organizational Development and Learning Specialist is Grade 7 of the Non-Affiliated Salary Administration and Compensation Grid, equivalent to the Health and Safety Coordinator who has organizational wide responsibility for the Corporate Health and Safety Program.

New Staffing Request Cost Analysis

Position Title:	Organizational Development and Learning Specialist
Budget Year:	2024
Department	Legislative Services
Sub-Department	Human Resources/Payroll
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 7
Level/Step	3
Budget Start Date	June 1
2024	\$84,400

Municipal Law Enforcement Officer

Executive Summary

The Municipal Law Enforcement (MLE) Division is seeking to add an additional two Municipal Law Enforcement Officers (MLEO), one in 2024 and one in 2025.

Reason for Hiring

Skill Set Gaps

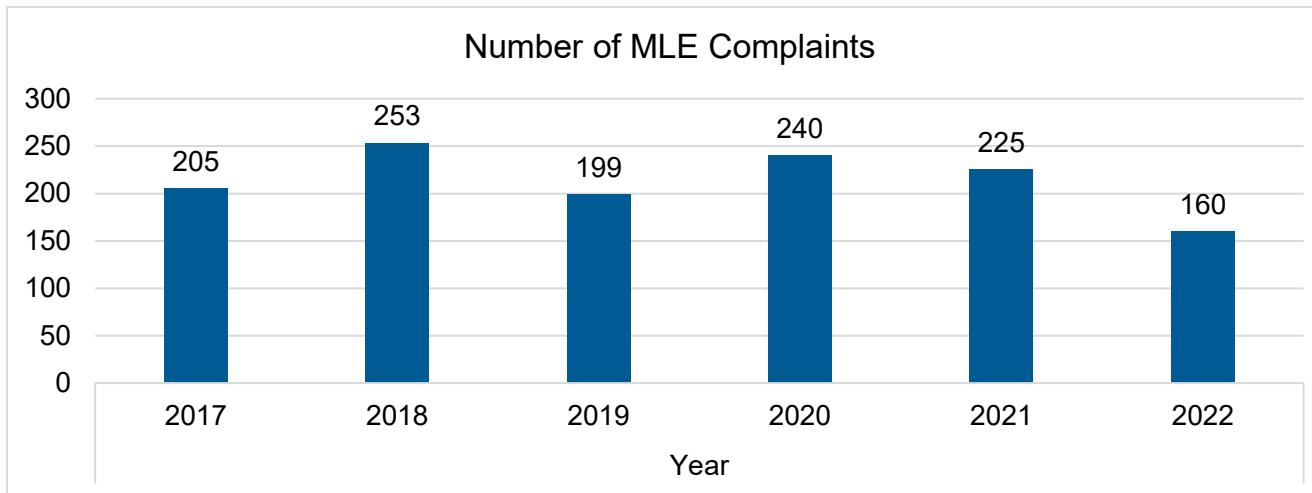
The need for additional officers was first established in 2016, and a staffing request was included in several previous budgets but declined. The population, services, and complexity of the duties has increased since the last MLEO was added. This need is also identified in the MLE Service Delivery Review.

The following excerpt from Attachment 1 to [Report LGS-021-23, Ward Boundary Review - Direction Requested from Council](#), shows the population has increased 17 per cent since 2016, which was when the Department first started asking for this position (and 28 per cent since 2011).

Ward	Land Mass (km ²)	Land Mass %	2011	2016	2016 Population %	2018	2020	2020 Population %	2021	2022	2023	2023 Population %
1	129.19	21.1	28,184	30,763	33.4	31,037	32,030	31.1	32,154	32,250	32,295	29.8
2	88.37	14.4	24,014	27,651	30.0	29,563	33,700	33	36,246	38,005	38,502	35.6
3	90.27	14.7	17,403	17,675	19.2	18,193	19,890	19	18,141	18,485	18,567	17.2
4	304.39	49.7	14,945	16,071	17.4	16,399	17,280	17	18,732	18,784	18,856	17.4
Total	612.22	100	84,546	92,160	100	95,192	102,900	100	105,273	107,524	108,220	100

The following chart summarizes the total number of MLE complaints received (in-person, phone, or web) and the total number of parking tickets issued. For clarity, MLE complaints were tracked through the LDO software and are now captured in the AMANDA software and parking tickets are issued through the Gtechna software.

The following chart shows that overall MLE complaints have increased 148 per cent between 2017 and 2022. 2023 is poised to exceed 2022.



The following chart shows the number of property standards complaints easing off in recent years, but still over 150.



Goal

The goal is to provide MLE Officer coverage to meet service levels and customer expectations.

Background

The last hiring that resulted in an additional MLE full-time officer took place in 2016.

Municipal Law Enforcement responsiveness is, to a large extent, driven by complaint volume from the community which has grown significantly in recent years. In addition, increased need for proactive enforcement relating to parking infractions, school traffic, illegal road occupancy, boulevard obstructions, sidewalk snow clearing, parks, pets-at-large, and any situation that presents an immediate risk to public safety has put additional pressure on officer time. The number of by-laws enforced is extensive. The major by-laws can be found on our webpage, "[Frequently Requested By-laws](#)".

Issues faced by officers vary in complexity and sensitivity, ranging from standard parking violations to ongoing property standard issues.

Current Situation

The MLE division is part of the Legislative Services Department and currently there are 2 managerial positions, 8 full-time officers (4 – MLEO II, 4 – MLEO I), 4 part-time MLEO I, 2 clerks and 1 summer student.

- 6 full time MLEO, 2 Clerks, and Manager work 8:30 am to 4:30 pm
- Coordinator works 8:30 am to 4:30 pm 3 days per week and 10:00 am to 6:00 pm 2 days per week.
- 2 full-time MLEO scheduled 10:00 am to 6:00 pm, September to April and 12:00 pm to 8:00 pm May to August
- 4 part-time MLEO I work up to 24 hours per week varying schedules focusing on evenings, weekends, and overnight shifts.
- 2 full-time MLEOs work every Saturday 8:30 am to 4:30 pm exclusive of long weekends and months containing five Saturdays.

Resourcing Gaps or Workload Changes

In October of 2022, a new Departmental Procedure Document, P01-004, "Roles, Protocols, and Expectations", was implemented which outlines the roles, protocols, and expectations of the Municipal Law Enforcement Division. The procedure adopted new defined service levels for initial response and resolution for MLE complaints. Initial response times are prioritized based on factors like public safety, severity, and time sensitivity and range from 1 day to 1 week. Additions to Officer complement will ensure service levels are able to be attained.

Over 900 First Attendance Meetings are allotted annually. Currently, the Coordinator blocks six hours a week for these meetings – and they are booked in 15-minute increments. The Manager or another Officer acts as the back-up. The responsibility of conducting First Attendance meetings should not be the role of the Coordinator. This responsibility is contained in the job description of an MLEO II and therefore the task is being reassigned accordingly. The reassignment of duties to MLEO II's will require more officer resources however will ensure the use of staff skills is being appropriately allocated.

Afterhours coverage is limited by the Collective Agreement and minimum staffing requirements. The current complement of officers provides coverage for one MLEO I and one MLEO II for one weekend per month and one week of afternoon shifts per month (10:00 am-6:00 pm or 12:00 pm-8:00 pm respectively). Additional Officers would result in more availability to schedule full-time experienced officers to respond to after-hours public concerns.

Risks to the Municipality and Other Departments

- **Inability to provide services to the public:** Increased complexity, population, and resident expectations have resulted in the current complement struggling to provide the expected services in a timely manner.

Program Description

Timeline

Additional officers will be hired after budget approval in 2024; with a further MLEO in first quarter 2026.

Position Summary

These are new positions, reporting to the Manager of Municipal Law Enforcement, within the Municipal Law Enforcement Division within the Legislative Services Department. The position entails investigation, administration, education, and enforcement of the provisions of all regulatory by-laws of the Municipality as well as applicable provincial statutes.

Key Duties and Responsibilities (of MLEO II, but position may be hired as MLEO I and transition to MLEO II through extra certification):

- investigation of complaints and complaint areas
- case file management from start to end.
- inspections to determine compliance with the Municipality's Regulatory, Zoning and Property Standards By-laws
- preparation of general correspondence and Orders to Comply
- preparation of material for court
- attending and giving evidence in court as well as conducting prosecutions if required

- conducting First Attendance parking hearings
- liaison with various municipal and provincial agencies
- research and preparation of reports on investigation matters and proposed by-laws for Council.

Relationship to Council's Strategic Priorities

- Service Excellence
- Engage and inform our community.
- Offer customer-centric programs and services.
- Build a strong, thriving, and safe community, where everyone is welcome – embrace a diverse, equitable, and safe community, specifically:
 - Implement actions to reduce barriers to services within the municipality.
- Demonstrate the effective and efficient use of municipal funds, specifically:
 - Invest in our workforce to ensure we attract highly skilled and engaged staff.

Climate Change Considerations

No impacts to the climate change initiatives and action plans.

Comparative Analysis

From the benchmark survey undertaken as part of the Municipal Law Enforcement Service Delivery Review in 2023, below is the staffing complement from the municipal comparators.

Municipality	Population	Households	Manager/Supervisor	Officers Full- Time	Officers Part- Time	Full-Time Officer to Population Ratio	Clerical Full- Time	Clerical Part- Time	Total	
Clarington	105,000	38,000		2	8	4	13,125	2	0	16
Oshawa	183,800	66,847		4	28	4	6,564	3	0	39
Whitby	138,500	46,628		3	13	9	10,654	5	0	30
Pickering	94,941	32,612		3	10	5 to 7	9,494	3	0	21-23
Caledon	60,122	24,856		3	9	4	6,680	3	0	19
Milton	134,304	40,492		3	11	2	12,209	4	0	20

The above shows that Clarington has the lowest full-time officer-to-population ratio, and Oshawa and Caledon are double Clarington. The addition of two more officers would bring the ratio to just below Pickering.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Cost and Benefit Analysis

The compensation shown is for a Municipal Law Enforcement Officer I, Code 6 (with the provision that the officers may be hired as an MLEO I and transition to an MLEO II with certifications). An MLEO II would be Code 10.

New Staffing Request Cost Analysis

Position Title:	Municipal Law Enforcement Officer
Budget Year:	2024 and 2025
Department	Legislative Services
Sub-Department	Municipal Law Enforcement
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 6
Level/Step	12 Month
Budgeted Start Date	June 1
2024	\$48,478
2025	\$49,977

Clerk I Part-time to Clerk II Full-Time

Executive Summary

The Municipal Law Enforcement Division is seeking to upgrade the Animal Services Clerk I from part-time to full-time Clerk II. It has been challenging the past few years to meet the expectations of the community at Animal Services, especially after 2:30 pm and during sick or vacation days as there are only two full-time Animal Attendants and an Animal Shelter Supervisor for full-time coverage of the front counter at the Animal Shelter. Coverage is currently inadequate due to the Part-Time Clerk only working 24 hours per week. This upgrade will allow us to provide more consistent customer service and quality of care for our sheltered animals.

Reason for Hiring

Skill Set Gaps

The Department has been requesting, since the 2013 budget, that this position be changed from part-time to full-time. The reason is coverage – the types of responsibilities for this position are not of the nature that can be done within a shortened workweek. These tasks include:

- Customer service – emails and phone calls; enter complaints into AMANDA; dispatching to officers; follow up. (Anything animal related is processed through this office – including the largest portion – which are enforcement issues).
- Adoption/reclaim processing
- Intake of stray animals
- Intake of surrendered pets
- Intake of reports of lost and found animals
- Pet License sales
- Administration of Donations
- Administration of Dr. Snap program certificate (for spay/neuter) for persons with a low income.
- Processing microchip registrations
- Spay/neuter rebate program
- Livestock program application processing
- Daily cash remittance
- Filing/records keeping
- Weekly pet profiles
- Preparing monthly statistics reports
- General office/clerical duties
- Volunteer administration (organize orientations, correspondence, interviews, scheduling)

This results in either the Animal Shelter Supervisor or an Animal Care Attendant, taking on those tasks, which takes away from their core duties.

Statistics

Following the 2017 Animal Services Delivery Review, the enforcement was migrated away from the Animal Shelter. However, the entering of animal-related by-law complaints has continued to be done through Animal Services as they frequently impinge on Animal Shelter operations.

In a 2023 survey, as part of research for the Municipal Law Enforcement Division Service Delivery Review, where 135 survey responses were received, and for those that answered the question “What was the purpose of your business” with MLE, 13 per cent were for animal complaints.

The following is an excerpt from the Animal Services Delivery Review survey and shows the reasons why the community contacts/attends the Animal Shelter:

Answer Choices	Responses %	Responses #
I was visiting to see the animals in general	47.83%	33
I was there to drop off donations	15.94%	11
I wanted to ask about or see a specific animal	14.49%	10
I was looking for my lost pet	10.14%	7
An Animal Services Officer/Municipal Law Enforcement Officer responded to stray animal pickup/other reason(s).	10.14%	7
I was there as part of an animal rescue group	1.45%	1
I was there to surrender a pet	0.00%	0
I was there on a tour of the shelter	0.00%	0
I was volunteering at the shelter	0.00%	0
I was visiting the shelter under another organization	0.00%	0
I was there for spay/Neuter or other veterinary services	0.00%	0
Other (please specify)		20
Total Answered		89

These survey results reflect the broad variety of issues that need to be addressed by the Clerk II. Additionally, residents still contact the animal shelter for enforcement-related complaints and animal-related matters, yet there is only one part-time Clerk I assigned to the team.

The following highlights the major duties of the position – to demonstrate the major demands on this position (does not include all tasks) – all of which could be required outside of the position's hours.

Complaints and Other Department Encounters

It is estimated to take 30 minutes to an hour to process an animal complaint (which includes the initial intake, input, dispatch, and follow-up). Additionally, the office fields MLE complaints, and questions related to other departments. From January 2023 to mid-August 2023 397 animal related complaints were processed by the part-time Clerk. In June 2023, 40 were counter encounters (aside from phone intakes).

Therefore - Based on this, we could assume that there are 50 complaints entered per week = 10 hours per week

Animal Adoption

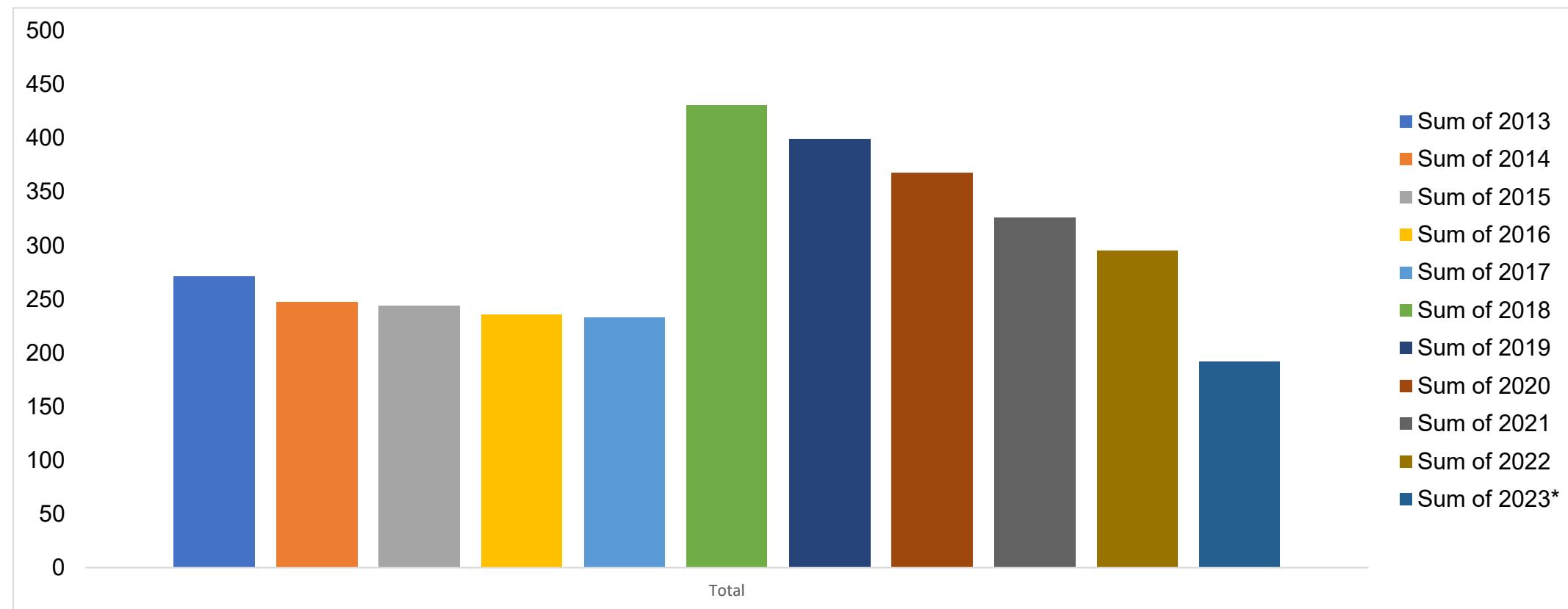
One of the main tasks is animal adoption. Coordinating an adoption can be very time-consuming where Staff spend a significant amount of time with the potential adopters answering/discussing questions and facilitating the orientation meeting between the potential adopters and the animal. With the many forms to be completed and the time spent facilitating the adoption, it is estimated that an adoption takes one hour. However, not all adoptions happen within the part-time hours.

Therefore - Based on the current expectation of 173¹ adoptions per year = 3 hours per week.

¹ Based on the average between 2018-22

Redeemed/Impounded = Intake of Animals

The following shows a summary of Animal Intakes since 2013 when it was first identified that greater administrative coverage was required:



Although we are only halfway through 2023, we can expect intakes to be near the higher end based on the 192 intakes from January to July.

When an animal is being redeemed/impounded or surrendered there are also different types of forms to be completed, and depending on the situation, a redemption or impound can take anywhere from 20 minutes to an hour to process.

Therefore – taking an average of 400 intakes per year X 20 minutes – 133 hours per year = 3 hours per week.

Pet Licensing

This involves in-person sales of licenses (dog and cat) and can take approximately 10 minutes each. The following is the breakdown of where pet licenses were sold in 2022:

Vendor/Location	Number of Licenses Sold
MAC	31
Animal Shelter	259
Trulls Road	23
DocuPet	3,313

Therefore – using the 2022 total of 259 pet licenses issued at the Animal Shelter = Approximately 1 hour per week.

Donation Processing

Administration of donations and inquiries about donations also take a considerable amount of time. In June 2023, there were 100 counter-interactions regarding donations.

Therefore – estimating 15 minutes per donation = $\frac{1}{2}$ hour per week.

Statistics Conclusion

The above statistics show that, for the major work alone, there are 17.5 hours of work per week. This does not include the remainder of the job (listed above under the “Skill Gaps” section) and does not capture the fact that the public attends the office when the Clerk is not at the office, causing others to cover.

Goal

The goal is to provide Animal Shelter administrative coverage for both phones and the counter, during the full regular hours of operation.

Background

This position has been part-time since it was originally approved in 2008. Since that time, the Department has worked at migrating the clerical duties from the officers and Animal Care Attendants to allow the others to perform their core duties. The administrative/clerical functions have continued to expand and therefore

the 24 hours are simply insufficient to meet the service levels. Staff strive to minimize the wait time for walk-in clients and to minimize the need for callers to have to leave voicemail messages.

In 2018, as a result of the [Report CAO-001-18, Animal Services Delivery Review](#), the enforcement portion of Animal Services moved from the Animal Shelter to the Trulls Road location with the rest of the Municipal Law Enforcement Division. However, all animal complaints are initiated through the Animal Shelter.

Current Situation

The demand from the public continues to increase, as does the intake of animals (which increases animal management and adoptions). Clarington has experienced significant growth over the last number of years and is projected to have a population of 115,800 in 2024 (up from 95,445 in 2016), which will have a direct impact on the demand for adoption and sheltering services.

The Animal Shelter is a unique work environment and, when dealing with living beings, the necessary staff resources must be in place to ensure that the animal welfare is not compromised, and to ensure that we are operating within the terms of the Collective Agreement.

Resourcing Gaps or Workload Changes

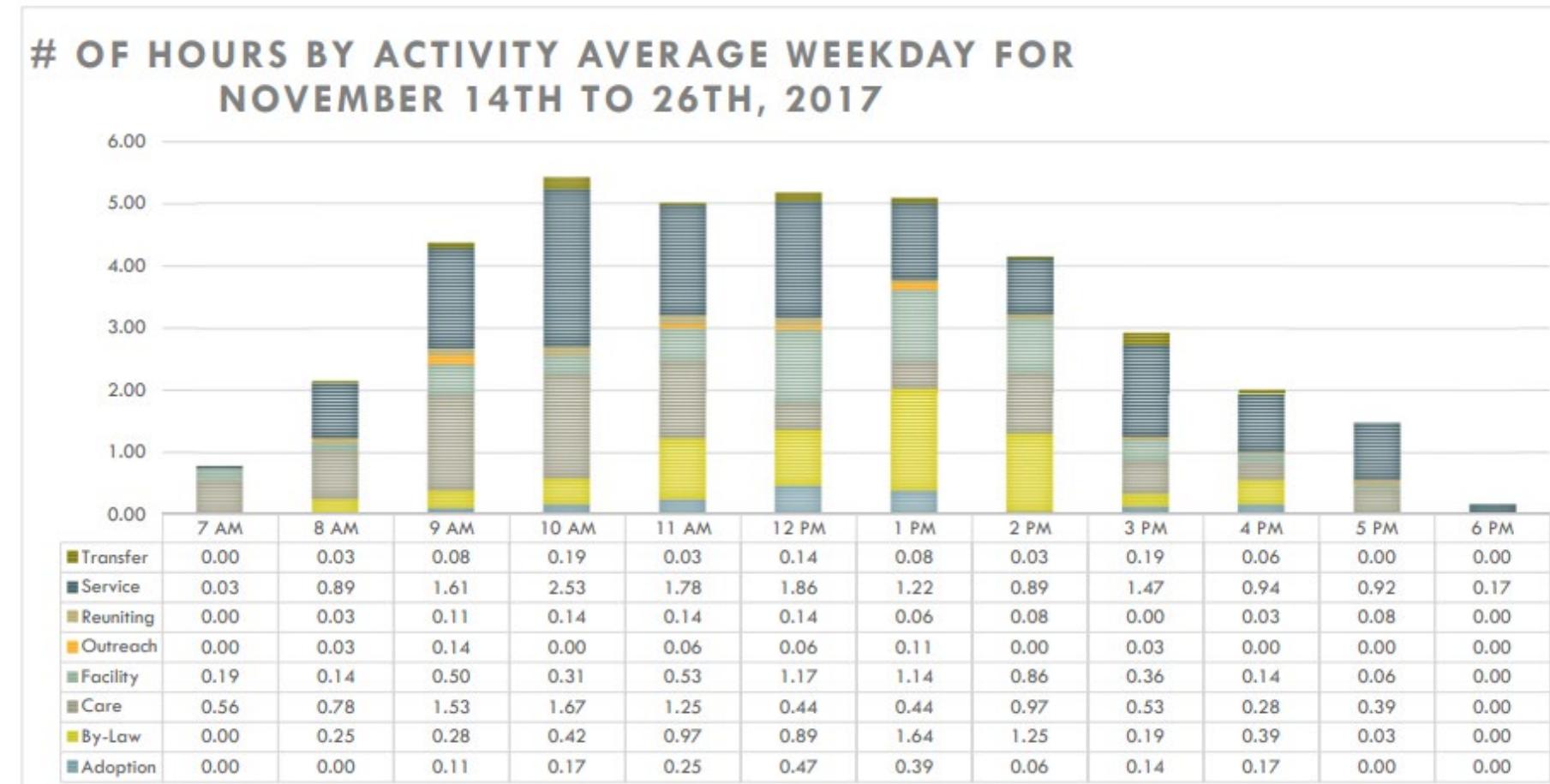
The following compares the hours current hours of the part-time Animal Services Clerk and the hours that the Animal Shelter is open:

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Animal Shelter	9-5	9-5	9-5	9-5	9-5	9-4	Closed
PT Clerk I	9-2:30*	9-2:30*	9-1	9-2:30*	9-2:30*	N/A	N/A

*NOTE: These days include a 30-minute lunch.

Due to the part-time hours allocated to the clerical function, the Animal Care attendants are required to fill the gaps, in addition to the Animal Shelter Supervisor. This is an inefficient use of staff time and takes away from animal care (which is increasing as we see more animals come through the shelter).

The following excerpt from the Animal Services Delivery Review in 2018, shows the hours by activity for a specific week that was studied in 2017 (keeping in mind that the amount of time has increased since 2017 – but this shows the demand for the services outside of the Clerk II hours:



The above demonstrates the requirement for administrative coverage throughout the day.

The current position is a Clerk I position. By converting this to a Clerk II position, it provides more opportunities to cross-train the MLE clerical team and provide more coverage.

Risks to the Municipality and Other Departments

- **Inability to provide services to the public:** Most of the public-facing services are provided by this position, but it is part-time, so must be covered by other staff or not at all.
- **Jeopardizing the amount/quality of time spent in animal Care:** If this position is unavailable to serve the public, animal care attendants are required to take time away from animal care.
- **Takes time away from work of Animal Shelter Supervisor:** If this position is unavailable to serve the public, and the animal care attendants are unavailable, the Animal Shelter Supervisor steps in to provide the service. This takes time away from their core duties.

Program Description

Timeline

The benefits explained in this business case show that the increase to a full-time position can provide benefits as soon as the position can be posted and filled.

Position Summary

This position is currently a part-time Clerk I position and will be upgraded to a full-time Clerk II position. Animal Services is within the Municipal Law Enforcement (MLE) Division of the Legislative Services Department and has 1 Supervisor, 2 full-time animal care attendants, 2 part-time animal care attendants, 1 part-time clerk and 1 summer student. (See Attachment 2 for the organizational chart).

Key Duties and Responsibilities

See Attachment 1 for an excerpt from the 2018 job posting for this position – outlining the duties and responsibilities.

Relationship to Council's Strategic Priorities

- Engage and inform our community.
- Offer customer-centric programs and services.
- Build a strong, thriving, and safe community, where everyone is welcome – embrace a diverse, equitable, and safe community, specifically:
 - Implement actions to reduce barriers to services within the municipality.
- Demonstrate the effective and efficient use of municipal funds, specifically:
 - Invest in our workforce to ensure we attract highly skilled and engaged staff.

Climate Change Considerations

No impacts to the climate change initiatives and action plans.

Comparative Analysis

Not applicable.

Analysis of Alternative Approaches

Drastic alternatives, such as status quo or reduction of adoption and customer hours, were reviewed and ruled out as being contrary to the goal, and strategic priorities.

The remaining are alternative approaches:

Options	Four-Year Salary Costs	Pros	Cons
Contractor	Same cost as proposal = \$71,930.15		Heavy investment of time in knowledge training – which will have a greater benefit if the position was kept in-house.
Keep at Clerk I but upgrade to full-time hours	\$60,350.77	Cost savings of \$11,579.38 (as compared to the proposal)	Heavy investment in training for the lowest Clerk position – where we would expect them not to stay long. Additionally – the responsibility of the job is such that it should be a Clerk II.

Cost and Benefit Analysis

The 2023 compensation, including benefits, for a full-time Clerk II is \$71,930.15, as compared to the current part-time Clerk I = \$36,872.70, resulting in an increase of \$35,057.45.

New Staffing Request Cost Analysis

Position Title:	Animal Services Clerk II
Budget Year:	2024
Department	Legislative Services
Sub-Department	Animal Services
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 5
Level/Step	12 Months
Budgeted Start Date	June 1
2024	\$45,988

Note: In the Department's 2017 budget request, it was noted that the Division had replaced two Animal Services Officers with Kennel Attendants which resulted in a savings of about \$8000/yr. in salaries and was meant to be applied to this change.

Attachment 1
Job Description for Animal Services Clerk 1
Excerpt showing Responsibilities and Qualifications

Responsibilities include but are not limited to:

1. Reception – respond to public inquiries both in person and on the phone.
2. Sell animal licences.
3. Assist in the maintenance of departmental files and records including data entry to record databases – primarily using Shelterbuddy software.
4. Type correspondence, reports, and form letters.
5. Perform general clerical duties including filing, photocopying, and faxing.
6. Maintain Division's cash flow including balancing and preparing deposits.
7. Regularly enter and dispatch calls for Animal Services Officer action.
8. Other duties may be required from time to time, including those duties specific to the Department.

Qualifications:

1. The successful candidate will be a graduate of a two-year Community College Office Administration Program or possess equivalent qualifications in skills and work-related experience to the satisfaction of the Municipal Clerk.
2. Excellent oral, written, and interpersonal skills to provide effective communication with the general public and staff.
3. Demonstrated proficiency in Microsoft Office applications, specifically in Word and excel; and internet use for research purposes.
4. Familiarity with records management would be considered an asset.
5. Previous experience in a comparable position will be considered in the award of this position.
6. Knowledge of cash handling procedures would be considered an asset.
7. Ability to work in an environment primarily used for the housing of animals; particularly dogs and cats.
8. Proof of Tetanus inoculation prior to the commencement of employment.
9. Legally able to work in Canada.

Solutions Analysts

Executive Summary

In 2017 it was identified Clarington required multiple IT positions including Solutions Analysts to assist with implementing and supporting business solutions across the municipality. The absence of these positions has greatly limited the ability of the organization to adopt new technology and offer responsive IT services in alignment with organizational needs.

Reason for Hiring

In 2017, the Municipality of Clarington underwent a review of its IT Division and corporate technology needs and outlined a path forward to bring the technology environment up to acceptable standards, leveraging the assistance of a qualified consulting firm. The result of this review was an Information Technology Plan which identified:

- Key gaps in technology resources, skills and capacity.
- A need to invest in new and better major business applications.
- Alleviating dependency on single staff resource model.
- Significant and long-term under-investment in technology including both hardware and software.

In 2017 it was identified Clarington required multiple positions including Solutions Analysts to assist with implementing and supporting business solutions across the municipality. The absence of these positions has greatly limited the ability of the organization to adopt new technology and offer responsive IT services in alignment with organizational needs.

Risks to the Municipality and Other Departments

- **Delayed response:** With limited resources the municipal departments receive less than ideal and delayed technical services & support.
- **Reduced Quality:** Responding to excessive demand forces reduced quality as resources cut corners and leave compliance and governance activities for later.
- **IT Environment:** The Clarington IT Environment has not received the necessary care and maintenance, increasing the overall risk to the organization and general service delivery.
- **Delayed Technology Adoption:** The organization has been without a true technology partner internally and investment delays inhibit digital services and ultimately jeopardize the overall initiatives of the organization.

Program Description

Timeline

The positions will be expediently resourced upon approval. The IT team has been unable to keep up with support requests, system/application maintenance activity, and undertaking upgrades and enhancements to existing applications. The position is required as soon as possible to commence addressing the backlog of needed activity.

Position Summary- Solutions Analyst 2024 (2) & 2025 (1)

Reporting to an IT Supervisor, the Solutions Analyst provides technical and functional support for corporate business applications. This position will have primary focus on single or multiple enterprise system /applications. Examples of the applications include, but are not limited to, Great plains, Vailtech, Laserfiche, Amanda, SharePoint, Microsoft O365 and Paramount.

Key Duties and Responsibilities

- Assist with corporate business analysis and application implementations.
- Work with departments to understand their business requirements, work processes, application, and custom report requirements, implement or enhance technology solutions to enhance processes and address needs.
- Maintains system integrity and user security setup as well as provide programming and change control support for applications.
- Continually seeks opportunities for improving efficiencies in supported systems.
- Assist with training on new systems or modifications to existing systems.
- Provides Tier-1 and Tier-2 technical support for major business applications (Vailtech, Great Plains, Laserfiche, Paramount, Versatile, StoneOrchard, etc.)
- Communicate process changes, enhancements, and modifications – verbally and/or through written documentation.
- Create and maintain functional and technical documentation for supported system / applications.
- Other duties as assigned.

Position Summary- Solutions Analyst Infrastructure 2025 (1)

Reporting to an IT Supervisor, the Solutions Analyst Infrastructure provides technical and functional support for foundational technology infrastructure. Specifically, Computer Networking, Firewalls, Servers, Storage, and increasingly Cloud Infrastructure Services such as Azure, M365, AWS, including the built-in and foundational IT Security Services we rely upon.

Key Duties and Responsibilities

- Collaborate with stakeholders to understand business requirements and design IT infrastructure solutions that meet those needs, taking into account both on-premises and cloud components.
- Plan and implement strategies for integrating on-premises and cloud resources seamlessly, ensuring optimal performance and security.
- Monitor, maintain, and troubleshoot physical servers, networking equipment, storage devices, and other on-premises infrastructure components.
- Ensure the availability, reliability, and performance of on-premises systems through proactive monitoring and regular maintenance.
- Configure, deploy, and manage virtual machines, containers, and other cloud resources using the chosen cloud platform.
- Monitor cloud infrastructure for performance, security, and cost optimization, making adjustments as needed.
- Implement and maintain security best practices across both on-premises and cloud environments, including firewalls, intrusion detection/prevention systems, and encryption.
- Stay up to date with industry security standards and regulations, ensuring the organization's infrastructure complies with relevant requirements.
- Develop and maintain backup and disaster recovery plans for both on-premises and cloud-based systems to ensure data integrity and availability in case of failures or disasters.
- Monitor resource usage and performance trends to identify capacity needs and plan for scaling both on-premises and cloud infrastructure as the organization grows.
- Maintain thorough and up-to-date documentation of the entire IT infrastructure, including configurations, procedures, and troubleshooting steps.
- Identify opportunities to enhance the efficiency, performance, and reliability of the infrastructure and propose solutions for continuous improvement.
- Lead or contribute to infrastructure-related projects, from planning and design to implementation and evaluation.

Relationship to Council's Strategic Priorities

Investing in Technology directly aligns to Council priorities as maturation of the IT Capabilities within Clarington will enable digital citizen services; make available data for evidence-based decision-making; lower organizational risk; promote collaboration; and enable more process improvement activity.

Climate Change Considerations

Digital technology enables businesses and corporations to achieve their climate change goals. Technology is required to measure progress, reduce waste, and increase operational efficiency. A stronger IT division will better support business departments utilizing new technology and enable the achievement of a reduced carbon footprint.

Comparative Analysis

Other comparable Municipalities have embraced the benefits of technology investments and have steadfastly invested in their IT Departments and digital capabilities.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Pros	Cons
Full-time Hire	Skill fit	Delay in hiring
Contractor	May meet need & fast onboarding	2x the cost
Training Existing Employees to fill skill set gaps	None	Capacity issue
Increased Workload for existing employees	Low cost	Service failure

- We can source contract resources through an agency at twice the cost of an FTE, and they can start almost immediately.

Cost and Benefit Analysis

The compensation for the Solutions Analyst is 12 according to Inside Collective Salary Grid

Provide analysis on the costs and benefits for these four positions:

New Staffing Request Cost Analysis

Position Title:	Solutions Analyst
Budget Year:	2024(2) and 2025(2)
Department	Financial Services
Sub-Department	IT
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 12
Level/Step	12 Months
Budgeted Start Date	June 1
2024	\$121,913 (\$60,957 each)
2025	\$125,019 (\$62,510 each)

Project Lead

Executive Summary

With nearly all corporate projects including multiple complex aspects of technology, all organizations, including Clarington, need to be great at adopting and changing technology through excellent project management. Hiring a project lead to mature the IT department's project management maturity is essential to providing consistent, structured oversight of complex projects. These projects are significant investments in time and effort to create long-lasting benefits to the Municipality, project management support will ensure that these projects are efficiently and effectively completed.

Reason for Hiring

Hiring a project lead to mature the IT department's project management maturity will offer numerous benefits.

1. Improved Project Success Rates: A skilled project lead will execute a structured approach to project management, increasing the likelihood of successful project completion within scope, budget, and timeline.
2. Enhanced Resource Allocation: A project lead will effectively allocate resources based on project priorities, ensuring that the right people are assigned to the right tasks at the right time. This optimization can lead to increased efficiency and reduced project bottlenecks.
3. Risk Mitigation: A competent project lead will identify potential risks early in the project lifecycle and develop strategies to mitigate them. This proactive approach can minimize disruptions, avoid costly delays, and improve overall project resilience.
4. Standardized Processes: Introducing consistent project management processes, methodologies, and templates can lead to a more standardized and streamlined approach to project execution. This reduces confusion, enhances communication, and fosters a culture of continuous improvement.
5. Stakeholder Communication: A project lead coordinating and ensuring regular, clear communication about project progress, changes, and potential impacts to stakeholders improves transparency and builds trust across the organization.
6. Efficient Documentation: Thorough documentation of project plans, requirements, and progress is crucial for knowledge retention and future reference. A project lead can enforce documentation practices that enable smoother knowledge transfer and ensure project continuity.
7. Continuous Improvement: Improved maturity will bring post-project reviews, identifying lessons learned and areas for improvement further embedding a culture of continuous improvement and the refining of project management processes over time.
8. Strategic Alignment: A skilled project lead can align and execute project initiatives in direct alignment with the organization's strategic goals, ensuring that projects contribute directly to business objectives. This alignment enhances the overall value of projects to the organization.

Risks to the Municipality and Other Departments

- Budget Overruns: Poor project management practices can result in inaccurate budget estimations, and failure to manage costs effectively.

- Delays: Inadequate project planning, scheduling, and tracking can lead to project timelines being constantly extended.
- Communication Low Project Management maturity includes inadequate communication among team members, stakeholders, and leadership. This can result in misunderstandings, misaligned expectations, and a failure to deliver the desired results for the organization.
- Failed Changes: Without a mature project management framework, new initiatives will be met with resistance from team members who are used to ad hoc processes. This hinders the organization's ability to adapt and innovate.

Program Description

Timeline

The position will be expediently resourced upon approval.

Position Summary

Reporting to an IT Supervisor the IT Project Lead will be responsible for planning, executing, and delivering technology initiatives, ensuring scope, timeline, and budget adherence. Lead cross-functional teams, facilitate communication, and mitigate risks. Apply industry best practices to enhance project outcomes, foster innovation, and align projects with organizational goals.

Key Duties and Responsibilities

- Plan and execute technology projects, ensuring they are delivered on time, within scope, and on budget.
- Lead cross-functional teams, assigning tasks, setting clear objectives, and fostering collaboration.
- Develop and manage comprehensive project plans, including timelines, resource allocation, and risk mitigation strategies.
- Monitor project progress, track milestones, and proactively identify and address potential roadblocks or delays.
- Maintain effective communication with stakeholders, providing regular updates, addressing concerns, and managing expectations.
- Apply project management best practices and methodologies to optimize project outcomes and ensure consistent quality.
- Identify and mitigate project risks, develop contingency plans, and adapt strategies as needed to achieve project goals.
- Drive continuous improvement by analyzing project performance, identifying lessons learned, and implementing process enhancements.
- Ensure compliance with company policies, industry standards, and regulatory requirements throughout project lifecycle.
- Contribute to the development of a culture of innovation, knowledge sharing, and professional growth within the project team.

This Technology Project Lead role requires a combination of strategic thinking, strong leadership skills, and a deep understanding of project management principles to successfully drive the execution of technology initiatives.

Relationship to Council's Strategic Priorities

Investing in Technology and our ability to implement technology effectively directly aligns to Council priorities as maturation of the IT Capabilities within Clarington will enable digital citizen services; make available data for evidence-based decision-making; lower organizational risk; promote collaboration; and enable more process improvement activity.

Climate Change Considerations

Digital technology enables businesses and corporations to achieve their climate change goals. Technology is required to measure progress, reduce waste, and increase operational efficiency. A stronger IT division capable of consistently and reliably delivering technology projects will better support business departments utilizing new technology and enable the achievement of a reduced carbon footprint.

Comparative Analysis

Other comparable Municipalities have embraced the benefits of technology investments and have steadfastly invested in their IT Departments and digital capabilities.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Pros	Cons
Full-time Hire	Skill fit	Delay in hiring
Contractor	May meet need & fast onboarding	2x the cost
Training Existing Employees to fill skill set gaps	None	Capacity issue
Increased Workload for existing employees	Low cost	Service failure

- We can source contract resources through an agency at twice the cost of an FTE, and they can start almost immediately.

Cost and Benefit Analysis

The compensation for the Project Lead is 12 according to Inside Collective Salary Grid

New Staffing Request Cost Analysis

Position Title:	Project Lead
Budget Year:	2024 and 2026
Department	Financial Services
Sub-Department	IT
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 12
Level/Step	12 Month
Budgeted Start Date	June 1
2024	\$64,086
2026	\$67,863

Arborist

Executive Summary

The Public Works Department requires an Arborist to help the Forestry Services section with the current backlog of work orders and their daily tree maintenance requirements.

Historically, work orders for Forestry Services have been very high. To date in 2023, 531 service requests have been logged whereas in 2022, the number exceeded 1,600. The number of outstanding work orders that have not yet been addressed by staff is currently over 1,300 which can be expected to take over a year to provide a suitable customer service response.

Forestry Services is also tasked with completing other major non-routine projects including the removal and replacement of over 3,000 urban trees due to the emerald ash borer beetle infestation and the more frequent clean-up of major storm debris associated with climate change. Other emerging forestry issues include the many hazardous dead trees along the rural roads and the existence of new invasive species and insects affecting the tree canopy. As a result of these problems, regular tree maintenance will continue to be delayed or deferred.

Due to the limited number of qualified staff available to Forestry, the service level provided by Public Works is considered sub-standard.

Reason for Hiring

Skill Set Gaps

Forestry currently has over 1,300 outstanding WO's scheduled for response. This type of work requires the skills and knowledge of a certified Arborist to inspect and provide recommendations for the effective treatment and efficient execution of the service. The Arborist is also a trained professional that will help to complete tree-related maintenance service requests including tree removal and pruning. Consistent with other Municipalities, arboriculture is becoming an increasingly important functional area necessary to maintain the health of the municipal tree canopy and combat climate change.

Resourcing Gaps or Workload Changes

In 2022, the Forestry division received over 1,600 service requests. This number has historically been very high and can be expected to grow as new subdivisions are developed, invasive species continue to emerge and climate changes increase.

Within each new subdivision area, a tree is typically planted for every new home. With the forecasted residential growth rates proposed for Clarington, the number of arborists required to maintain the Municipalities urban forest will consequently need to increase. Based on the current volume of service requests and the

forecasted growth rate of the Municipality, a second Forestry crew will need to be developed over time. This additional crew will ensure improved service levels and a more proactive response to forestry issues. Such matters include dealing with the increasing volume of dead or dying trees within the rural area of the municipality that frequently come down during major storm events. As a result of climate change, it is not uncommon that the clean-up which requires assistance from other Public Works Divisions now typically take five to ten days to address. The storm response timeframe does not include inspection or vendor coordination time that is required.

At present, there are only four staff assigned to this functional area with two being certified arborists. Not only is it difficult for this number of staff to keep up with the regular workload but they are also reassigned to complete winter control duties. During winter control, Forestry staff must operate roadway snow ploughs to ensure all established routes are covered. This added responsibility greatly affects the timeline for forestry related work to be scheduled and completed. The requested Arborist position will help ease the backlog of service requests and also allow staff to better increase their focus on Forestry-related activities during the winter season.

Risks to the Municipality and Other Departments

- **Public Safety:** risk to the Municipality due to large volume of tree inspections required. The Municipality has a large and diverse geographical footprint with thousands of new and mature rural and urban trees. Inspection of these trees is crucial to determine health and if any action (pruning, removal, etc.) is needed.
- **Coordination:** risk to other departments related to recommendations for proper species selection for developments or capital projects.
- **Tree life:** risk to the municipality for not identifying tree disease or invasive species affecting municipal trees and identifying a course of action to prevent loss of forest canopy and combat against climate change.

Program Description

Timeline

One new Arborist would be required in 2024 and another in 2025.

Position Summary

The Arborist will report to the Supervisor (Parks) and be responsible for maintaining all municipally owned trees. Locations include boulevards, parks, facility properties and woodlots. Responsibilities will require identification of species, pest/pathogens, pruning/removing trees, soil conditions, stump removal, plant healthcare, application of mulch, water and fertilizer and troubleshooting potential problems. Other technical and laboring duties may also be assigned to assist with the maintenance of sports fields, cemeteries and special events. The Arborist will be requested to provide winter control activities as required.

Key Duties and Responsibilities

- Assist the Forestry Coordinator with the inspection of trees and determine necessary maintenance requirements.
- Ability to perform the manual tasks of the position including tree maintenance, climbing and working at heights.
- Assist with the evaluation of outside contractors to ensure that specifications, standards and expected levels of service meet with Municipal requirements.
- Provide direction and leadership to seasonal workers in accordance with the Occupational Health and Safety Act, municipal policies and procedures.
- Deliver exceptional customer service and maintain a high level of communication when dealing with members of the public.
- Perform other duties as assigned.

Relationship to Council's Strategic Priorities

This position will support Council and Departmental priorities for customer service by allowing more resident inquiries to be reviewed and appropriate action taken. It will also support growth, as housing development increases so will the size of the Municipalities forest canopy that will require regular maintenance.

Climate Change Considerations

The arborist position will contribute to climate change initiatives by supporting healthy tree growth through regular maintenance and the protection of the forest canopy. A large urban forest canopy is essential to increase shade coverage over hard surfaces. The role of the arborist would also lead to the improved management of forestry related disease, invasive species and provide treatment extending lifecycles.

Comparative Analysis

Many Municipalities have a Forestry group that typically consists of several Arborists, Forestry Technicians, Horticulture Technicians, and gardening staff supported by a Coordinator or Lead Hand role. These staff complete year-round regular maintenance.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hires	\$553,500	Increase level of service and complete workorder backlog	Increase budget, depots very crowded
Contractor	\$2,800,000 (estimate based on current contracted services)	Award and schedule work, less equipment resources	Increase cost, time to manage and inspect contractors, less tree inspection time
Training Existing Employees to fill skill set gaps	N/A	N/A	N/A
Increased Workload for existing employees	\$0	None	Continued backlog and forecasted growth will increase Service Requests

- Alternative approach would be to continue/increase contractor services to perform tree removals, pruning and inspections. Currently many Forestry related activities are contracted and with anticipated growth and tree maturity outsourcing would increase without additional staffing complement.

Cost and Benefit Analysis

The compensation for the Arborists is Code 5 of the Outside Collective Agreement, same as our existing Arborist position.

New Staffing Request Cost Analysis

Position Title:	Arborist
Budget Year:	2024 and 2025
Department	Public Works
Sub-Department	Parks- Forestry
CUPE / Non-Affiliated / Fire	CUPE- Outside
Status	Full time
Grade/Code	Code 5
Level/Step	12 Month
Budgeted Start Date	June 1
2024	\$56,639
2025	\$58,244

Manager, Parks Services

Executive Summary

The Manager of Parks Services will provide divisional leadership and greater strategic planning within the Parks, Forestry and Cemetery divisions. Currently the Manager of Operations is responsible for these divisions in addition to Roads, Fleet, Traffic and Capital. The current staff ratio for the Manager of Operations is seven direct reports and 76 full-time indirect reports that are spread across three depot locations. In addition to the full-time staff there is also an indirect responsibility for 40 crossing guards and a seasonal complement of eight temporary labourers and 25 students. This staffing ratio exceeds that of managers in other departments who typically have a total staffing ratio of five to 25 direct and indirect reports.

Splitting the divisions in Public Works between two managers, the staff complement will be more equitably distributed below each manager to be more in line with other departments. The new structure will allow for greater focus on strategic leadership, improved processes, heightened service levels and allow for a better use of corporate software systems to increase efficiency.

Reason for Hiring

Skill Set Gaps

The position is being considered to provide a more focused lens on all park's services such as parks & trail maintenance, forestry, playgrounds, sports fields and cemeteries. This position will benefit the department by offering strategic planning for developing operational changes based on process improvement initiatives supported by data collection and tracking. The Manager of Parks Services will also be able to provide better guidance on industry best practices. The current Manager of Operations is responsible for such a broad spectrum of maintenance practices that it becomes difficult to remain updated with the most current service delivery approaches.

Resourcing Gaps or Workload Changes

The Public Works Department has grown over the past two years with the addition of a Traffic division and most recently a Capital Works division. This has resulted in significant time allocation to establish both divisions related to staff onboarding, budget configuration and capital program assembly. In 2023, a new service level has been implemented by Council that will result in the clearing of snow on sidewalks along arterial class roadways. This new service will present many additional workload challenges including equipment procurement, staff onboarding, program initiation and customer service. The additional responsibilities will result in resource gaps if not properly supported by dedicated management roles.

Risks to the Municipality and Other Departments

- **Planning:** risk to the Municipality could be inconsistent service levels due to decreased focus related to strategic planning for all divisions.
- **Coordination:** risk to other Departments for interdepartmental coordination to provide input for maintenance best practices related to new development and capital improvements.
- **Service Levels:** ensure all service levels are met and maintenance performed within the prescribed timelines either defined by legislation or department policies.

Program Description

Timeline

The Manager of Parks position, if approved would be required immediately to establish divisional support for the 2024 workplans and to provide strategic leadership for staff.

Position Summary

Reporting to the Director of Public Works, the Manager of Park Services will provide divisional leadership and guidance to the Parks, Forestry and Cemetery sections. This position will also support winter control activities related to the daytime management of the arterial sidewalk snow clearing program and after-hours on-call winter responses. As a key member of the Public Works management team, the Manager of Parks will implement and promote strategic plan initiatives and foster a culture of innovation, engagement, collaboration and respect. The role will coordinate staff, equipment and materials to accomplish daily and seasonal maintenance and repair work plans to achieve approved service levels.

Key Duties and Responsibilities

- Continually research the effectiveness of the department's policies, programs and procedures.
- Develop recommended operational changes, improvements and associated service levels that can be supported through the collection and tracking of data validated through the work order management system, consultation with staff, public feedback and industry best practices.
- Assist Divisional Supervisors with the development of daily and seasonal work plans in order to maximize available staff and equipment resources.
- Identify staff training needs and prepare, deliver or coordinate programs to continually improve employee skills, effectiveness and safety.
- Maintaining a positive and proactive customer service philosophy consistent with the Municipal practice of providing exceptional customer service.
- Assist with the preparation of the divisional Operating and Capital budgets and maintain responsibility for the control of expenditures, approval of invoices and purchase orders.
- Prepare written reports and other forms of communication.

- Attend Committee/Council and other public meetings and events as necessary.
- Deliver presentations and provide advice or guidance on strategies and new or pending legislation and regulatory guidelines.
- Coordinate the recruitment process for new staff.
- Manage staff including the provision of performance appraisals, issuing discipline and responding to the grievance procedure.
- Provide oversight and direction to staff ensuring compliance with Occupational Health and Safety Act, Ontario Ministry of Labour, Ministry of Environment, Ministry of Transportation, Ontario Minimum Maintenance Standards, Ontario Traffic Manual and all applicable Municipal By-Laws.
- Liaise with residents on key community or constituent matters.
- Ensure processes are in place to maintain records for infrastructure maintenance and liability issues.
- Represent the Department at formal hearings, giving evidence on claims related to the respective service area.
- Review of development applications, meeting with all parties on related matters
- Provide support for special studies undertaken by the Municipality. Example: DC Study; Strategic Plan; Asset Management; etc.
- Other duties as assigned.

Relationship to Council's Strategic Priorities

The intent of this position is to assist with strategic planning initiatives for improved service levels throughout the corresponding divisions. This meets Council's strategies for providing exceptional customer service and creating a vibrant and complete community with a focus on outdoors recreational spaces such as trails, soccer fields, baseball diamonds and playgrounds.

Climate Change Considerations

The position will work with the Climate Change Response Coordinator to ensure targets are being met for the Council adopted Climate Action Plan and EVAP plan. Stay up to date on industry best practices related to greenhouse gas reduction and sustainable parks maintenance practices.

Comparative Analysis

Other comparable Municipalities have similar structures with multiple divisional managers within Operations or Public Works reporting to either a director or commissioner. Manager roles tend to be supported by supervisors or project coordinators that are responsible for day-to-day staff operations and projects. Below is a table with comparative municipalities' Public Works or Operations staffing structures for divisional managers.

Municipality	Quantity	Titles	Direct Report
Town of Milton	5	<ul style="list-style-type: none"> Manager, Forestry & Horticulture Manager, Road Operations Manager, Park Operations (2) Manager, Fleet 	Director, Operations
Municipality of Chatham-Kent	3	<ul style="list-style-type: none"> Manager, Public Works, North Manager, Public Works, South Manager, Parks & Open Spaces 	Director, Public Works

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$658,368	Increased strategic focus on all divisions	Additional salary
Contractor	N/A	N/A	N/A
Training Existing Employees to fill skill set gaps	N/A	N/A	N/A
Increased Workload for existing employees	0	No increase to budget	Less focus on each division strategic planning for service level efficiency

- The alternative approach to not awarding the position would create further increases in the workload for the existing Manager of Public Works. Staff complement ratios will continue to increase as forecasted growth develops creating stresses across all Public Works divisions.

Cost and Benefit Analysis

The compensation for the Manager of Parks Services is Grade 11 on the Non-Affiliated compensation grid similar to the Manager of Operations. The roles are responsible for providing divisional leadership within the Public Works Department.

New Staffing Request Cost Analysis

Position Title:	Manager of Parks Services
Budget Year:	2024
Department	Public Works
Sub-Department	Parks
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 11
Level/Step	3
Budgeted Start Date	June 1
2024	\$117,928

Fleet Technician

Executive Summary

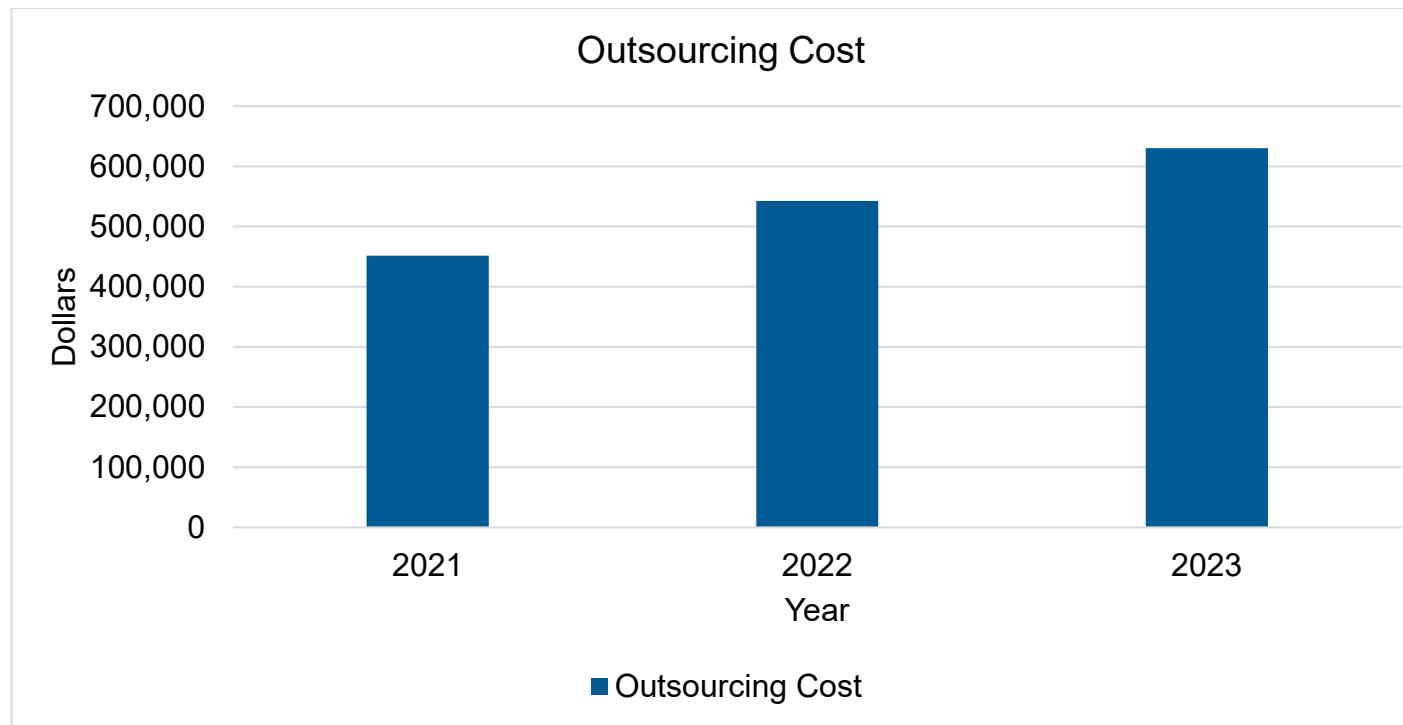
- Clarington's fleet continues to grow, most recently with the addition of five sidewalk clearing tractors. In 2022 the Planning and Infrastructure department received six EV vehicles with two more additional forecasted in 2024. The equipment that Fleet staff are tasked with servicing and maintaining is more complex. New electric, electric over hydraulic equipment and vehicle technologies and the increased use of electronically controlled vehicle subsystems have increased demands for the services that are provided by the Fleet technicians. Outsourcing repairs related to increased service demands has increased to ensure that "in-service" times continue to be acceptable.
- The age of many pieces of equipment has added to the Fleet Division's overall workload as aged equipment, mainly snow plough trucks, require major repairs to ensure units are kept in service and available for winter events. Below is an example of aged equipment and the cost of repairs to complete annual safety inspections to remain in operation.

All the repairs noted above were completed by external vendors due to workload demand and time required to completed extended repairs.

Equipment Type	Age	Cost to Safety	Year completed
13536 Single Truck	10 years	\$10,400	Fall 2023
09523 Tandem Truck	14 years	\$9,700	Fall 2023
08514 Tandem Truck	15 years	\$26,500	Fall 2023
04516 Tandem Truck	19 years	\$25,000	Fall 2022
05535 Tandem Truck	18 years	\$24,000	Fall 2022

All the repairs noted above were completed by external vendors due to workload demand and time required to completed extended repairs.

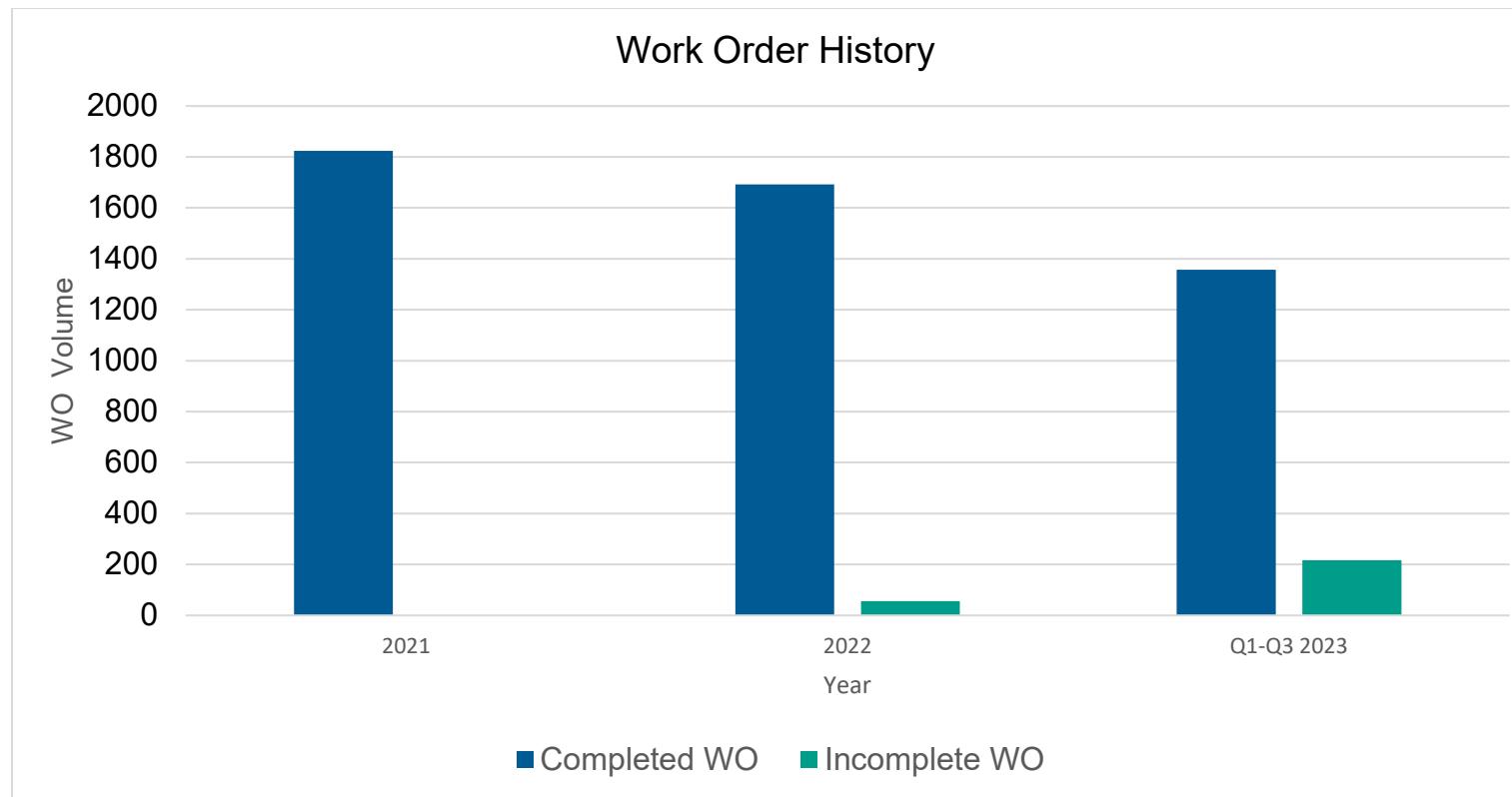
The additional Fleet Technician will assist in meeting increased demands, reduce outsourced repair costs, provide a better level of service due to ownership of the equipment, and improve overall operational readiness. Below is a chart showing that last three years annual cost of outsourcing repairs to external vendors. This is reflective of the increase in costs of goods and services.



Reason for Hiring

Skill Set Gaps

This position is being considered to assist in our Fleet backlog of existing Work Orders (WO's). Below is a chart showing work order completion history and trends of incompletion of work orders increasing due to service demands and complexity. While the amount of WO's appears to be decreasing, it is important to note that each WO can contain several repair items depending on the service required. Also note that 2023 WO amounts do not include Q4 of 2023.



Fleet Services maintains over three hundred pieces of equipment municipal wide. Many of the maintenance requirements are annual safety inspections that must be completed which results in time challenges completing regular vehicle service issues. These challenges increase the outsourcing of repairs resulting in additional maintenance costs and workloads associated with coordination. Skill set gaps currently exist with servicing EV and Hybrid vehicles. Additional staff training will be required for ongoing maintenance as the EV Fleet is forecasted to increase as per corporate policy.

Resourcing Gaps or Workload Changes

Fleet staff are licensed qualified technicians but often need to outsource larger/complex repairs due to workload and to ensure customer service expectations are being met. Additional staffing will allow larger more complex work to be completed in-house. There will also be a future increase in workload as additional equipment has been purchased such as the complement of five new sidewalk snow clearing tractors and corresponding support equipment/attachments which will require specialized maintenance.

Risks to the Municipality and Other Departments

- Increased lifecycle costs, related to outsourcing of repairs and maintenance with current vendor door shop rates ranging from \$125.00/hours to \$225.00 hour.
- Interruption to the delivery of services due to out of service equipment
- Poor technician retention due to burnout.
- Possible liability issues related to excessive workload demands.

Program Description

Timeline

If approved, the Fleet Technician would be hired after budget approval in 2024.

Position Summary

The duties and responsibilities of the Fleet Technician are performed under the direct supervision of the Fleet Supervisor. This position ensures that maintenance services are provided to Municipal Departments enabling the functional and efficient use of fleet vehicles and equipment.

Key Duties and Responsibilities

The following responsibilities and duties of this position includes but is not limited to:

- Diagnosing, troubleshooting, maintaining, repairing, and overhauling all Municipal vehicles and equipment
- Participating in training on fleet equipment to ensure efficiency and high standard of quality and service.
- Performing MTO Annual Safety Certifications on Municipal vehicles and equipment in accordance with the Highway Traffic Act Reg. 611.
- Performing preventative maintenance on all municipal vehicles.
- Initiating repair requisitions for parts and supplies.
- Maintaining accurate repair records in a computerized fleet management program.
- Providing mechanical and technical guidance to operating and administrative staff.
- Ensuring adherence to all corporate policies and procedures including Administrative, Departmental and Health & Safety.
- To share in the on-call coverage 24/7/365.
- Must be willing to work overtime as required.

- Other duties as assigned.

Relationship to Council's Strategic Priorities

Council has adopted an electric vehicle strategy moving forward. With additional Fleet Technical staff, it will allow the Fleet Division to continue to adapt to the changing vehicle and equipment market and focus on more specialized vehicle maintenance as the industry continue to change.

Climate Change Considerations

- Onboarding of an additional Technician will assist Fleet overall, in transitioning to new environmentally friendly technologies such as electric vehicles.
- Maintaining Municipal vehicles/equipment in a peak efficient operating condition to ensure GHG emissions are kept to a minimum.

Comparative Analysis

Other Municipalities are dealing with the same issues and use similar approaches by completing repairs in-house as opposed to having a vendor complete. Below is a table of comparative ratios between the number of technicians and pieces of equipment for neighboring municipalities.

Municipality/City	Ratio – Equipment: Technician	Comments provided
Pickering	30:1	Ideally 20:1
Ajax	60:1	Currently short one technician
Whitby	50:1	
Oshawa	38:1	Additional three laborer's assisting technicians
Clarington	100:1	
Average	45:1	

Substantial savings in parts and labour can be recognized by completing more in-house vehicle servicing and repairs. It is becoming more difficult to find qualified vendors that provide quality repairs on time. The outsourcing of repairs also creates additional coordination, towing or vehicle shuttling costs and generally results in lost staff time in Fleet, Parks or Roads to accommodate.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$353,268	Internal scheduling	N/A
Contractor	\$2,165,800	More space in existing facility	Cost per hour \$125 - \$225
Training Existing Employees to fill skill set gaps	\$4000	Updated industry standard, EV, Hybrid vehicles	N/A
Increased Workload for existing employees	\$0	No increase to budget	More outsourcing of repairs at increased cost

An alternative approach would be to continue to outsource ongoing maintenance and repairs. As the Municipality continues to grow so will the demand for additional vehicles and equipment. Without additional technical staff, more maintenance and repairs will be outsourced. Market conditions have greatly changed with increase cost to good and services, especially in relation to light and heavy-duty vehicle service. This approach would increase our operating cost versus servicing vehicles and equipment internally with known part sourcing costs.

Cost and Benefit Analysis

The compensation for the Fleet Technician is Code 7, 2024 Outside Collective Agreement. This is in line with the existing Fleet Technician positions to complete more regular maintenance internally versus outsourcing repairs.

New Staffing Request Cost Analysis

Position Title:	Fleet Technician
Budget Year:	2024
Department	Public Works
Sub-Department	Fleet
CUPE / Non-Affiliated / Fire	CUPE- Outside
Status	Full time
Grade/Code	Code 7
Level/Step	12 Months
Budgeted Start Date	June 1
2024	\$63,322

Recreation Programmer

Executive Summary

The Community Services Department is seeking approval for a full-time Recreation Programmer position within the Recreation Services business unit. This position, reporting to the Recreation Coordinator, would play a key role in expanding upon current program offerings while also creating new opportunities for outdoor recreation for the residents of Clarington. This position will assist us in addressing the growing demand and need for seasonal outdoor programming, including growth within the day camps, fitness, and park programming.

Reason for Hiring

Skill Set Gaps

The objective of the new position includes assisting in meeting service delivery expectations for recreation programs at various locations throughout the Municipality, including outdoor activities, day camps and mobile camp programming. Assisting in the development, implementation, and evaluation of new revenue generating outdoor programming opportunities. Provide high quality recreation and fitness activities that will support positive interactions and encourage a healthy community. Administrative tasks to support the development of the overall team. And to provide an opportunity for the recreation team to remain competitive in the workforce.

Resourcing Gaps or Workload Changes

Clarington has been offering day camps for over 25 years and remains one of the top day camps in Durham, often being referred to as the “industry best practice” and one of the few municipalities to offer day camps during COVID-19. The current growth and development within Clarington have resulted in an increased demand for spots in our day camps, resulting in significant waitlists. An Active Net Activity Totals report from June 2023 states that we had over 600 spots reserved on waitlists for summer camps. In the summer of 2022, we exceeded our budgeted revenue target by 73 per cent. To provide an increase in day camp spots and locations, we require more staff resources to expand the level of service for all day camps (Summer Camps, Winter Break Camps, P.A. Day Camps, March Break Camps). In 2022 the recreation services business area also assumed the responsibility of Clarington’s Junior Firefighter Camps, in partnership with Emergency Fire Services which now includes five additional weeks of camp and new programming including Girls on Fire and a new camp program partnership with Grandview Kids.

Our Mobile Playground/Families in the Park mobile camp program has been offered for over 20 years in both the urban and rural areas of Clarington. This free drop-in program provides opportunities for Clarington families to participate outside within their communities in an age-appropriate environment with recreation games and activities. With the growth of the community this program needs a refresh to meet the changing need of the community. Some avenues to explore through this new position would be expansion and creating additional revenue generating streams of summer activities.

Outdoor recreation opportunities are a trend that we have found a growing demand for from the community. With the demand for more outdoor recreation and fitness programming and upcoming plans for outdoor skating rinks, cricket pitches, pickleball, tennis courts and outdoor fitness equipment in our communities, we will need the resources to meet the needs of this growth.

Additionally, we feel confident that the Parks Recreation and Culture Master Plan will support the further growth of outdoor programming. As we move forward and the community grows, it is imperative that we have the resources in place to support the growth of our recreation services. With the addition of this new position, we will not only be able to expand outdoor programming, but it will give us the opportunity to expand other program areas such as offering preschool programs during the summer months, where there is currently a service gap. We will also be able to make sure we are meeting industry standards and best practices for our recreation activities.

Risks to the Municipality and Other Departments

- **Service Excellence** - The growth and demand for recreation programming will only increase as the community population increases. Without increasing the staffing resources, service levels of drop-in and registered activities will be impacted. A lack of available staffing resources can directly impact on the customer experience when services are not offered at the level our community expects.
- **Public Profile:** Our recreation activities are well utilized by Clarington residents. If we are unable to meet the demand as Clarington continues to grow this may result in a negative profile for the corporation.

Program Description

Timeline

The Full-time Recreation Programmer, Outdoor Recreation is required immediately following approval of the 2025 operating budget in Q1 of 2025.

Position Summary

This position, reporting to the Recreation Coordinator, would assist in the day-to-day delivery of recreation and fitness programs, day camps and mobile camp programs, ensuring a safe, enjoyable experience for both staff and customers. It would be the role of the Recreation Programmer, Outdoor Recreation to assist in providing leadership, direction, and supervision to program-level staff, working to build and maintain a high-performing team that is engaged in their work and workplace.

Key Duties and Responsibilities

- Assist with the day-to-day supervision, administration and delivery of recreation programs and services at various locations throughout the Municipality.
- Assist in the development, implementation, and evaluation of recreation programs, to ensure the highest quality of service.
- Assist in the recruitment, selection, training, supervision and scheduling of part-time staff and volunteers.
- Review staff schedules and payroll for staff to ensure accuracy.
- Assist with the development and evaluation of part-time staff and volunteers in an environment that requires on-going coaching and mentoring.
- Assist with the purchase of program supplies as required.
- Review, edit and create content and on-line information, staff manuals and resources.
- Recommend and contribute program content and complete data entry into Active Net.
- Respond to general and program specific inquiries using effective communication skills, listening effectively to concerns, and providing high quality customer feedback.
- Ensure compliance with any relevant legislation, corporate and departmental policies and procedures and health and safety initiatives.
- Perform all other duties in accordance with department objectives.

Relationship to Council's Strategic Priorities

This aligns with the current version of the draft plan for the Council's Strategic Priorities for Service Excellence.

Ensure that our programs and services are well designed and delivered from the customer's Perspective, where residents and businesses see value.

- Demonstrate the effective and efficient use of municipal funds.

Climate Change Considerations

Not applicable.

Comparative Analysis

The addition of this position will help us support the growing needs of the residents of Clarington and the Corporation. Each neighbouring municipality has varying levels of support structures in place, we feel this positions us for success moving forward.

A comparative analysis of outdoor programming, day camps and mobile camp programs within other Durham Municipalities was completed:

- City of Oshawa
- Town of Whitby
- City of Pickering
- Town of Ajax
- Township of Scugog

Based on this review we found trends have moved to increased outdoor recreation opportunities. While some municipalities are looking to address this, we feel with the overall geographic size of Clarington and the anticipated growth of the community it would be prudent to address this service gap sooner than later.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$241,936 (2025-27)	Ability to provide expanded programming options. Creation of new revenue streams. Attract and retain qualified, mature candidates.	
Contractor			Limited availability/ interest. Not industry standard or best practice.
Training Existing Employees to fill skill set gaps		Professional development	Limited resources
Increased Workload for existing employees			Workload capacity

Cost and Benefit Analysis

The compensation for the Outdoor Recreation Programmer is Grade 3, the same as the other Programmers within the Recreation Services business unit.

New Staffing Request Cost Analysis

Position Title:	Recreation Programmer, Outdoor Recreation
Budget Year:	2025
Department	Community Services
Sub-Department	Recreation Services Administration
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 3
Level/Step	3
Budgeted Start Date	June 1
2025	\$64,131

Aquatic Deck Leads

Executive Summary

The Community Services Department is seeking approval for two full-time Aquatic Deck Lead staffing positions in the Aquatic business area. This position, reporting to the Aquatic Coordinator, would play a key role in the departmental goal of creating new, and expanding existing revenues, while providing additional aquatic programming to the residents of Clarington. This position will assist us in providing consistent staffing coverage across all aquatic facilities, while also allowing us to address the growing service delivery expectations.

Reason for Hiring

Skill Set Gaps

The objectives of the new position include assisting in meeting service delivery expectations for aquatic programs across our indoor pool facilities, including: swim lessons, public and lane swimming and aquafit. Assisting in addressing identified staffing gap for daytime hours. Increasing the consistency of programming offerings. Increase in new and existing revenue streams. Provide high quality learn to swim programs that will support positive interactions and encourage long-term participation in aquatics. Assign administrative tasks within deck-level position to support the development of the aquatic area and provide an opportunity for the aquatic team to remain competitive in the workforce.

Resourcing Gaps or Workload Changes

The aquatics sector has long faced issues with the recruitment and retention of qualified staff to deliver aquatic programming. This was due to the seasonal, part-time work and the degree of qualifications and training required. These challenges increased during the pandemic as pool closures and public health mandates saw many aquatic staff laid off and aquatic leadership training programs cancelled. As a result, the aquatic industry has seen shortages in lifeguards and swimming instructors that impact service offerings.

Following the pandemic, the aquatic sector has worked to rebuild the aquatic team. Factors continue to impact our service delivery including constant turnover with staff leaving for college and university, less interest among youth in working, level of responsibility versus compensation and the competition within the workforce for both part-time and full-time positions. Often aquatic staff who are available for daytime programming are in college/university, work multiple positions or are hired in other full-time positions quickly following graduation. The addition of this position will allow staff to build a more balanced and consistent schedule for both the public and staff at all our aquatic facilities.

We have heard for quite some time how difficult it is for residents to get a spot in swimming lessons. The addition of this position would relieve some of the daytime pressures on our part-time staff resources, allowing us to re-direct our staff resources to increase swim lesson offerings on both evenings and weekends.

Risks to the Municipality and Other Departments

- **Service Excellence** - The growth and demand for aquatic programming will only increase as the community population increases. Without increasing the staffing resources, service levels of drop-in and registered aquatic programming will be reduced. A lack of available staffing resources can directly impact on the customer experience when services are not offered at the level our community expects.

Program Description

Timeline

We are looking to fill this position in Q1 2025.

Position Summary

This position, reporting to the Aquatic Coordinator, would assist in providing a strong, consistent staffing coverage to assist in meeting aquatic service delivery expectations. This position will be responsible for providing on-deck supervision of daytime aquatic programs and services.

Key Duties and Responsibilities

- Perform a variety of aquatic related responsibilities, ensuring safety of participants and staff during drop-in and registered programs.
- Provide leadership, direction, and supervision to programs to ensure they meet quality and safety standards set by the Municipality of Clarington, Lifesaving Society and Ontario Health Regulations.
- Ensure staff provide high quality, safe, creative, and enjoyable lessons.
- Demonstrate strong internal and external customer service skills.
- Demonstrate strong critical thinking skills and attention to detail.
- Assist in planning and preparation of a variety of aquatic programs.
- Provide administrative assistance to the aquatic team in areas like staff training, manuals, statistics, pool schedules and supply orders.
- Perform all other duties as required.

Relationship to Council's Strategic Priorities

This position aligns with the current version of the draft plan for the Council's Strategic Priorities for Service Excellence.

Ensure that our programs and services are designed and delivered from the customer's perspective, where residents and businesses see value.

- Demonstrate the effective and efficient use of municipal funds.

Climate Change Considerations

Not applicable.

Comparative Analysis

A comparative analysis was done for several municipalities on how they manage their aquatic operations. Various municipalities have expanded into full-time deck aquatic positions including:

- Town of Caledon: Aquatics Lead (Full-Time)
- City of Brantford: Head Guard (Full-Time)
- Town of Collingwood: Senior Lifeguard/Instructor (Full-Time)
- Kitchener/Waterloo: Head Guard (Full-Time)
- Town of Essex: Deck Supervisor (Full-Time)
- Town of Ajax is planning to roll out full-time positions in 2024.

Based on this review we are finding that many are moving to full-time staff position(s) to address the staffing shortage.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$200,973 (2025-27)	Ability to provide expanded programming options. Creation of new revenue streams. Attract and retain qualified, mature candidates	
Contractor			Limited availability / interest. Not an industry standard or best practice.

Options	Four-Year Salary Costs	Pros	Cons
Training Existing Employees to fill skill set gaps		Professional development	Limited resources
Increased Workload for existing employees			Workload capacity

Cost and Benefit Analysis

The compensation for the Aquatic Deck Lead is Grade 1, which represents the entry-level position on the Non-Affiliated salary grid. This position does not hold the same responsibilities as a Programmer (Grade 3), which is currently the lowest classification used on the grid.

New Staffing Request Cost Analysis

Position Title:	Aquatic Deck Lead (2)
Budget Year:	2025
Department	Community Services
Sub-Department	Recreation Services-Aquatic
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 1
Level/Step	3
Budgeted Start Date	June 1
2025	\$102,333 (\$51,167 each)

Recreation Programmer (Inclusion)

Executive Summary

The Community Services Department is seeking approval for a full-time Recreation Programmer in the Recreation Services business area. This position, reporting to the Recreation Coordinator, would play a key role in the oversight of the programming needs for inclusion support and adapted programming to assist in meeting the recreation service delivery expectations.

Reason for Hiring

Skill Set Gaps

The objectives of the new position include:

- Assisting in meeting service delivery expectations for recreation programs at various locations throughout the Municipality, including inclusion support and adapted programming.
- Assisting in the development, implementation, and evaluation of inclusion support and adapted programming to ensure the highest quality of service.
- Assisting in the recruitment, selection, training, supervision, and scheduling of part time staff and volunteers.
- Assisting with the development and evaluation of part time staff and volunteers in an environment that requires ongoing coaching and mentoring.

Resourcing Gaps or Workload Changes

We are seeing an increased demand in inclusion support requests at our recreation activities. Since 2008 we have offered inclusion support primarily at our day camp activities. In addition to the elevated level of requests we are seeing during day camps we are now seeing an increase in requests for support in our other recreation programs, specifically preschool and aquatic programs.

- We successfully supported 24 participants during the 2022-23 Fall, Winter, Spring, sessions in addition to supporting 15 day camp participants during that time (P.A. Day Camps, Winter Break Camps, March Break Camp).
- Currently for summer day camps in 2023 we are supporting 84 inclusion support requests and an additional 20 that required support but did not identify or submit a request, for a total of 104 inclusion supports.

Often the demand for support outweighs our capacity to provide the request. With the addition of an Inclusion Programmer, we will have the resources required to focus on industry standards, trends, staffing supports, adapted programming opportunities, and standard operating procedures that allow us to continue to meet the needs of our residents.

As we move forward and the community grows, it is imperative that we have the resources in place to allow growth of our recreation programs. With the addition of the Inclusion Programmer, we will be able to expand our inclusion supports and adapted programming, while also allowing to focus our current resources on other program areas to ensure we are meeting industry standards and best practices for our recreation programs.

Risks to the Municipality and Other Departments

- **Human Resources:** As indicated above the demand for inclusion support and adapted programming in Clarington will only increase as the community grows. Without the additional resources to effectively manage this growth, existing resources will need to be reassigned to provide the level of service demand. This could negatively impact the level of service across our recreation team.
- **Public Profile:** Our inclusion supports are well utilized by Clarington residents. If we are unable to meet the demand as Clarington continues to grow this may result in a negative profile for the Corporation.
- **Staff Support:** Many of our staff are young, first-time employees. Dealing with some of the volatile inclusion participants has resulted in staff injury and lost-time reports. Having an inclusion expert/support system in place would potentially alleviate some of these concerns and reduce the impact on the municipality.

Program Description

Timeline

The full-time Inclusion Programmer is required for Q1 of 2026.

Position Summary

This position, reporting to the Recreation Coordinator, would assist in the day-to-day delivery of recreation programs, inclusion support, and adapted programming ensuring a safe, enjoyable experience for both staff and customers. It would be the role of the Inclusion Programmer to provide leadership, direction, and supervision to program-level staff, working to build and maintain a safe, high-performing team, that is engaged in their work and workplace.

Key Duties and Responsibilities

- Assist with the day-to-day supervision, administration and delivery of adapted recreation programs and inclusion services at various locations throughout the Municipality.
- Assist in the development, implementation, and evaluation of recreation programs and inclusion services to ensure the highest quality of service.
- Assist in the recruitment, selection, training, supervision and scheduling of part-time inclusion staff and volunteers.
- Review staff schedules and payroll for staff to ensure accuracy.
- Assist with the development and evaluation of part-time staff and volunteers in an environment that requires on-going coaching and mentoring.
- Assist with the purchase of program supplies as required.
- Review, edit and create content and on-line information, staff manuals and resources.
- Recommend and contribute program content and complete data entry into Active Net.
- Respond to general and program specific inquiries using effective communication skills, listening effectively to concerns, and providing high quality customer feedback.
- Ensure compliance with any relevant legislation, corporate and departmental policies and standard operating procedures and health and safety initiatives.
- Perform all other duties in accordance with department objectives.

Relationship to Council's Strategic Priorities

This aligns with the current version of the draft plan for the Council's Strategic Priorities for Service Excellence.

Ensure that our programs and services are designed and delivered from the customer's perspective, where residents and businesses see value.

- Demonstrate the effective and efficient use of municipal funds.

Climate Change Considerations

Not applicable.

Comparative Analysis

The addition of this position will help us support the growing needs of the residents of Clarington and the Corporation. Each neighbouring municipality has varying levels of support structures in place, we feel this positions us for success moving forward. As active members of the Durham Inclusion Recreation Working Group, which has proved to be a valuable resource, we are aware of what other municipalities within Durham are working to support the needs of their community through inclusion.

- City of Oshawa
- Town of Whitby
- City of Pickering
- Town of Ajax
- Township of Scugog

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$163,078 (2026-27)	Ability to meet demand, provide and expand upon inclusion programming options. Attract and retain qualified, mature candidates.	
Contractor			Limited availability/ interest. Not industry standard or best practice.
Training Existing Employees to fill skill set gaps		Professional development	Limited availability. Staff require a level of expertise in inclusion/adapted programming.

Options	Four-Year Salary Costs	Pros	Cons
Increased Workload for existing employees			Limited in-house expertise, capacity

Cost and Benefit Analysis

The compensation for the Recreation Programmer, Inclusion is Grade 3, the same as the other Programmers within the Recreation Services business unit.

New Staffing Request Cost Analysis

Position Title:	Recreation Programmer, Inclusion
Budget Year:	2026
Department	Community Services
Sub-Department	Recreation Services Administration
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 3
Level/Step	3
Budgeted Start Date	June 1
2026	\$66,029

Plumbing Technician

Executive Summary

The Community Services Department is requesting a full-time Plumbing Technician in the Facility Services business unit. Adding this position would align with the current program of developing in-house resources for the repair and maintenance of municipal buildings. The department currently has one HVAC Technician and two Building Technicians on staff. The objective of this program is to expand the amount of work that can be done in-house and reduce the dependence on costly outside contractors.

The benefits of this strategy have become very clear in the last few years. Arising from the supply chain and skilled workers challenges from the pandemic, we saw costs for many of the services needed to maintain our municipal buildings drastically escalate. Additionally, there were challenges with outside contractor commitments and the ability to meet our deadlines. While the creation of an in-house team will never fully eliminate our reliance on external contractors, we have gained more control over expectations and deadlines when we are able to utilize our own staff to complete work.

Reason for Hiring

Skill Set Gaps

Currently our Facility and Building Services staff perform minor repairs and improvements that would be considered basic do it yourself plumbing skills. This means we rely on external contractors to complete the majority (and larger) of our repairs and renovations. With the addition of a licensed staff person, we can increase the amount of work completed without the need for service contractors.

In addition to expanding the level of in-house maintenance and repairs, there are legislated annual inspections of equipment that need to be completed by a licensed plumber. It is estimated the annual cost for this work is \$35,000. Our goal in year one would be to eliminate this external cost.

This position would also be a valuable resource when developing the scope of work for larger projects as well as reviewing and assessing quotations and tenders received from mechanical contractors, to ensure the municipality is receiving value for money. There will also be a role for this position to provide technical support to the development of the asset management plan for municipal buildings and equipment.

Reduce Reliance on Service Contractors

While the approval of this position will not eliminate the need for the services of plumbing and mechanical contractors, the objective is to reduce the scope of future service contract tenders and more effectively manage this work with municipal staff.

The current annual value of work completed by plumbing/mechanical contractors is estimated to be \$330,000. This includes service calls, repairs, new installations, and annual equipment testing. The amount also considers the costs for both parts and labour.

This position would be the first response to any plumbing issues and will be expected to troubleshoot situations and complete the necessary repairs quickly. This will reduce the cost to dispatch a service contractor, especially for after-hours emergencies. For larger repairs the technician will be better informed to communicate with a contractor on how best to complete any repairs.

Risks to the Municipality and Other Departments

- **Financial:** As costs continue to increase in the marketplace, operating budgets will also increase, especially as we continue to manage a large, ageing number of municipal buildings. By employing an in-house solution, we can also be more proactive in maintaining our mechanical equipment and buildings that will extend their life cycle.
- **Service Excellence:** The Municipality expects staff to function with a focus on service excellence, and the staff in our department consider this a priority in their day-to-day work. Council has recently reinforced this principle by including this as a pillar of their draft Strategic Plan for this term of Council. With an in-house staff solution, our standards will be maintained.

Program Description

Timeline

The current contract for plumbing services expires in March of 2025; it is recommended that the Plumbing Technician be hired in January of 2025 to assist with establishing a work plan that identifies gaps that would need to be filled by the term order.

Position Summary

Reporting to the Facility Supervisor, this position will be responsible for all legislated inspections/submissions, preventative maintenance and repair related to plumbing in municipally owned and operated buildings.

Key Duties and Responsibilities

- Perform service and repairs to all municipal plumbing and mechanical systems.
- Conduct all legislated backflow inspections and BSI submissions.
- Performs well water testing.

- Develop and maintain a comprehensive preventative maintenance program for all municipal buildings.
- Provide technical support for the development of specifications for projects that the municipality seeks quotations and/or tenders.
- Respond to emergency calls, including after hours for all municipal buildings.
- Assist the Supervisor during the capital budget development, with a focus on asset management, fiscal responsibility, and sustainability.
- Assist the Supervisor to source parts and materials, in adherence to Purchasing By-law, to effectively manage costs.

Relationship to Council's Strategic Priorities

A Plumbing Technician is a fiscally responsible step forward, bringing in-house licensed expertise that will reduce the reliance on contractors.

This position will also address the need to continue making building improvements that are better for the environment and sustainable.

Climate Change Considerations

This position will play a large role in water conservation and management, replacing fixtures with environmentally friendly alternatives that will address not only water but energy consumption.

Comparative Analysis

Town of Ajax – The Town of Ajax employs in-house mechanical services staff for the completion of inspections, preventative maintenance, and repairs for their buildings and equipment.

Town of Whitby – The Town of Whitby employs mechanical/electrical staff to service municipal buildings. This includes both day-to-day operations as well as major equipment replacements.

City of Pickering – The city does not currently employ in-house staff for these services. They did indicate they have begun looking into the concept for future consideration.

City of Oshawa – The city does not have an in-house skilled trades team and in specific cases including plumbing services, their service contractor costs would not support this approach from a cost-effective perspective.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out. Without the approval of this position, the Municipality will continue full reliance on external service contractors.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$263,849 (2025–2027)	Flexibility to respond as needed. Conduct all legislated inspections. Professional recommendations related to asset management.	With only one person, we will remain reliant on service contractor for larger projects. Does not have buying power of contractor. No warranty on labour.
Contractor	\$990,000*	Access to multiple skilled workers, if needed. Warranty on parts and labour	Hourly rates and markup on parts.

* it is difficult to accurately assess the comparative value as this cost is the total expended for plumbing/mechanical services. However, staff are confident the 3-year cost for this new position will see a reduction in costs for service contractors greater than that amount.

Cost and Benefit Analysis

The compensation for the Plumbing Technician is Grade 8, like the HVAC Technician which is also a licensed tradesperson.

New Staffing Request Cost Analysis

Position Title:	Plumbing Technician
Budget Year:	2025
Department	Community Services
Sub-Department	Facilities
CUPE / Non-Affiliated / Fire	CUPE- Outside
Status	Full time
Grade/Code	Code 8
Level/Step	12 Months
Budgeted Start Date	June 1
2025	\$68,536

Construction Inspector

Executive Summary

Anticipated growth from the Secondary Plans will result in an additional 42,000 units in Clarington as well as 40,000 jobs in Clarington. In addition, on February 27, 2023, Council endorsed Clarington's Housing Pledge (Report PDS-009-23) in response to the Province's assigned expectation that Clarington will take the necessary steps to facilitate the construction of 13,000 new homes by 2031. The Housing Pledge outlined specific actions to be undertaken to achieve the target. As a result, it is crucial that our Engineering Development Division is staffed with the personnel to meet those targets with respect to inspecting, supervising and administrating the construction phase of the development applications supporting the growth coming to Clarington.

Reason for Hiring

Resourcing Gaps or Workload Changes

The position will support the additional volume of work coming to the Engineering Development Division with respect to construction activities to support the growth for Clarington.

Risks to the Municipality and Other Departments

- **Staff Mental Health:** Volume of work will result in higher stress levels for staff.
- **Quality of Work:** With higher demands to complete work, it leads to rushed decisions which can lead to more work.
- **Staff Turnover:** High volume of work with no assistance can lead to Staff looking for another position with less stress.

Program Description

Timeline

The position is required immediately to support the current Engineering Development Division workload and also the future projected increase in development applications anticipated to achieve the 13,000-unit Housing Pledge and to implement the required action items to achieve this target.

Position Summary

The duties and responsibilities of the position are performed under the direct supervision of the Manager, Development Engineering. The chosen candidate will be responsible for, but not limited to, performing inspection services for construction of subdivision and capital works projects, and review of municipal engineering designs and development proposals.

Key Duties and Responsibilities

- Providing inspection and surveying services for subdivisions and capital works projects, including municipal and regional servicing works, to ensure compliance with Municipal contracts, engineering drawings, development agreements and construction safety regulations.
- Assisting the Manager, Development Engineering with the administration of municipal capital contracts.
- Demonstrating expertise in reading
- Coordinating third party inspections with testing firms.
- Reviewing engineering designs and development proposals and providing written recommendations and expertise to ensure compliance with general engineering principles, Municipal policies, procedures and by-laws and applicable Provincial legislation.
- Attending design and construction meetings and provide guidance to contractors, consultants, agencies and authorities on issues relating to construction or design.
- Providing mediation and negotiation when conflicts arise; ensuring appropriate decisions are reached on behalf of the Municipality.
- Liaising with the general public in a professional, courteous manner.
- Preparing cost estimates and provide recommendations relating to municipal or development projects.
- Researching and preparing reports and correspondence.
- Providing and maintaining accurate record keeping.
- Coordinating third party inspections with testing firms.

Relationship to Council's Strategic Priorities

This position will support Council Strategic Plan's P1 – Support responsible growth and development. This position is directly connected to the final phase of a development application.

Climate Change Considerations

Through development, the Engineering Development Division implements the installation of Low Impact Development in every application. Low Impact Development mitigates the change in land use effects on the environment.

Comparative Analysis

In general, the Municipality of Clarington's resources are limited when compared to other local Municipalities. Similarly, as growth happens, staff resources also grow to support it.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$75,292 per year	Mentoring staff and providing support is more flexible and achievable.	
Contractor			Is not familiar with Clarington's Design Standards.
Training Existing Employees to fill skill set gaps			We do not have staff to cross train.
Increased Workload for existing employees			Staff do not have capacity for additional work.

Cost and Benefit Analysis

The compensation for the Construction Inspector is Code 10 of the 2023 Inside Collective Agreement.

New Staffing Request Cost Analysis

Position Title:	Construction Inspector
Budget Year:	2025
Department	Planning and Infrastructure Services
Sub-Department	Planning
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 10
Level/Step	12 Months
Budgeted Start Date	June 1
2025	\$61,479

Development Review Technician

Executive Summary

Anticipated growth from the Secondary Plans will result in an additional 42,000 units in Clarington as well as 40,000 jobs in Clarington. In addition, on February 27, 2023, Council endorsed Clarington's Housing Pledge (Report PDS-009-23) in response to the Province's assigned expectation that Clarington will take the necessary steps to facilitate the construction of 13,000 new homes by 2031. The Housing Pledge outlined specific actions to be undertaken to achieve the target. As a result, it is crucial that our Engineering Development Division is staffed with the personnel to meet those targets with respect to reviewing the development applications supporting the growth coming to Clarington.

Risks to the Municipality and Other Departments

- **Staff Mental Health:** Volume of work will result in higher stress levels for staff.
- **Quality of Work:** With higher demands to complete work, it leads to rushed decisions which can lead to more work.
- **Staff Turnover:** High volume of work with no assistance can lead to Staff looking for another position with less stress.

Program Description

Timeline

The position is required immediately to support the current Engineering Development Division workload and the future projected increase in development applications anticipated to achieve the 13,000-unit Housing Pledge and to implement the required action items to achieve this target.

Position Summary

The duties and responsibilities of the position are performed under the direct supervision of the Manager, Development Engineering. The chosen candidate will be responsible for, but not limited to, technical review of engineering submissions pertaining to residential, industrial, commercial and institutional development projects, including all drawings and related reports, review of municipal approval requests, and responding to inquiries from engineering consultants, other government agencies and from the public.

Key Duties and Responsibilities

- First point of contact for public inquiries and concerns which may require response by phone, email and/or in-person. It may also require coordination with other departments, other levels of government and/or outside agencies.

- Reviewing of engineering design drawings for development proposals including, but not limited to, road design, lot grading and drainage, storm sewer system, stormwater management, utilities, streetscaping, etc. to ensure compliance with general engineering principles, Municipal policies, procedures, standards and by-laws and applicable Provincial legislation.
- Reviewing, analyzing and commenting on reports and studies pertaining to the development of site plans and subdivisions, including stormwater management, geotechnical, hydrogeological, environmental impact, traffic impact, noise, air emissions and any other engineering reports or studies.
- Providing comprehensive comments with respect to Development Engineering Division requirements and ensure that recommendations of the reports and studies are implemented within the detailed design of the development.
- Administration related to development agreements including logging and tracking of conditions of approval, insurance, security and all other matters as may be addressed in a development agreement.
- Reviewing development construction cost estimates for administration purposes to ensure accuracy of the payment of relevant engineering fees to the Municipality and provision of adequate security to guarantee completion of works and protection of Municipality's interests.
- Participating in site inspections of development projects to ensure compliance with the Municipality's requirements, standard engineering practices, as well as the Municipality's Design Guidelines. Identify and report deficiencies to the developer's consultant and contractor for action and follow up.

Relationship to Council's Strategic Priorities

This position will support Council Strategic Plan's P1 – Support responsible growth and development. This position is directly connected to all phases of a development application from the application review phase to processing the building permit application.

Climate Change Considerations

Through development, the Engineering Development Division implements the installation of Low Impact Development in every application. Low Impact Development mitigates the change in land use effects on the environment.

Comparative Analysis

In general, the Municipality of Clarington's resources are limited when compared to other local Municipalities. Similarly, as growth happens, staff resources also grow to support it. Town of Whitby currently has 6 team members for Development Review, currently Clarington has 3 team members.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$75,293 per year	Mentoring staff and providing support is more flexible and achievable.	
Contractor			Is not familiar with Clarington's Design Standards.
Training Existing Employees to fill skill set gaps			We do not have staff to cross train.
Increased Workload for existing employees			Staff do not have capacity for additional work.

Cost and Benefit Analysis

The compensation for the Development Review Technician is Code 10 of the 2023 Inside Collective Agreement.

New Staffing Request Cost Analysis

Position Title:	Development Review Technician
Budget Year:	2025
Department	Planning and Infrastructure Services
Sub-Department	Planning
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 10
Level/Step	12 Months
Budgeted Start Date	June 1
2025	\$61,479

Infrastructure Technologist

Executive Summary

- New position to support Infrastructure Asset Management
- Conducting condition assessments of Infrastructure assets to increase confidence and integrity in asset data.
- Conducting condition assessments and analysis of data to ensure Infrastructure asset rehabilitation and replacement is prioritized and coordinated with development growth area projects.
- Conducting annual asset inspections to identify areas where operational maintenance is required.
- The new position is needed to identify assets which are failing due to the impacts of climate change through physical condition assessments.

Reason for Hiring

Skill Set Gaps

Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure requires municipalities to monitor asset performance in accordance with the performance measures defined by the municipality. For each asset category we are required to have a complete inventory of the assets, the replacement cost, average age, physical condition, and a description of how we assess the condition of our assets based on good engineering practices.

In 2022 the Infrastructure Division was reorganized into the Planning Department to become the Planning and Infrastructure Department. The Infrastructure Division included two areas: Capital Projects and Asset Management. The Division's Asset Management function is responsible for undertaking condition assessments, forecasting maintenance, and rehabilitation needs of all Infrastructure assets.

At present, the Division's Asset Management for our capital infrastructure consists of only one staff, the Infrastructure Management Supervisor. The Infrastructure Management Technologist would be responsible for:

- conducting inspections of assets to identify operational maintenance needs,
- undertaking condition assessments,
- and reviewing condition assessments completed by third party firms to inform long term capital needs,
- and to assist the Community Planning Division in the maintenance of the asset datasets in GIS.

Currently, the condition of many of our Infrastructure assets is based on the asset age using a straight-line degradation. This methodology of assigning a condition to an asset is in most cases inaccurate and does not reflect the true physical condition. Best practices are to rate the condition of assets using observations by subject matter experts. In some cases, a combination of age and physical condition can be used for assets that have a very long service life.

The result of the inaccurate asset condition leads to incorrect information to establish the rehabilitation need to be used in the preparation of capital budget forecasting and asset management reporting. Performance is not being accurately measured meaning that the concept of doing the right thing, to the right asset, at the right time, is skewed and money isn't being spent where it will have the most benefit to the asset.

Most of the infrastructure assets can be inspected and the condition assessed by municipal staff without the need for consultants. The exceptions to this are roads, bridges, culverts, storm sewers, and stormwater management facilities. These high-value, complex assets will still require full or partial involvement from consultants or specialized contractors to assess conditions.

Currently, The Municipality has no staff available to conduct annual inspections and condition assessments on the millions of dollars of our Infrastructure assets. To conduct inspections and condition assessments on our assets we need to know exactly what we have and where they are located.

Asset data collection involves having staff document an asset's location and collect all of the specific attributes of the asset. While we do have many assets in GIS and Citywide there are still more to be collected. Currently, there are no staff available to conduct asset data collection.

The introduction of an Infrastructure Technologist position would empower Infrastructure Division of the Planning and Infrastructure to confidently create comprehensive asset data in GIS and Citywide with true physical condition information that would support the multi-year budget and the long-term asset management plan.

Risks to the Municipality and Other Departments

- **Regulatory Non-compliance:** Under Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, all asset conditions must be no more than 2 years old prior to the endorsement of each asset management plan. Having a dedicated staff person to conduct regular condition assessments will ensure that asset condition data is available.
- **Managing Risk:** When we look at asset condition, we need to analyze what the current level of risk of the asset is at. In calculating the risk, the physical condition is a vital component. Age-based conditions may inflate the risk resulting in budgets being spent irresponsibly or understate the risk resulting in possible liability from minor damages or death.
- **Long-term Forecasting:** The accuracy in forecasting the capital need is a direct reflection of the availability of the current physical condition of assets. The more accurate the information, the better staff can direct capital funding and defend the capital needs based on true and accurate defensible data.

- **Performance monitoring:** The performance of each asset must be monitored and compared against the approved asset level of service established by Council. Age-based conditions do not offer an effective measurement of performance.
- **Level of Service:** The approved levels of service of our assets are reliant on the measurement of asset performance which can only be determined through physical condition data.

Program Description

Timeline

It is important that this position be filled as early as possible in 2024 so that we can begin to collect asset data and conduct inspections and condition assessments of Infrastructure assets. The next version of the Asset Management Plan is due by July 1, 2024, and must include all assets.

Position Summary

Reporting to the Infrastructure Management Supervisor, the Infrastructure Technologist will conduct inspections and condition assessments on Infrastructure assets on an annual basis. This work will be set out in a sliding 10-year workplan that identifies which assets are inspected each year and which assets are to be assessed for condition. All deficiencies identified through the inspections will be forwarded to the appropriate staff through Citywide service requests and work orders for action. The physical condition of assets is to be entered into the Municipality's Geographic Information System. This position will also be responsible for the collection of asset information including physical location and all attributes specific to the asset type.

Key Duties and Responsibilities

- Asset inventory and data collection in GIS
- Annual inspection of Infrastructure assets
- Scheduled condition assessments of Infrastructure assets
- Assisting with maintenance of the Infrastructure asset layers

Relationship to Council's Strategic Priorities

This new position has a direct tie to the Sustainable Infrastructure Growth strategic priority set by the current Council. As infrastructure grows and is assumed by the municipality, we must be able to sustainably operate and maintain these new assets. Conducting condition assessments of Infrastructure assets will ensure that budgets are allocated toward the appropriate needs as we assume more and more assets.

Climate Change Considerations

"The impacts of climate change will continue to cause significant damage to the built environment, including stormwater infrastructure, buildings, parks, transportation infrastructure, and energy systems. Most municipal roads and other built structures were not designed to withstand projected future climate conditions, which will result in increased maintenance requirements and replacement costs" (2021 Corporate Climate Action Plan). These impacts cannot be measured through age-based condition assessments which is why this new position is so important to the municipality.

Comparative Analysis

The Town of Ajax has this exact position which also has the responsibility of conducting playground inspections as a Certified Playground Practitioner.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$400,000-\$440,000 including benefits and overhead.	Consistent evaluations in addition to more control on scheduling and improvement changes.	May have some difficulties in filling the position in the current competitive environment.
Contractor	The one assignment alone as referenced in the con's column was \$700,000. Based on this information this one project would pay for the position minus the necessary subconsultants.	Flexibility with workload shifting and specialized staffing.	The cost to outsource this work would require a significant increase in the budget. The last pond inventory that was tendered had a low bid of over \$700,000. Based on this cost we decided to complete the work in-house and only outsource the surveying work. Unfortunately, the lack of a dedicated staff member has made this project difficult to complete
Training Existing Employees to fill skill set gaps	We do not have the staff complement to be able to complete this work with the current staffing levels in the Infrastructure Division.		Lack of consistency and availability to staff to meet the current / future deadlines.

Options	Four-Year Salary Costs	Pros	Cons
Increased Workload for existing employees	We do not have the staff complement to be able to complete this work with the current staffing levels in the Infrastructure Division.		Lack of consistency and availability to staff to meet the current / future deadlines.

Alternative approaches were evaluated and ruled out.

- Alternative 1: Utilize other Engineering or Infrastructure staff to conduct the inspections and condition assessments annually, however staff are fully engaged in the delivery of capital projects, and the engineering review of development applications. There is no capacity let in those areas to undertake this work.
- Condition assessments must be consistent year after year which requires a dedicated person to evaluate the assets. Inconsistencies in the evaluations will lead to asset condition ratings that have peaks and valleys instead of a consistent degradation curve that can be used to predict future conditions.
- Alternative 2: Consultants could be utilized to conduct inspections and condition assessments. Consultants would typically have staff qualified to conduct this work. The utilization of consultants would significantly increase the cost of conducting inspections and condition assessments over the cost of a full-time staff member. This alternative does not address the need for a dedicated person to perform this work and achieve consistent asset condition ratings.
- Alternative 3: Students have been considered for the inspections and condition assessments however students are lacking in the expertise required to perform this work. This alternative does not address the need for a dedicated person to perform this work and achieve consistent asset condition ratings.

Cost and Benefit Analysis

The compensation for the Infrastructure Technologist is recommended to be Code 12, 12 months based on the estimate below:

New Staffing Request Cost Analysis

Position Title:	Infrastructure Technologist
Budget Year:	2024
Department	Planning and Infrastructure Services
Sub-Department	Infrastructure
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 12
Level/Step	12 Months
Budgeted Start Date	June 1
2024	\$64,086

Senior Construction Inspector

Executive Summary

- New position to support capital infrastructure program implementation in the Infrastructure Engineering Division of the Planning and Infrastructure Services Department.
- Provide inspection services for capital infrastructure and development related construction projects.
- Respond to complaints and inquiries related to construction, grading / drainage issues and traffic related issues.
- Represent the Municipality on third-party construction projects; and
- Support the Development Engineering Division and ensure that construction is in compliance with Municipal standards.

Reason for Hiring

The municipality has seen a considerable demand for both new and upgraded / replacement of infrastructure due to the significant growth we are experiencing and the age of some of our existing infrastructure. This has resulted in a large increase to the Municipality's capital construction program. With only one Construction Inspector currently on staff (second currently vacant) in the Infrastructure Engineering Division, a request for a third Inspector would help support on-going and future project load.

The Senior Construction Inspector in the Infrastructure Division currently provides these services for a large variety and capital and development related projects providing support to both the Infrastructure Engineering and Development Engineering Divisions. Additional staff support will help spread the workload and provide a higher level of service to the Municipality and the public.

The Municipality is also currently experiencing an increase in fees for contract administration and construction inspection services from third party consultants. Infrastructure is currently working with the Business Improvement Specialist in the CAO office and our preliminary findings support the savings being outlined above.

Risks to the Municipality and Other Departments

- **Quality Control:** A Construction Inspector's main role and responsibility is to ensure that hired contractors are completing their work in accordance with the contract documents, codes and municipal standards / specifications. Without additional support at this position, the Municipality is at risk have a lower level of QA/QC on capital infrastructure projects. This could result in sub-standard assets and future issues / costs.
- **Public Safety:** Construction Inspectors also ensure that Contractors are working safely and not putting themselves or the public at risk during construction. Increased presence on site also ensures that the work is being completed properly which avoids safety risks due to premature failure of assets in the future.

- **Financial Risk:** Reduced presence on construction sites may result in increased construction costs if the Construction Inspector is not available on-site to verify quantities and work being completed. Negotiation and mediation is also often required to ensure that the best interest of the Municipality is being protected.
- **Financial Risk:** Hiring consultants for an increased number of construction inspection assignments will increase project costs and therefore increase budget requests.

Program Description

Timeline

It is requested that this position be filled as soon as possible in order to assist with the increasing construction inspection workload in the Infrastructure Engineering Division.

Position Summary

Under the supervision of the Capital Works Supervisor, the Construction Inspector will be responsible for, but not limited to, performing inspection services for construction of subdivision and capital works projects, and the review of municipal engineering designs and development proposals.

- Key Duties and Responsibilities
- Provide inspection and surveying services for subdivisions and capital works projects, including municipal and regional servicing works, to ensure compliance with Municipal contracts, engineering drawings, development agreements and construction safety regulations.
- Assist Management with the administration of complex municipal capital contracts, including the enforcement of contract specifications, conducting site meetings, and ensuring deficiencies are corrected.
- Review engineering designs and development proposals and provide written recommendations and expertise to ensure compliance with general engineering principles, Municipal policies, procedures and by-laws and applicable Provincial legislation.
- Attend design and construction meetings and provide guidance to contractors, consultants, agencies and authorities on issues relating to construction or design.
- Provide mediation and negotiation when conflicts arise, ensuring appropriate decisions are reached on behalf of the Municipality.
- Liaise with the general public in a professional, courteous manner.
- Co-ordinate third party inspections with testing firms.

- Prepare cost estimates and provide recommendations relating to municipal or development projects.
- Review Municipal Consent requests and recommend approvals to the Manager of Construction, ensuring all requests comply with the Municipal Access Agreements, and tracking of all works and inspections.
- Calculate and process Development performance guarantees, Engineering Inspections fees, and Development review fees.
- Review and recommend the reduction and/or release of securities being held by the Municipality.
- Provide and maintain accurate record keeping.
- Assist management with the review of site alteration applications; processing, and inspection of approved sites; and
- Review all Utility Coordination Plans to ensure compliance with Municipal standards and attend all Utility pre-construction meetings.

Relationship to Council's Strategic Priorities

This position will help the sustainable long-term growth of our municipal infrastructure and support continued growth across the Municipality.

Climate Change Considerations

N/A

Comparative Analysis

Town of Whitby – 12 full-time construction staff.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	400,000 – 440,000 including overhead and benefits.	More flexibility to assign project and provide support when required on the development inspection.	
Contractor		Flexibility to shift work out to meeting demands	Cost
Training Existing Employees to fill skill set gaps		We do not have the available staff to cross-train.	We do not have the available staff to cross-train.
Increased Workload for existing employees		We do not have the capacity take on additional work	We do not have the capacity take on additional work

- Increase project costs by contracting construction inspection services.
- Increase workload which will lower the ability to maintain adequate quality control on our construction sites.

Cost and Benefit Analysis

The compensation for the Construction Engineer is code12, similar to the existing Inspector position.

New Staffing Request Cost Analysis

Position Title:	Senior Construction Inspector
Budget Year:	2025
Department	Planning and Infrastructure Services
Sub-Department	Infrastructure
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 12
Level/Step	12 Months
Budgeted Start Date	June 1
2025	\$65,935

Senior Economic Development Officer

Executive Summary

The Municipality of Clarington will be undertaking key projects related to the Nuclear Sector and the newly created Business Resource & Innovation Centre. Successfully managing these ambitious projects will require additional staff time, attention, and specialized knowledge. To ensure successful execution, hiring a dedicated and experienced Sr. Economic Development Officer (EDO) is essential.

With the Economic Development Division approaching operational capacity, there is a clear need for additional expertise and resources to sustain momentum as these new projects come on stream in 2024. The potential risks of not hiring the EDO include employee burnout and compromised quality in deliverables.

The Sr. EDO will focus on supporting business retention and expansion efforts within the Nuclear and Energy sectors and implementing the Nuclear Supply Chain Attraction Strategy. This role directly aligns with Council's draft strategic priorities as related to seizing economic development opportunities and community engagement. Alternative approaches were evaluated, but hiring a full-time EDO is the most cost-effective and beneficial option to address skill set gaps and resourcing needs effectively.

Reason for Hiring

Skill Set Gaps

The introduction of new workplan priority projects, particularly the Nuclear Sector and establishing and maintaining a Business Resource & Innovation Centre, presents substantial opportunities for the organization. However, managing these ambitious projects will demand significant additional staff time, attention, and specialized knowledge. To ensure the successful execution of these initiatives, it is evident that a dedicated and experienced Economic Development Officer is essential, particularly in the critical area of the nuclear sector. Adding a seasoned economic development professional to the team will not only bring valuable expertise but also ensure that the organization can effectively manage a business support facility and navigate the complexities of the nuclear industry, thus maximizing the positive impact on economic growth and development.

Resourcing Gaps or Workload Changes

The Economic Development Division has made tremendous strides in implementing the actions of the Economic Development Strategy, resulting in the team quickly approaching operational capacity. As existing staff members reach capacity there is a clear need for additional expertise and resources to sustain the division's momentum as new projects come on stream in 2024.

Risks to the Municipality and Other Departments

- **Reduced Productivity and Efficiency:** projects may be delayed; customer service quality may suffer resulting in not achieving the service standards the Municipality has set.
- **Employee Burnout and Turnover:** Overburdening the existing staff with extra responsibilities can lead to employee burnout and turnover. New hires may take time to become fully productive, perpetuating the cycle of understaffing and skill gaps.
- **Compromised Quality:** Inadequate staffing and a lack of the right skills can increase the likelihood of missed economic development opportunities, reducing the level of quality of the deliverables the division produces.

Program Description

Timeline

With the anticipated completion of a Nuclear supply chain attraction strategy in Q4 of 2023 and the opening of the new Business Resource and Innovation Centre in Q2 of 2024, the need for this position would be for early 2024.

Position Summary

- The Sr. Economic Development Officer (EDO) will report directly to the Manager of Economic Development.
- The primary responsibility of the EDO is to support and advance business retention and expansion (BR&E) efforts within the Nuclear and Energy sectors and to implement the action items identified in the Nuclear Supply Chain Attraction Strategy.

Key Projects/Services:

- Responsible for developing and implementing strategies to retain and expand businesses within the Nuclear and Energy sectors. This may involve conducting research, identifying opportunities for growth, providing assistance to existing businesses, and fostering a supportive environment for their continued success.
- Actively engage with clients and stakeholders within the Nuclear and Energy sector. They will maintain strong relationships with existing businesses, understand their needs and challenges, and provide them with support and resources as required. Additionally, they will collaborate with relevant government agencies, industry associations, and other stakeholders to foster a collaborative business ecosystem.

- Play a crucial role in the programming and activities within the newly established Business Resource and Innovation Centre. This may include organizing workshops, seminars, and networking events focused on business development, innovation, and best practices in the Nuclear and Energy sector. They will work to create a dynamic and supportive environment that attracts and nurtures entrepreneurs and established businesses alike.

Key Duties and Responsibilities

- Implementation and monitoring of Clarington's Economic Development Strategy/Action Plan.
- Implementation and monitoring of Clarington's Nuclear Supply Chain Attraction Plan
- Facilitating the attraction of new business investment to the community, with a focus on the nuclear and clean energy.
- Liaising and representing the Municipality with various businesses, organizations, educational institutions, and other levels of government.
- Researching and monitoring economic development trends and pursue funding opportunities in collaboration with community partners and other business organizations.
- Preparing and presenting reports on Economic Development matters to the Director of Planning and Infrastructure Services, and Council as required.
- Assists with the preparation, monitoring and reporting on operating budgets, follows appropriate purchasing and accounts payable procedures and policies.
- Represent the Division on Department and/or corporate teams as appropriate

Relationship to Council's Strategic Priorities

- **V3. Seize economic development opportunities** - Ensure active involvement in key catalyst projects (e.g., Small Modular Reactor development and associated nuclear/energy opportunities).
- **S1. Engage and inform our community** - Proactively communicate with residents and businesses

Climate Change Considerations

N/A

Comparative Analysis

Clarington is in the unique position of being not only a nuclear host community but also a community that is seeing continued investment and growth in the sector. Due to this uniqueness, there isn't a comparator for this specific role. However, it is quite common for Economic Development Offices representing communities with strengths in specific sectors to hire EDO's to specialize in the development of those sectors i.e., Agriculture, Advanced Manufacturing, and Creative Industries.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$150,000/yr. however, this position will not cost the Municipality extra money as it would be funded by using half of the \$300,000 contract previously budgeted for the Clarington Board of Trade contract in 2023. This contract change has been approved by Council.	Cost saving over hiring consultant. Specialized skill set. Development internal and external relationship over time	
Contractor	\$273,000/yr.	Flexibility in hours allotted and overall commitment to position Highly specialized skill set	Increase in cost Temporary role restricts the level of development of internal and external relationship over time
Training Existing Employees to fill skill set gaps	\$5,000	Lower cost to municipality	Existing staff do not have capacity or skill set to take on these duties.

Options	Four-Year Salary Costs	Pros	Cons
Increased Workload for existing employees			Overload. Existing staff could not take on the workload required to deliver on the level defined for this role

Cost and Benefit Analysis

The compensation for the Senior Economic Development Officer is Non-Affiliated Grade 8.

New Staffing Request Cost Analysis

Position Title:	Senior Economic Development Officer
Budget Year:	2024
Department	Planning and Infrastructure Services
Sub-Department	Economic Development
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 8
Level/Step	3
Budgeted Start Date	01-Jan
2024	\$156,564 (150,000 taken from CBOT contract to fund position)

Building Inspector

Executive Summary

- The Inspectors perform site inspections to ensure all construction is in compliance with the Building Code Act and Ontario Building Code. The inspection staff also investigate complaints about buildings without a permit, unsafe buildings, emergency situations and issue orders and lay charges under the authority of the Building Code Act as required to ensure compliance.

Reason for Hiring

With a growth forecast of 40,000 new jobs, and 115,000 new residents the Building Divisions additional inspection staff are required to be able meet the demands of the development community and complete the mandatory inspections.

A fully qualified Inspector requires the following Provincial qualifications:

General Legal/Process

House

Small Buildings

Large Buildings

Complex Buildings

Building Services

Detection, Lighting and Power

Building Structural

HVAC - House

Recent hires have shown that recruiting plans examiners and building inspectors who have any of the required legislated qualifications and experience in the position is very uncommon. Putting an unqualified staff member through the courses and challenging the Ministry examinations can take several years as the courses for each category of qualification are only offered once or twice a year. Once the Inspector has obtained all the required Provincial qualifications it can take three to five years or longer for that person to gain the experience to allow them to operate at 100 per cent.

Risks to the Municipality and Other Departments

- Mandated building code inspections will not be completed in a timely and effective manner, which will slow down construction.
- Response to customer inquiries will be delayed.

Program Description

Timeline

If approved this position would be advertised immediately.

Position Summary

This position would report to the Deputy CBO/Supervisor of Building until such time as the Supervisor of Inspection position is approved and filled.

The position is involved in most aspects of the building permit process but specifically involved in the inspection and enforcement processes.

Key Duties and Responsibilities

- Assist the Plans Examiners in processing applications for building permits, including the review of drawings, to ensure compliance with the Ontario Building Code, Building Code Act and other applicable laws.
- Responsible for the inspection of all building types to ensure compliance with the Ontario Building Code, including but not limited to foundations, framing, fire resistance rating and fire stopping, fire walls, thermal barriers, exiting, and accessibility requirements.
- Required to do research and respond to inquiries regarding the Building Code from internal departments, external agencies, builders, engineers and architects regarding Building Code interpretations and enforcement.

Relationship to Council's Strategic Priorities

This position supports Council's Strategic Priorities for customer-centric programs and services, responsible growth and development and a safe community through the timely and effective inspections of buildings under construction or renovation.

Climate Change Considerations

This position would support the Municipality and Provincial green design standards implemented through the Ontario Building Code.

Comparative Analysis

The Building Code Act, article 3(2) requires municipalities to appoint inspectors as necessary for the enforcement of the Act. Building Departments across Ontario have various staffing structures to meet the requirements of the Ontario Building Code for qualifications and mandatory inspections.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs
Full-time Hire	\$78,075 per year
Contractor	
Training Existing Employees to fill skill set gaps	
Increased Workload for existing employees	

- There are Registered Code Agencies that could be retained on a temporary basis; however, due to a lack of qualified staff in the industry they are at capacity.

Cost and Benefit Analysis

This position will be funded from the building permit revenue.

IT Requirements

- iPhone
- iPads
- License for AMANDA, Gopost and e-PlanSoft

Capital Requirements

- EV vehicle

The compensation for the Construction Inspector is Code 11 of the 2023 Inside Collective Agreement.

New Staffing Request Cost Analysis

Position Title:	Building Inspector
Budget Year:	2025
Department	Planning and Infrastructure Services
Sub-Department	Building Inspection
CUPE / Non-Affiliated / Fire	CUPE- Inside
Status	Full time
Grade/Code	Code 11
Level/Step	12 Months
Budgeted Start Date	June 1
2025	\$63,535

Supervisor, Inspections

Executive Summary

The Supervisor of Inspections would be responsible for the Municipal building inspection program ensuring compliance with the Building Code Act and Ontario Building Code and providing support to the Chief Building Official and Deputy Chief Building Official/Supervisor of Building.

Reason for Hiring

As the Municipality grows the residential development sector is proposing taller and more innovative buildings. These types of structures result in an increase in the complexity and number of inspections putting an ever-increasing demand on the Building Division. The Building Division is also experiencing an increase in the DIY/owner coordination of projects which is resulting in issues throughout the project and requiring additional time and attention by the CBO and Deputy CBO/Supervisor of Building address their concerns/issues in the field.

The Supervisor of Inspections would be responsible for supervision of the Inspection staff, their training related to the Ontario Building Code, construction and inspection techniques, and health and safety, ensuring the inspection timelines are met, and that all construction is in compliance with the Building Code Act and Ontario Building Code. The inspection staff also investigate complaints of building without a permit, unsafe buildings, emergency situations and issue orders and lay charges under the authority of the Building Code Act as required to ensure compliance.

With a growth forecast of 40,000 new jobs, and 115,000 new residents, an increase of 135 per cent and 110 per cent respectively, the Building Divisions plans examination and inspection staffing levels will continue to increase to be able meet the demands of the development community. To be able to manage the construction related to the growth and staffing increase a strong foundation needs to be in place and this position is the second piece, following the creation of the Deputy CBO/Supervisor of Building that is needed. This position will also establish a strong succession plan for the Building Division.

Risks to the Municipality and Other Departments

- With the development sector building taller and more complex and innovative buildings the frequency of these complex and high-profile developments will increase, putting an ever-increasing demand on the CBO and Deputy CBO/Supervisor of Building which will not be sustainable.
- Ensuring a strong and thorough inspection program will aid in reducing the Municipalities litigation related to building code violations and building component failures.
- The Chief Building Officials ability to provide assistance to various municipal working work groups is limit due to the current demands of the building division.

Program Description

Timeline

If approved this position would be advertised immediately.

Position Summary

This position would report to the Chief Building Official, providing additional supervision, guidance, leadership, and training to the Building Division staff and working closely with staff and the public to problem solve.

Key Duties and Responsibilities

- Coordinating and monitoring the day-to-day functions and services of the Building Inspection group, including their training related to the Ontario Building Code, construction and inspection techniques, and health and safety.
- Respond to challenges and the maintenance and use of the building permit inspection databases.
- Reviewing technical design proposals by architects and professional engineers, the findings and recommendations of staff with respect to compliance requirements, making determinations of the acceptability of alternative solutions with respect to the objectives and specified regulations within the Ontario Building Code.
- Managing the administration of building permit inspections, the assignment and receipt of associated fees and statistical reporting.
- Reviewing development proposals and attending development meetings to provide Building Code comments and advise on development proposals.
- Managing a concierge inspection service for high profile development applications, ensuring a high level of service, single point of contact, expediting development proposals, permit inspections.
- Participation with Municipal working groups and special projects.

Relationship to Council's Strategic Priorities

This position supports Council's Strategic Priorities for customer-centric programs and services, responsible growth and development and a safe community through the timely and effective inspections of buildings under construction or renovation.

Climate Change Considerations

This position would support the Municipality and Provincial green design standards implemented through the Ontario Building Code.

Comparative Analysis

Most municipalities have the same or similar positions within their Building Divisions.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	\$109,508 per year	Position would report to the CBO who can ensure the position requirement, municipal policies and SOP are adhered to.	
Contractor			Contract services for this position is not available.
Training Existing Employees to fill skill set gaps			Existing staff continuing to complete this work is not sustainable with the anticipated growth.
Increased Workload for existing employees			Existing staff do not have the capacity to meet the increasing demands.

Cost and Benefit Analysis

The compensation for the Supervisor of Inspections would likely be grade 7, the Deputy CBO/Supervisor of Building and Building Engineer are both grade 8.

This position will be funded from the building permit revenue.

IT Requirements

- iPhone
- iPad
- License for AMANDA, Gopost and e-PlanSoft

The compensation for the Supervisor of Inspection is Grade 7 of the Non-Affiliated Salary Administration and Compensation grid.

New Staffing Request Cost Analysis

Position Title:	Supervisor of Inspections
Budget Year:	2025
Department	Planning and Infrastructure Services
Sub-Department	Building Inspection
CUPE / Non-Affiliated / Fire	Non-Affiliated
Status	Full time
Grade/Code	NA Grade 7
Level/Step	3
Budgeted Start Date	June 1
2025	\$86,719

Service Level Business Cases

The following section includes the business cases to improve service levels for the 2024 to 2027 Budget.

2024 Business Case: Parking Pay Stations

Overview / Background

As part of Clarington's efforts to modernize its services and create efficient, cost-effective processes, the Municipality is looking to remove the older style coin-operated machines in downtown Bowmanville. This proposal is to replace those machines with pay and display machines that would be strategically located for ease of use and improved customer experience. These machines will be in addition to the mobile parking app launched earlier this year.

Historically, the existing coin-operated machines have had many issues from breakage and coin jamming, which both decrease the ability to collect for parking in these spots and add additional work to the By-law officers taking them away from By-law enforcement and contributing to our inability to address the backlog of complaints. For example, Municipal Law Enforcement Officers spend roughly 880 hours per year collecting coins, counting coins and maintaining meters. This does not include the roughly 140 hours spent by Public Works staff who help with maintenance.

At present, 18 of the 171 parking meters in downtown Bowmanville require mechanism replacement and are bagged. There are others that require door/lock repairs. It is estimated that during each weekly collection cycle 6 machines are identified needing repairs.

Assuming 24 meters are currently not accepting payment during the 9am-6pm period (Monday to Friday), and parking is \$1.50 per hour there is significant amount of lost revenue. If these spots were fully occupied during the pay period, lost revenue could be as high as \$324 per day – totaling \$1,620 per week. It is understood that spots would not be filled continually, this is simply for illustrative purposes. To put this figure into context, 2022 total parking revenue was \$120,760.19 and 2023 figures were \$79,232.76 as of September.

The method of payment that will be available would be determined based on engagement with the Historic Downtown Bowmanville Business Improvement Area (BIA) and provided to Council in a report for direction. The options would be centered around whether the machines accept debit/credit only, or if cash (coin/bill) will also be available. Staff would also explore the feasibility of providing the BIA with free advertising on the back of the pay-and-display slips.

The overall goal of the project is to improve customer experience and provide a modernized and convenient payment option for residents and visitors.

Project Description

This project will review the need for coin/bill payment options for parking to determine which pay and display machines are most cost-effective from a staffing perspective. Currently two officers on a weekly basis must empty the meters, deliver the coin, and prepare the deposit in addition to the jams and breakage issues. This takes time away from addressing By-law Complaints. The expected outcomes of the Project include:

Enhanced Payment Options: Offer a variety of payment options to ensure the municipality maximizes revenue opportunities.

Improved User Experience: Streamline the parking payment process by providing clear instructions, user-friendly interfaces, and minimizing the time spent making payments.

Efficient Data Management: Implement a centralized system that collects and manages data on parking utilization, payment trends, and revenue streams. This data-driven approach enables better decision-making and optimized resource allocation.

Reduced Maintenance Costs: Central pay stations typically require less frequent maintenance compared to traditional coin parking meters, leading to reduced maintenance expenses, increased uptime resulting in increased revenue and a reduction in staff time required to maintain the machines.

Stakeholders and Impacts

Stakeholder	Impact
Residents/Visitors	Improve customer experience and provide modernized and convenient payment options
Bowmanville BIA /Business Owners	Improve customer experience and provide modernized and convenient payment options
Staff	Modernize services and create more efficient processes, and increased staff capacity to focus on other duties

Resource Requirements / Project Costs

Resource Requirement	Cost
Removal of single space meters, remediation and site install preparation*	\$50,000
Replacement and Installation of new Pay Stations	Approximately \$250,000
Communication and Public Engagement (signage and campaign)	N/A (\$7,500 to be dedicated from the existing Communications Division Budget)
Meter Management System (transaction/processing fee and reporting analytics – per unit)**	\$55 per unit (for 30 units) - \$19,800 annual operating cost
Total Capital:	\$300,000 Parking Lot Reserve Fund
Total Operating:	\$19,800 (100-19-192-10100-7173)
Total:	\$319,800

*Public Works indicated they would likely be unable to add the removal and associated rehabilitation efforts to their workplan. A rough cost estimate was provided at \$50,000, which would require an RFP.

**Currently we pay \$40 per unit (we have 5 in the parking lots) and this comes from Parking Enforcement operating account. This upgrade would require an increase to that budget by \$19,800.

Relationship to Council's Strategic Priorities

Service Excellence

- Offer customer-centric programs and services.
- Leverage technology and process improvement to enhance the customer experience.

Climate Change Considerations

By encouraging the use of digital payment methods and reducing the need for physical coin collection and maintenance, the project contributes to a greener and more sustainable urban environment. Wherever possible, the impact of climate change will be considered.

2024 Business Case: Employee Engagement and Recognition Program

Overview / Background

Employee engagement data helps organizations understand where to invest their resources to achieve a positive, inclusive, and career-enhancing work culture. It is measurable way, using sourced data to create a motivated and committed workforce that actively engages employees, improves business outcomes, and creates a thriving and progressive work culture.

The last employee engagement survey conducted was in 2017. While the survey provided good data, a fulsome program was not in place with specific requirements for follow-up and action planning. This created great variation at a Departmental level in what was done with the information.

Project Description

The Employee Engagement Program will have 4 Key Principles and Goals

1. Measure current employee engagement against comparative industry benchmarks in key engagement drivers. Results will inform data driven decisions on where to focus resources. Pulse surveys will be launched every 2 years, with full engagement surveys completed every 4 years.
2. Action Planning for Leaders – each people leader will be responsible for conducting staff planning sessions targeted at key hot spots as identified in the survey to develop key, tangible strategies aimed at increasing employee engagement and satisfaction.
3. Recognition Program Development – survey results will inform formal corporate recognition programs, departmental recognition opportunities.
4. Budget Planning – and will identify key areas requiring resource planning for future budget planning. This will include areas identified for training, equipment, and human resources.

The overall purpose of the employee engagement program is:

- Support the corporate goal of being an employer of choice.
- Increase retention of employees
- Reduce the cost of employee turnover.

- Increase employee engagement, impact workplace culture, increase productivity and results.

Stakeholders and Impacts

All Departments, All Employees

Impacts Include:

- Increased engagement supports increasing change as employees are invested in new projects.
- Strategies to increase engagement assists with change management and increases timelines on improvements and efficiencies.
- Development of leadership skills in increasing employee engagement
- Will assist in collateral service delivery improvements and customer satisfaction increases.

Resource Requirements / Project Costs

Project Costs are as follows:

- Cost of external service provider to administer survey/pulse checks
 - \$55,000 in 2025 to administer survey and train leaders on action planning,
 - \$15,000 2026, 2027, and forward to maintain program along with initiatives and future pulse check surveys.
- Budget between years with surveys will account for resources for action planning support and implementation of initiatives.
 - Department Heads and Manager time (no additional FTE) for action planning and implementation

Relationship to Council's Strategic Priorities

Service Excellence - supports the effective and efficient use of municipal funds through an engaged workforce.

Climate Change Considerations

In procuring external services, will follow sustainable procurement practices, no adverse climate response indicators. Delivery of survey will be electronic to decrease paper, reduce requirements of paper delivery to offsite locations.

Comparative Analysis

City Of Oshawa is monitoring employee engagement with small scale topical surveys for employee feedback.

Durham Region completes engagement in 2 parts. An employee census (survey) and an equity audit of employment systems reviews.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

- Do not complete employee engagement program (including survey), based on industry research, lead to increase staff turnover, longer project turnaround and declining customer satisfaction.

Cost and Benefit Analysis

Gallup (2020) found that only 38 per cent of employees are engaged, and 54 per cent are not engaged. According to worst scenarios, 63.3 per cent of business say they find it harder to retain than to hire talent. Another study shows that the average cost of turnover is 33 per cent of the annual salary cost.

Turnover rates of 1 standard deviation can contribute to a 0.15 drop in organizational performance. By increasing engagement, turnover rates drop, thereby supporting organizational performance.

Based on 2022, there was a total of 36 positions that experienced turnover with a total salary of \$2,054,347. Based on research and 33 per cent of the salary being the cost of turnover, lends to an approximately cost of \$677,934 to the Municipality.

Conclusion and Recommendation

It is considered a best practice to actively ensure that a corporation maintain high levels of employee engagement and satisfaction. This measurement is directly correlated with reduced turnover and increased productivity, which in turn leads to better results while maximizing the value for services delivered.

Therefore, the recommendation is to include budget for the creation of an employee engagement and recognition program.

2024 Business Case: Contracted Service - Audit

Overview / Background

In August of 2022, CAO Report CAO-08-22 outlined the creation of a new division in the Office of the CAO, which included assuming the Internal Audit function and position. The position was given a newly scoped annual workplan which included:

- Risk Assessment
- Internal Audits
- Value for money Audit
- Service Delivery Reviews
- Undertake LEAN Initiatives across the organization

The funding for this position has been re-assigned to create the Project Manager – Projects and Grant Administration position.

Project Description

The Region of Durham has indicated that they would be willing to provide contracted audit services to the Municipality of Clarington, focused on Internal Audit and Value for Money – two components of the annual workplan that are currently not being undertaken. The Region has a compliment of staff who have expertise in these areas and bring a strong understanding of the municipal sector.

Further discussions will need to take place to finalize costing, but it is fair to assume that the amount requested would provide two large engagements annually.

Existing staff within the Office of the CAO will continue to undertake an annual Service Delivery Review, like the Municipal Law Enforcement exercise undertaken earlier this year. The Office of the CAO would also manage this contract with the Region.

Stakeholders and Impacts

Not applicable.

Resource Requirements / Project Costs

This work would be undertaken through a contracted service arrangement, not to exceed \$100,000, and the contract would be managed by the Manager of Strategic Initiatives (Office of CAO).

Relationship to Council's Strategic Priorities

Council has identified in the draft strategic plan a core theme of Service Excellence, which these projects would directly fall under. It would be a requirement that any project undertaken be able to provide clear findings that would lead to improvements in delivery (financial savings, cost avoidance, efficiencies to be realized).

Climate Change Considerations

Not applicable.

Comparative Analysis

Not all municipalities have an internal audit function. For those that do, it requires multiple resources to be fully functional. Provision of internal audit services could be done internally through staffed resources or by outsourcing the work. For example, The Region of Durham has started to develop an internal audit team of multiple professionals. The City of Oshawa has historically outsourced the work to a large accounting firm.

Analysis of Alternative Approaches

The most notable alternative approach would be to earmark the funds to have an external audit firm undertake the work as listed.

Cost and Benefit Analysis

It is expected that the funds allocated will be recuperated on an annual basis through report findings – either as financial savings, cost avoidance, or efficiencies realized.

Conclusion and Recommendation

It is respectfully recommended that Council consider supporting this approach to utilize the expertise of the Region of Durham and their audit group to undertake up to two exercises per year, not to exceed the dollar value as requested.

Comparative Analysis

Municipalities across Ontario and other comparable jurisdictions use a variety of parking payment options. Providing a variety of payment methods is becoming a best practice in service offering and provides many benefits to customers.

Municipality	Parking Payment Options
Oshawa	Parking meters, pay stations, and parking app
Whitby	Parking meters, pay stations, and parking app
Peterborough	Parking meters, pay stations, and parking app
Prince Edward County	Pay stations and Parking App
Sudbury	Pay stations and Parking App
Ottawa	Pay stations and Parking App

Analysis of Alternative Approaches

Both payment options will be evaluated and engagement with the Downtown Bowmanville Historic BIA will be conducted before a final report is brought back to Council. The report will highlight the options, total cost and implications of each option available for Council to make an informed decision. It is also expected that debit/credit modules will be added to existing central parking meters this Fall in four Municipal lots, which will provide data related to all payment methods.

Cost and Benefit Analysis

Approximately 140 of the 171 existing coin parking meters are recommended for immediate upgrade or replacement. Replacement costs for these coin style meters are estimated at \$500 per unit, in addition to \$60 per unit for installation. These figures are based on a 2021 installation.

Given the number of meters that require upgrade or replacement, \$70,000 of cost avoidance could be realized over the next five years (140 units at \$500 per). There would be additional cost avoidance on the installation component, estimated at \$8,400 (140 units at \$60 per). There would also be cost avoidance attributable to reduced maintenance and repair time.

A significant benefit would also be realized by MLE Officers who would no longer be required to collect coins at the same frequency (if at all) or perform meter maintenance/repair work, allowing them to direct their efforts to more value-added activities.

For context, approximately twenty hours per week of MLE Officer time is currently dedicated to the collection of coins, counting the coins collected, and performing maintenance on parking meters. This represents approximately 880 hours per year of MLE Officer time that can be redirected to more meaningful enforcement activities. This would account for an approximate productivity savings of \$30,553.60 per year and could lead to an increase in fine collection.

Staff in the Public Works Department are also routinely called upon to assist with the maintenance of the meters. Approximately 140 hours per year are spent between two Light Equipment Operator II's performing this maintenance, this would account for an approximate productivity savings of \$4,993.80 per year. Additional productivity would be seen in the winter during snow removal from the sidewalks, as meters would no longer be an obstacle.

There is also significant revenue that could be realized if the ability to pay was consistent for the entire meter fleet was operational.

The pay and display slips that are printed from the central meters would provide an advertising opportunity that could be extended to businesses in the downtown area. Staff will discuss this with the BIA and their membership, should the funding be approved. It is anticipated that this could be offered free of charge, as an opportunity to further support businesses in the downtown area.

Conclusion and Recommendation

It is recommended that the Municipality transition from coin parking meters to central pay stations, the potential benefits will make parking downtown more convenient for all residents and visitors. While the initial investment in transitioning from coin parking meters to central pay stations involves upfront costs, the long-term benefits are likely to outweigh these expenses. The improved operational efficiency, reduced maintenance costs, enhanced user experience, and environmental benefits make the transition a strategic move. Moreover, the data insights gained from the central pay station enable better decision-making and optimized resource allocation. Staff will be consulting with the BIA on machines that accept debit/credit or debit/credit/cash and bring a report to Council for a decision.

2024 Business Case: Bowmanville Library Renovation & Centralization of Cultural Heritage

Overview / Background

Clarington Library, Museums & Archives (CLMA) is requesting to centralize cultural heritage assets into and in proximity of the Bowmanville Library.

The end state vision is for heritage services to operate out of the Bowmanville Library, maintaining the basement of the Sarah Jane Williams Heritage Centre (SJWHC) as archival and artifact storage, and relocating the Clarke Schoolhouse to the grounds of the Waverley Place and permit the Schoolhouse to operate efficiently and effectively.

Project Description

Bowmanville Library Renovation

In 2019, the fulsome plan to renovate the Bowmanville Library was reframed in favour of an accessibility-focused renovation which was completed in 2020. The Bowmanville Library is the largest facility in our suite of buildings and has not been renovated for modern uses since the 2003 expansion, twenty years ago.

The Bowmanville Library is home to a local history collection and digital heritage resources. The SJWHC is home to exhibits, research support and the community archives, including Camp 30. The adjacency of these two operating facilities to each other, both under the auspices of the Library Board, creates an opportunity to centralize and expand hours to access heritage services inside of the Bowmanville Library, and eliminates the need to operate the SJWHC as a separate staffed location.

If approved, the renovation will be planned to include a café, MakerSpace, meeting rooms and rentable spaces, heritage exhibit space, ClaringTOWN, and enriched support for local history and genealogy research.

It is anticipated the Bowmanville Library will operate out of the SJWHC until the renovation is completed.

Clarke Schoolhouse Relocation

The Clarke Schoolhouse, located in Kirby, has the distinction of being the first designed heritage building in Clarington.

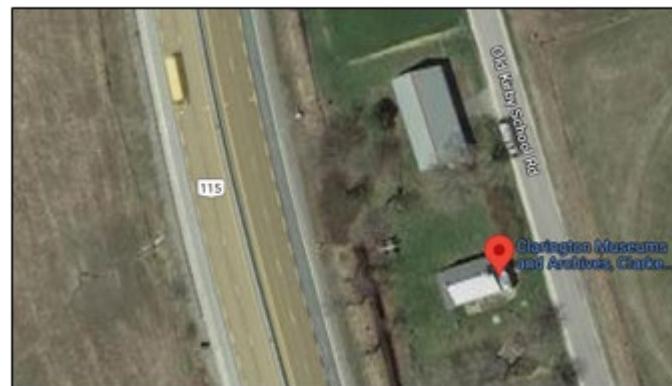
To effectively operate and create visibility of the Schoolhouse, it is recommended to be relocated to a site that has adjacencies to other historical sites, provide adequate safety and access to washroom facilities.

The Clarke Schoolhouse and its associated buildings have been closed to the public since 2020. Before the closure, the Schoolhouse had limited visits:

2018 Visits: 13 2018 Visitors: 63

2019 Visits: 3 2019 Visitors: 84

The Schoolhouse is currently situated in a remote location that backs on to Highway 115, creating a safety risk to visitors as the rear fence is in constant need of repair. Below is a satellite view of the Schoolhouse.



Number of schools within 8 km radius of the Bowmanville Library: **29**

Number of schools within 8 km radius of the Clake Schoolhouse: **3**

By relocating the Schoolhouse to the grounds of the SJWHC, it will provide a safer, more accessible, and richer experience for members of the community to explore and learn. Although the relocation of the Schoolhouse may be unpopular to some residents, relocation, regardless, presents the opportunity to fully program and provide access to the building to share our rich history.

Assembling heritage buildings together with the intent to promote cultural heritage has been a successful approach in other communities.

- Pickering Pioneer Village
- Oshawa Museum
- Whitchurch-Stouffville Museum and Community Centre
- Black Creek Pioneer Village

CLMA will permit the heritage space alongside the Waverley Place and the Camp 30 POW Shed for community events, wedding photography. Centralizing cultural assets creates a destination and opportunity for school visits to experience our rich community history, the Waverley Place, the Schoolhouse, Town Hall and tour the Bowmanville Library.

Stakeholders and Impacts

- Residents of Clarington including input from citizens in Ward 4 and Kirby (focus group meetings)
- Heritage Committee
- Municipality of Clarington (Operations/Community Services)
- Tourism Clarington and Economic development

Currently, the SJWHC is only open to the public 18 hours per week, is not open during weekends and has limited programming due to a lack of staffing resources.

In the CLMA's 2023 Strategic Plan public survey, respondents shared their desire to see more exhibits, and 22 per cent expressed interest to access to local history education and genealogy. There is a lack of public awareness that the SJWHC exists, and by integrating the exhibits, collections, and museum staff resources into the Bowmanville Library, this will create a more integrated and robust approach to serving the residents of Clarington.

Another key benefit of relocating museum services to the Bowmanville Library is a cost savings in staffing resources. Currently there are 4 FTEs (full time equivalent front-line staff) at the SJWHC, if co-located in the Library, the full-time staff will be efficiently utilized in providing both library and museum services in a much more impactful and effective manner.

The result of this project is to create a cultural destination of choice in Clarington. A fully modernized library and accessible local history experiences that includes the Schoolhouse in proximity of walking distance to one another will be of great value to the downtown of Bowmanville and to the small businesses.

Resource Requirements / Project Costs

Three-Year Funding and Consultation Plan:

Year	Phase	Cost	Funding Source
2024	Phase 1: RFP for Architectural Services		
2024	Phase 2: Design and Costing: The design process includes consultation and stakeholder input. Once the optimal design has been determined, the architects will provide a detailed (Class C, preliminary design) cost assessment for CLMA's 2025 budget request will include an accurate request for the capital costs of completing the renovation.	\$200,000	MOC-CLMA Reserve *Note, the MOC-CLMA reserve maintains unspent funds for the 2020 Bowmanville Renovation
2025	Phase 3: Construction, Relocation and Remediation	2.1 million	Combination of: Development Charges, Contribution from CLMA Capital and Tax Levy.
2026	Phase 4: Building Occupancy and Grand Re-Opening	10,000	CLMA Capital Reserve

Relationship to Council's Strategic Priorities

- ✓ Engage communities by enhancing the beautification, heritage and cultural buildings and grounds of CLMA, we will better serve the residents of Clarington providing them with a rich opportunity to experience library and museum programs, services, and resources all within a short walking distance. (Engaged Communities)
- ✓ Engage community by increasing access, inclusion, equity, and opportunity.
- ✓ Implement and enhance the Library and Museum's role in environmental sustainability by reducing need for residents to travel far for library and museum services (Goal: Environmental Sustainability)

Climate Change Considerations

The renovation of Bowmanville Library also offers unique opportunities to make changes to improve air quality, reduce water usage, use energy efficient lighting and other modernized elements that will aid in reducing our carbon footprint.

Comparative Analysis

In 2016, the Blue Mountains Public Library Board assumed operations of the local museum. The Library moved its archival collection to the museum and created a community hub housing a museum, library, and archival services for the benefit of community and visitors. This afforded the Municipality the opportunity to centralize community heritage and culture under their Library Board.

Many comparator systems have recently undergone renovations of their library branches to enhance their resident library and heritage experiences: Richmond Hill Public Library, Aurora Public Library, Kingston Frontenac Public Library, Toronto Public Library, Meaford Public Library, and Oshawa Public Libraries to name a few.

Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

- CPMA operating both the Bowmanville Library and the SJWHC is not the best use of financial and human resources. Both facilities are less than 200 meters apart with both offering complementary services to each other. Many of the services can be seen as a duplication and now that the two organizations have harmonized under the Library Board it makes good sense to merge the two facilities together to achieve savings and expand opportunities for the public to enjoy museum and library resources under one roof.
- Maintaining the Schoolhouse in its current location keeps this important piece of local history hidden and inaccessible to the public. Moving the schoolhouse creates adjacencies to other facilities which are better equipped to promote and program our heritage assets.

Conclusion and Recommendation

Libraries and Museums are more than places that hold books and memories. They are inviting spaces for people to gather, that offer cultural, heritage, and lifelong learning experiences for everyone. By moving forward with the Bowmanville Library renovation, to incorporate the SJWHC under one roof and relocating the Kirby Schoolhouse, we will strengthen our community, position CLMA to be understood as a dynamic, innovative and progressive culture and learning institution and improve our capacity to collaborate with community partners in a new modernized space.

2024 Business Case: Minimum Staffing of On-duty Fire Fighters

Executive Summary

- This business case is a request that the CEFS minimum on-duty complement of firefighters be increased by one firefighter from three per truck to four per truck each year for three consecutive years beginning in 2024. January of 2024, the minimum complement of firefighters on the truck in Station #1 in Bowmanville would change from three to four. January of 2025, the minimum complement of firefighters on the truck in Station #4 in Courtice would change from three to four. January of 2026, the minimum complement of firefighters on the truck in Station #2 would change from three to four.
- This is not a request for additional staff. Overtime will be used to backfill absences to meet the new minimum complements.
- As per Section 2 (1) of the Fire Protection and Prevention Act, every municipality shall provide fire protection services as it determines may be necessary in accordance with its needs and circumstances. The Council of Clarington has determined the fire protection services to be delivered through Governing By-law 2023-032.
- Through ESD-016-11, and Council resolution #C-479-11, Council has set the minimum complement of CEFS full-time firefighters on duty to deliver these fire protection services. In 2011 Council directed fire trucks to be staffed with a minimum of three firefighters per each of its two front-run trucks, with an in-service crew total of not less than six. CEFS has since added an additional truck and Crew and continues with Council's minimum complement of three per truck for an in-service crew total of not less than nine.
- The Fire Services Emergency Response Review composed and presented by the Fire Chief and the CEFS Management team to Council in June 2023 recommended that the minimum staffing be increased from three full-time firefighters per fire truck to four firefighters per fire truck.

Risks to the Municipality and Other Departments

- Clarington is served by three full-time fire trucks, each staffed with five full-time firefighters for a total of 15 full-time firefighters on duty. Depending upon scheduled and unscheduled absences, on-duty staffing is rarely at 15 firefighters, landing most often between nine and 12 firefighters.
- When on-duty staffing is between nine and 12 firefighters, Clarington cannot meet the National Fire Protection Association (NFPA) best practice of 15 firefighters on scene in eight minutes. Conducting fire ground operations with fewer than 15 firefighters in eight minutes impacts the quality and effectiveness of the service being delivered and delays the types of operations that can be safely performed until more firefighters arrive.

- When on-duty staffing is at nine firefighters, all three trucks are each staffed with three firefighters. Having the first on-scene truck arrive with three firefighters prevents Clarington from meeting the NFPA best practice of four firefighters on scene within a four-minute travel time. This minimum threshold of four firefighters has been established by NFPA so that important fire ground operations including offensive interior fire attack and occupant rescue can be performed.
- In the 2014 Dillon Fire Master Plan for Clarington, Dillon states “Current practice within the CEFS is to allow full-time staffed apparatus to be reduced to a minimum of three firefighters on an apparatus. This practice is required within the current staffing model to minimize overtime costs based on the current total complement of full-time firefighters. Best practices with Ontario reflect that four firefighters arriving on the initial apparatus is the preferred model in order to facilitate either a limited rescue or limited firefighting. Recommendations to incrementally increase the number of volunteer and full-time firefighters are provided to assist the CEFS in moving towards a consistent staffing of the initial arriving apparatus with four firefighters at all times. In addition to being consistent with our understanding of current best practices within Ontario this staffing model is consistent with the recommended apparatus staffing assignments of the NFPA 1710 standard”.
- In Fire Communique 2020-18, the Ontario Fire Marshal stated their position on minimum staffing:

“An initial response, with four or more firefighters represents a self-sufficient unit able to perform a substantial number of tasks required at an emergency response without additional resources. Anything less than four firefighters typically requires staffing levels to be augmented to safely perform all required functions based on circumstances.”

“Deployment models of fewer than 4 staff members on an initial response apparatus is not necessarily a firefighter safety concern, however actions/capabilities and tasks they can perform will be limited. Local deployment models and procedures are required to establish adequate resources to safely provide fire protection services as set out by the municipal Establishing & Regulating By-law. Therefore, the simultaneous arrival of four firefighters on one apparatus is not required under the Act, regardless of full-time, volunteer or part-time.”

“In the case of fire suppression calls, initial crews of less than four firefighters should not attempt interior suppression or rescue operations except in very limited circumstances (such as a victim collapsed in close proximity to a window or exterior doorway, or where the fire is confined to a very small, readily accessible area)”.

- CEFS is the only fire service among Durham lakeshore municipalities that has minimum staffing of three full-time staff on a pumper truck. Pickering, Ajax, Whitby, and Oshawa each have minimum staffing of four firefighters per pumper.
- Appendix A to Clarington’s Fire Services Governing By-law 2023-033 states that Fire suppression response services shall be delivered in both offensive and defensive modes and shall include, but not be limited to search and rescue operations, forcible entry, ventilation, exposure protection, and salvage

and overhaul. Having minimum staffing of 4 firefighters per pumper truck supports a more rapid deployment of offensive interior operations, including search and rescue of building occupants.

Timeline

No additional staffing is being requested as part of this business case. The change in service level would require overtime be used to backfill absences in a phased approach over three years.

Position Summary

Firefighters respond to all emergency calls as approved by Council in the Governing by-law. Fires, medicals, hazardous materials, rescues, motor vehicle collisions, etc.

Relationship to Council's Strategic Priorities

P1. Support responsible growth and development.

As Clarington continues to experience rapid growth, it is incumbent upon CEFS to be able to responsibly match this growth with a service level that can safely and effectively provide emergency response that is required and has been set by Council. An increase in population equates to an increase in emergency call volume. Higher density builds, including high rise buildings requires more resources on scene to quickly contain fires before they spread.

S3. Demonstrate the effective and efficient use of municipal funds.

This service level request is an effective use of municipal funds. Backfilling is only required on dates when multiple unplanned absences occur (bereavement leaves, parental leaves, non-occupational injuries, WSIB injuries, family emergencies, sick time). To increase staffing to meet this need would require 12 additional staff at an annual cost of \$1,680,000.

This request is also an efficient use of municipal funds. 100 per cent of the funding will be used to put resources directly onto the trucks serving our community ensuring interior fire ground operations, including rescues can be safely and efficiently performed.

V2. Embrace a diverse, equitable, and safe community.

This principal driver of this service level request is safety; the safety of firefighters on the fireground to perform operations, the safety of those being served to prevent fire spread from one building to the next, and the safety of those who may be in need of rescue from a fire involved structure.

Climate Change Considerations

N/A

Comparative Analysis

	Total f/t ff complement including PC	Total first run fully staffed trucks in service (not jump trucks)	Total minimum ff complement on duty	Minimum staffing per pumper	New hires 2023	New hires 2022	New hires 2021	New hires 2020	New hires 2019	New hires 2018	New hires 2017
Pickering	107	5	20	4	4	4	4	4	4	0	0
Ajax	104	5	20	4	0	10	10	0	0	0	0
Whitby	124	6	24	4	0	0	0	0	0	0	20
Oshawa	189	9	36	4	20	5	0	3	0	0	0
Clarington	64	3	9	3	0	0	4	0	0	0	0

Analysis of Alternative Approaches

Options	Four-Year Salary Costs	Pros	Cons
Full-time Hire	Four firefighters per year for three years at \$560,000 per year. Total operating cost in year 4 and each subsequent year of \$1,680,000	Guaranteed minimum complement 24/7 with overcompliment staffing occurring on a regular basis.	Costs are in excess of over \$1,000,000 more than the proposed service level overtime call back. This additional cost provides overcompliment staffing levels not required.
Contractor	Not available	None	Not an option with existing contracting out language in collective agreement. Also, private service is not available.

Options	Four-Year Salary Costs	Pros	Cons
Training Existing Employees to fill skill set gaps	Not available	Existing employees are highly trained to provide this service. This request proposes using existing employees who are off duty	During a structure fire, all existing employees are on scene, leaving no existing employees to utilize.
Increased Workload for existing employees	Not available	Not applicable	During a structure fire, all existing employees are on scene, leaving no existing employees on shift to utilize

Cost and Benefit Analysis

The compensation for the firefighter positions are outside of the Municipality's position salary structure and governed by the Fire collective agreement.

Funding for this recommendation would be taken from the annual OPG grant. Clarington has an agreement with Ontario Power Generation (OPG) to receive \$250,000 annually. Over the next four years, funds from OPG held in the Community Emergency Management Reserve Fund will be used to fund overtime. Overtime requirements will be reviewed to consider operational efficiencies from the proposed new station. Overtime has been increased as follows:

- 2024 increase to \$150,000 utilizing OPG annual funds (no tax impact).
- 2025 increase fire OT to \$400,000 (\$400,000 OPG)
- 2026 increase fire OT to \$775,000 (\$400,000 OPG + \$375,000 tax supported reserve funds)
- 2027 increase fire OT to \$775,000 (\$400,000 OPG + 375,000 tax supported reserve funds)

Glossary of Terms

The following terms are defined below:

- **Accrual Basis of Accounting** – A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.
- **Actual** – Actual (as opposed to budget) revenues and expenditures for the fiscal year as indicated.
- **Amortization** – The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful life.
- **Assessment** – The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value or the amount the property would sell for in an arm's length, open market sale between a willing buyer and willing seller.
- **Base Budget** - In simple terms, a reflection of the budget resources (financial, human and other) required to maintain service levels at the level provided in the previous year.
- **Budget** - A financial plan for a given fiscal year showing revenues and expenditures for different funds of the Municipality.
- **Budgetary Basis** - Refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes three forms: accrual, cash or modified accrual.
- **Business Improvement Area (BIA)** - A Business Improvement Area (BIA) is an association of businesspeople within a specified district who join with the official approval of the Municipality, in a self-help program aimed at stimulating business.
- **Capital Budget** - The budget that provides for the funding of the Municipality's expenditures on capital assets, i.e. assets that provide benefits to the Town over several years.
- **Consumer Price Index (CPI)** - A statistical description of price levels provided by Statistics Canada. The index is used to measure the increase in the cost of living (i.e. economic inflation).
- **Current Value Assessment (CVA)** – Property value set upon real estate under direction by the Province as a basis for levying property taxes.

- **Debenture** – A formal written obligation to repay specific sums on certain dates. Debentures are typically issued by the Region of Durham and are unsecured.
- **Debt** – Any obligation for the payment of money. Debt will normally consist of debentures as well as short-term notes or cash loans from financial institutions or internal borrowing from reserves.
- **Deferral** – The act of putting off until another time or postponing.
- **Deficit** – The excess of liabilities over assets or expenditures over revenues.
- **Development Charges Act (DCA)** – Provincial legislation provides guidelines on funding identified growth-related projects in the Municipality from developers.
- **Expenditure** - The disbursement of appropriated funds to purchase goods or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.
- **Fiscal Year** - Any period of 12 consecutive months designated as the budget year. The Municipality's budget year begins January 1st and ends December 31st.
- **Fleet** – The vehicles owned and operated by the Municipality.
- **Forecast** – The projection of revenues and expenditures for future years.
- **Full-time Equivalent Position (FTE)** – A measure of effective authorized positions, indicating the percentage of time a position or group of positions is funded. FTE considers the number of hours per week and portion of the year the position is funded. $FTE = (\text{hours worked per week}/\text{total weekly hours}) \times (\text{months funded}/12)$. A year-around full-time position has an FTE of 1.00. A full-time position funded for six months (1/2 year) has an FTE of 0.5.
- **Fund** - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).
- **Fund Balance** - A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

- **Generally Accepted Accounting Principles (GAAP)** - Nationally-recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a time, including both broad guidelines and detailed practices and procedures.
- **Grant** - A monetary contribution, typically from one level of government to another, to lend support to a specific service, program or function.
- **Inflation** - A rise in price levels caused by general economic activity and growth.
- **Infrastructure** - The public works system in the Municipality, consisting of immovable physical assets, which deliver an essential public service (e.g. road network, water and sewer systems, and lighting).
- **Interest Income** - Revenue associated with the Municipality's cash management activities of investing cash balances.
- **Levy** - The amount of property tax, in dollars, which is paid by the Municipality's taxpayers. To determine the tax levy for a particular property, the property's assessment value is multiplied by the appropriate rate for the property's tax class.
- **Liability** – A financial obligation of the Municipality to others.
- **Long-term Debt** – Debt which matures more than one year after it is issued.
- **Municipal Act** - Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community's future in a meaningful way and react quickly to change.
- **Official Plan** - A document adopted by a municipal council pursuant to the Planning Act that contains goals, objectives and policies to manage and direct physical change in the Municipality. Official Plans are generally set for a planning period of 20 years and must be renewed and updated every five years.
- **One-time Item** – An item only approved for the current budget which does not form part of the base budget.
- **Ontario Municipal Employees Retirement System (OMERS)** – A defined benefit plan that provides pension benefits for the Municipality's full-time employees. Employees and employers make equal contributions to the plan.
- **Operating Budget** – The budget provides the various departments with funding for their annual recurring operating costs (e.g. salaries, materials and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

- **Per Capita** – A measurement of the proportion of some statistic to an individual resident determined by dividing the statistic by the current population.
- **Property Tax** – A value-based tax levied on real and personal property according to the property's assessed valuation and the tax rate.
- **Public Sector Accounting Board (PSAB)** – The independent body that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information. The Board is independent of CPA Canada.
- **Reserve** - An allocation of accumulated net revenue that is established by Council for a particular purpose. It has no reference to any specific asset and does not require the physical segregation of money or assets as in the case of a reserve fund. Interest earned on the invested earnings is reported as operating fund earnings and not accumulated in the reserve.
- **Reserve Fund** - An allocation of accumulated net revenue, like a reserve. It differs from a reserve in that reserve fund assets are segregated and restricted to meet a specific purpose. There are two types of reserve funds- obligatory and discretionary. Obligatory reserve funds are required under provincial statute, while discretionary reserve funds are created by Council for a specified future use.
- **Revenue** - Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.
- **Stakeholders** - The person, group or organization that has direct or indirect stake in the Municipality because it can affect or be affected by the Municipality's actions, objectives and policies.
- **Surplus** - The excess of assets over liabilities or revenues over expenditures.
- **Tangible Capital Asset (TCA)** – Non-financial assets that have a lifespan that extends beyond an accounting period. Also known as "fixed assets."
- **Tax Rate** – A percentage rate that is used to determine the property tax levy to be paid by a taxpayer within the Municipality. The rate for a property depends on its tax class, which in turn depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council by-law.
- **User Fees and Service Charges** - Fees paid by individuals or organizations to the Municipality for the use of Municipal facilities (e.g. recreation fees) or for provision of municipal services (e.g. planning).
- **Vital Statistics Act** – Responsible for matters such as maintenance of the municipal birth and death registry and issuance of death and burial certificates

Acronyms

- **AMP** – Asset Management Plan
- **ARL** – Annual Repayment Limit
- **ASC** – Allan Strike Squash and Aquatic Centre
- **CAO** – Chief Administrative Officer
- **CCBF** – Canada Community-Building Fund
- **CCCAP** – Clarington Corporate Climate Action Plan
- **CCC** – Courtice Community Complex
- **CIP** – Community Improvement Plan
- **CLOCA** – Central Lake Ontario Conservation Authority
- **COLA** – Cost of Living Allowance
- **CPA** – Chartered Professional Accountants of Canada
- **CPI** – Consumer Price Index
- **DC** – Development Charge
- **DHRC** – Diane Hamre Recreation Complex
- **DSC** – Darlington Sports Complex
- **EA** – Environmental Assessment
- **EDCM** – Energy Conservation and Demand Management
- **EV** – Electric Vehicles
- **FCM** – Federation of Canadian Municipalities
- **FIR** – Financial Information Return
- **FTE** – Full-time Equivalent
- **GTHA** – Greater Toronto and Hamilton Area
- **HR** – Human Resources
- **HVAC** – Heating, Ventilation, and Air Conditioning
- **IDEA** – Inclusion, Diversity, Equity and Anti-Racism
- **LED** – Light-emitting Diode
- **MAC** – Municipal Administration Centre
- **MPAC** – Municipal Property Assessment Corporation
- **MTO** – Ministry of Transportation
- **OCIF** – Ontario Community Infrastructure Fund
- **OMERS** – Ontario Municipal Employee Retirement System
- **O Reg** – Ontario Regulation
- **PSAB** – Public Sector Accounting Board
- **RF** – Reserve Fund
- **RRC** – Garnet B. Rickard Recreation Centre
- **SBRC** – South Bowmanville Recreation Centre
- **SCA** – South Courtice Arena