

# Clarington Budget 2023

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Investing in the future



*Clarington*

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## Introduction

The Municipality of Clarington is pleased to provide its 2023 Operating and Capital Draft Budget. The Municipality's financial plan for 2023 serves as a document that guides policy, strategic decision-making and service levels. It includes a broad overview of the operations, current financial position and capital and operating budgets of the Municipality.

The Municipality of Clarington is a beautiful community that forms the eastern boundary of the Greater Toronto Area. Clarington, a lower tier municipality, is one of eight municipalities located in the Region of Durham. Clarington offers residents a blend of city living and rural charm. Geographically large the municipality, covers an area of approximately 611 square kilometres consisting of four major urban centres and 13 hamlets. Residents enjoy waterfront trails alongside Lake Ontario, Greenbelt-protected farmlands and the natural beauty of the Oak Ridges Moraine.

According to the 2021 census population has exceeded 100,000 and will continue to grow exponentially over the foreseeable future. It is expected that over the next five years the Municipality will grow to approximately 124,000 people. This level of growth will require investment in our infrastructure and services to meet the needs of a growing community.

Through Council, 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.

The Region of Durham provides services such as regional planning, water and wastewater, social housing and social services, regional roads, Provincial Offences Act court services, police and ambulance services.

## Highlights of 2023 Budget

The annual budget is the most critical policy document for the Municipality, as it is a blueprint for staff and Council. Each year, as staff begin to prepare the budget, consideration is given to the different fiscal priorities, the projects that need to be completed, the community's interests and Council's Strategic Plan. The result is a document to guide future transactions, operations and decisions.

Clarington's budget consists of two main components, the operating budget and the capital budget. Each section has its special purpose for guiding staff and Council in their decision-making throughout 2023 and into the future.



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.

Starting in 2023, the capital budget is funded fully from reserves and reserve funds with significant increases to the reserve and reserve funds included in the operating budget. The Municipality will be transitioning to a fall capital budget for 2024 which will allow for earlier procurement and project start dates. This approach will also facilitate asset management planning, long-term financial planning as an annualized contribution can be included in the annual budget which will smooth fluctuations from year to year based on timing of capital projects.

## Net Levy Required

The following table shows the net levy required for the 2023 Fiscal Year. The budget increase represents a 2.48 per cent increase in tax levy from the 2022 Budget (this is below the target of 2.50 per cent):

Description	2023 Budget
<b>Net Levy</b>	\$71,492,999
<b>Adjustments</b>	
2022 Levy	(68,174,213)
Assessment Growth	(1,500,000)
<i>Items not included in Budget</i>	
Additional Planning and Infrastructure revenues	(500,000)
Contingency for market review	300,000
Implementation of Public Works Modernization Review	135,000
Camp 30 Funding, request from the Jury Lands Foundation	325,000
Additional transfer from Tax Rate Stabilization Reserve Fund (Public Works Business Analyst and Camp 30 operational funding)	(160,000)
Additional transfer from Municipal Capital Works Reserve Fund (Camp 30)	(300,000)
<b>Budget increase</b>	<b>\$ 1,618,786</b>

## Impact to the Ratepayer – Municipal Taxes

The Municipality typically discusses the annual change in funding regarding a tax levy increase, as opposed to a tax rate increase. The tax levy is the Municipality's amount to charge in property taxes to fund its operating and capital needs. The target increase for the 2023 Budget was 2.50 per cent. This target has been met as the proposed increase is 2.48 per cent; however, to reach this target over \$5.9 million from the Tax Rate Stabilization Reserve Fund (\$5.4 million included in the Reserve Fund section plus \$460,000 identified above) is being utilized.

### **2023 Tax Levy**

The average residential property is assessed at approximately \$395,586 (2022 - \$393,443). A 1.0 per cent increase in the tax levy is an average change of approximately \$15.84 (2021 - \$15.44). The average residential property will see a \$39.29 increase in the municipal portion of their tax bill at the draft rate of 2.48 per cent. Please note that individual properties will differ based on the assessed value of that property.

The impact per \$100,000 value of assessment is approximately \$4.00.

The Municipality's proposed tax levy is approximately \$71.3 million. This includes a transfer to reserves and reserve funds to smooth the financial impact of capital programming as well as operating requirements that would otherwise cause significant variances in the annual amount required from the tax levy increase. The total operating transfers from reserves and reserve funds for 2023 are \$10.5 million (2022 - \$5.2 million). The total capital investment from reserve funds in 2023 is \$26.9 million (2022 - \$99.0 million, including \$67.5 million for South Bowmanville Recreation Centre).

The Municipality of Clarington collects taxes for the Region of Durham, as well as the Province of Ontario to fund public education. Approximately 50 per cent of the property tax bill relates to services provided by the Region of Durham. An additional 17 per cent goes to the Province to fund education. The remaining 33 per cent is kept by the Municipality to provide local services and infrastructure investment to residents in Clarington.



## 2023 Operating Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Mayor and Council	\$707,771	\$814,956	\$972,953	\$157,997
Office of the CAO	1,645,028	1,397,977	2,783,394	1,385,417
Legislative Services	4,642,956	4,572,205	5,359,677	787,472
Financial Services	12,740,448	7,402,116	8,348,849	946,733
Emergency and Fire Services	14,301,345	14,071,167	14,588,345	517,178
Public Works	41,958,389	27,718,313	22,335,809	(5,382,504)
Community Services	14,968,831	11,640,609	14,528,420	2,887,811
Planning and Infrastructure Services	3,741,570	3,958,021	7,302,723	3,344,702
Clarington Public Library and Museums	4,014,674	3,716,083	3,850,148	134,065
Art and Culture	222,223	224,606	230,221	5,615
External Agencies	803,557	712,603	816,989	104,386
Less Non-Departmental Revenues:				
Municipal Taxation	71,397,905	74,079,556	77,196,312	3,116,756
Grants	3,105,674	0	0	0
User Fees / Fines	663,221	669,100	599,000	(70,100)
Investment Income	1,824,506	1,480,000	3,122,216	1,642,216
Contributions / Other Revenues	2,577,595	0	200,000	200,000
Total	\$20,177,891	\$0	\$0	\$0

In September 2022, the Municipality reorganized several departments to better streamline the delivery of services. The Office of the CAO added the Corporate Performance Division which includes several staff and services which were formerly in the Client Services Division of Community Services. The Infrastructure Division which is responsible for the engineering of road projects, infrastructure needs for developments, park development and other services was moved from Public Works to the Planning and Infrastructure Services Department. Planning and Development has been renamed Planning and Infrastructure to better reflect the services that they provide. Economic Development, which includes Tourism (formerly in Community Services) have also moved to Planning and Infrastructure Services.

The 2021 actuals and 2022 budget for Community Services reflect a decreased level of service as a result of actual and anticipated impacts from the COVID-19 Pandemic. Community Services in 2021 was impacted by facility closures and programming restrictions to meet the public health guidelines in place; the 2022 budget assumed a gradual return to a full level of service. The 2023 budget for Community Services includes a full level of service for community programming and overall facilities throughout Clarington.

## 2023 Capital Budget Summary

The following summarizes the Municipality's investment in capital assets for 2023. 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	Revenue Fund	Reserves	Reserve Funds	Development Charges
Bridges & Culverts	\$2,500,000	\$0	\$0	\$2,500,000	\$0
Buildings	4,810,600		76,600	2,251,500	2,482,500
Cemeteries	575,000	0	0	575,000	0
Fleet	6,747,500	0	0	4,829,500	1,918,000
Information Technology	482,700	0	0	482,700	0
Miscellaneous Equipment	678,175	40,000	0	395,100	243,075
Parking Lots	330,000	0	0	330,000	0
Parks	2,712,000	0	0	1,902,000	810,000
Roads and Related	8,324,230	0	240,000	7,728,230	356,000
Storm Water and Erosion	505,000	0	0	371,660	133,340
Total	<u>\$27,665,205</u>	<u>\$40,000</u>	<u>\$316,600</u>	<u>\$21,365,690</u>	<u>\$5,942,915</u>

Fleet primarily includes Emergency and Fire Services as well as Public Works. The larger specialized vehicles, such as emergency response or winter control, typically require 18-months lead time from time of order to delivery. With the current supply-chain issues, these timeframes may be extended which increases the risks of vehicle failures as existing assets age.



## Budget Process

### Pre-draft budget preparation

- Receive direction from Budget Committee
- Issue budget guidelines, timelines and base budgets to departments
- Departments review and amend based on operational needs.

### Budget preparation

- Financial Services consolidates all financial details to create a draft budget.
- CAO and Treasurer meet with each Department to review the proposed budget.

### Budget adoption and implementation

- Draft Operating and Capital Budgets are presented to Council and public for consideration.
- Upon adoption the Operating and Capital budgets are finalized.
- Staff are permitted to access their approved budgets, new hires are posted and new programs are finalized and communicated.

## Accomplishments

We want to take time to recognize just a few of the great steps forward that were made this year, including:

- Creating a citizen-centric ground floor to better serve residents.
- Successfully conducting Clarington's first internet/telephone Municipal Election.
- Installing additional road speed cushions, radar boards, and flex signs to address community traffic concerns and resurfaced 38 kilometres of rural roads.
- Implementing energy management software to track all utility consumption, waste production and GHG (greenhouse gas) emissions across all municipal operations.
- Providing addresses for 811 new residential properties, approving plans for more than 1,000 residential units and starting to process more than 70 development applications.
- Continuing to support Durham Region Public Health by hosting a COVID-19 vaccination and testing clinic at the Garnet B. Rickard Complex.
- Successfully facilitating a strong post-pandemic return in our service areas, including facility rentals, recreation, fitness and aquatic programs and activities.
- Addressing the rising cost of construction and renovation projects by creating an in-house team of staff to complete small to mid-size projects, beginning with the creation of the citizen-centric ground floor at the MAC.



## 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 5-stage plan. The first 3 stages: Initiate, Research, and Plan have all been completed. Staff are currently working on Phase 4: Implementation.

The Climate mitigation and adaptation team is comprised of one full-time Climate 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 2022, there were 42 action items noted on the work plan. Completed items including work on utilities both in reducing consumption through smart meters, systems to track consumption for long-term monitoring of improvements, implementing practices to reduce service interruptions in our community programming due to inclement weather, development of a flexible work policy that reduces commuting, fuel consumption and a reduction in service-related interruptions due to inclement weather. Staff continues to work through the remainder of the items, including working through the budget process to identify items for funding considerations to be completed on the 2023 work plan.

The 2023 work plan has identified 45 action items to be prioritized and accomplished throughout 2023. There are 23 short-term goals to be accomplished in 2023, 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 which includes building re-commissioning to optimize building operations where applicable. The Climate Coordinator will work towards the development of a climate capital reserve to complete future projects, work with Planning and Infrastructure Services to develop a green development framework to include considerations for climate change mitigation and adaptation, and provide oversight to capital projects within various departments, pending approval of the 2023 operating and capital budgets. Climate mitigation and adaptation initiatives total approximately \$548,300, \$274,300 of the capital budget and \$274,000 operating was included based on the proposal.

## 2023 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
Quest Canada (an invaluable knowledge sharing resource for energy management professionals)	5,000	5,000	0
Energy Cap energy management software annual service fee. (Ongoing operational cost)	6,000	6,000	0

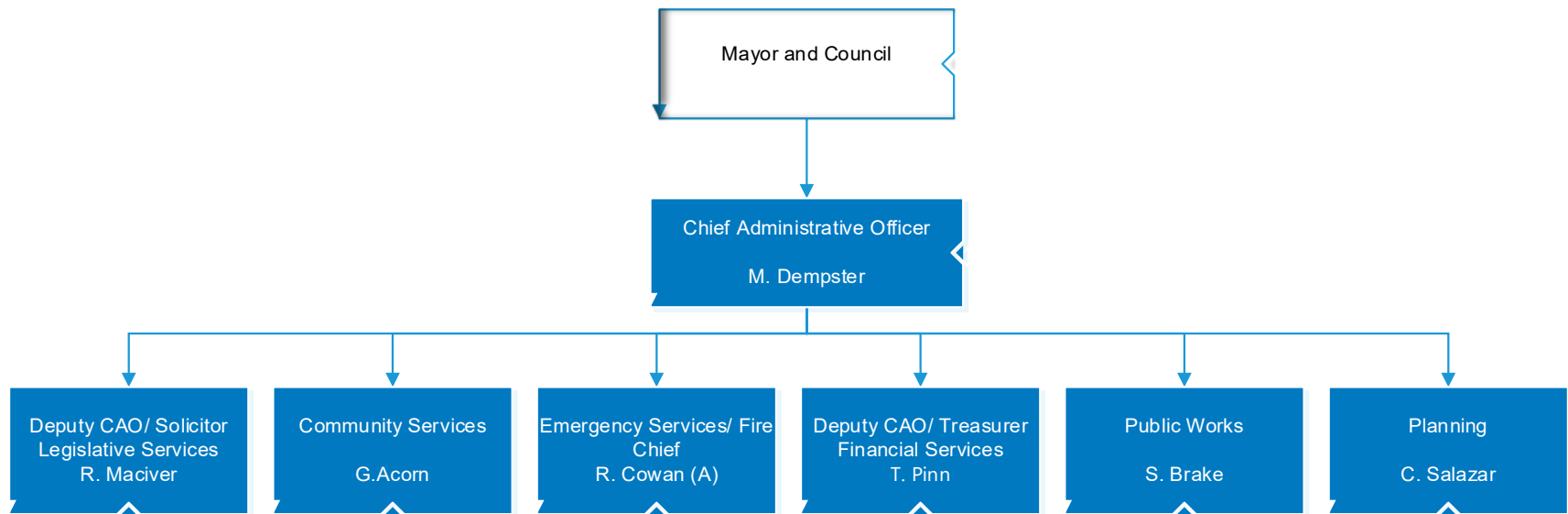


Action	Budget Estimate	Operating	Capital
Environmental Summer Student (to support climate action implementation as part of the Federal Youth Employment program)	15,000	15,000	0
Leaf Backyard Tree Planting Program 2023	15,000	15,000	0
Continue to convert all lighting in municipal buildings to energy efficient 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)	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
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
Explore options to expand corporate waste reduction and diversion initiatives to further reduce waste and promote recycling and composting (CCCAP 1.15 (Expansion based on pilot that was started in 2021)	60,000	0	60,000

Action	Budget Estimate	Operating	Capital
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).	70,000	70,000	0
Electric Vehicle (EV) Charge Station Equipment Installation Municipal facilities as per the Clarington 5-year EV transition Plan. (As per CAO letter of commitment to participate in the ZEVIP program in 2023)	184,300	0	184,300
Total	\$548,300	\$274,000	\$274,300

## Organizational Profile

The Municipality of Clarington is a lower-tier municipality within the Region of Durham. The Municipality is responsible for providing local roads, recreation services, stormwater management, local planning, building code inspections, municipal law enforcement, park maintenance, among other services that impact the daily lives of our residents.





## Snapshot of our Community

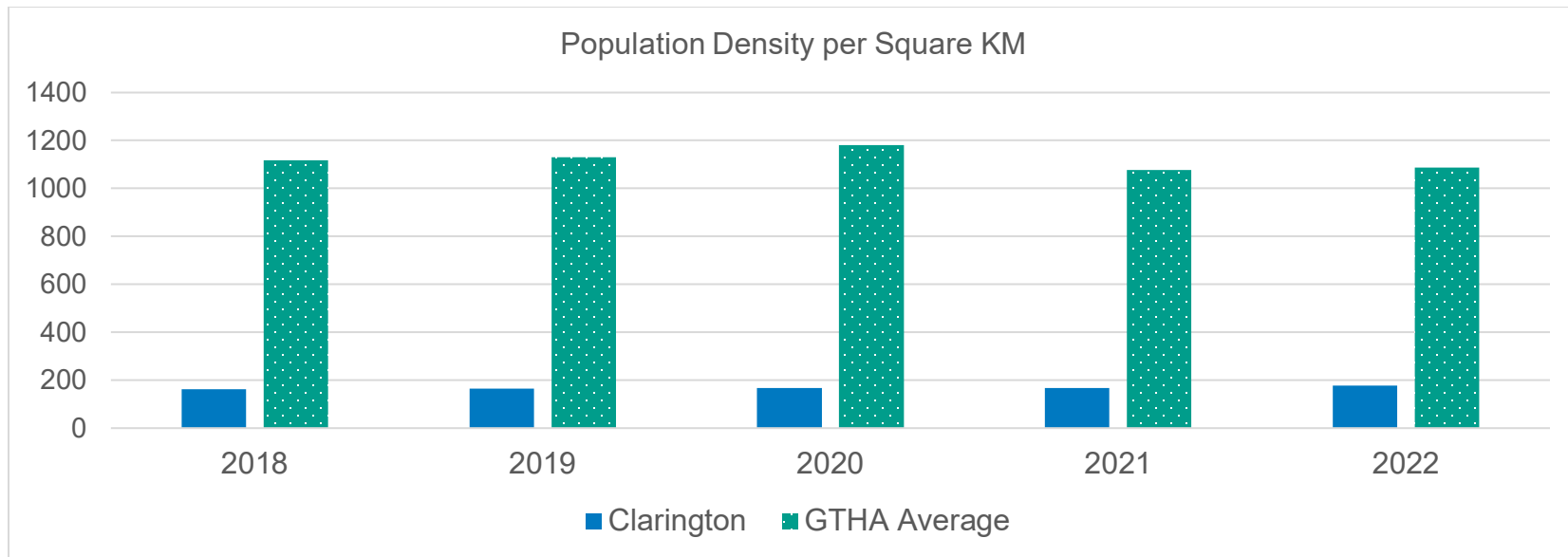
The Municipality annually participates in the BMA Management Consulting Inc. Municipal Study, a municipal comparative study on behalf of 110+ municipalities in Ontario. In 2022 there were seven Durham Region participants (Scugog, Brock, Pickering, Whitby, Oshawa, Clarington, Ajax), 24 Greater Toronto 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

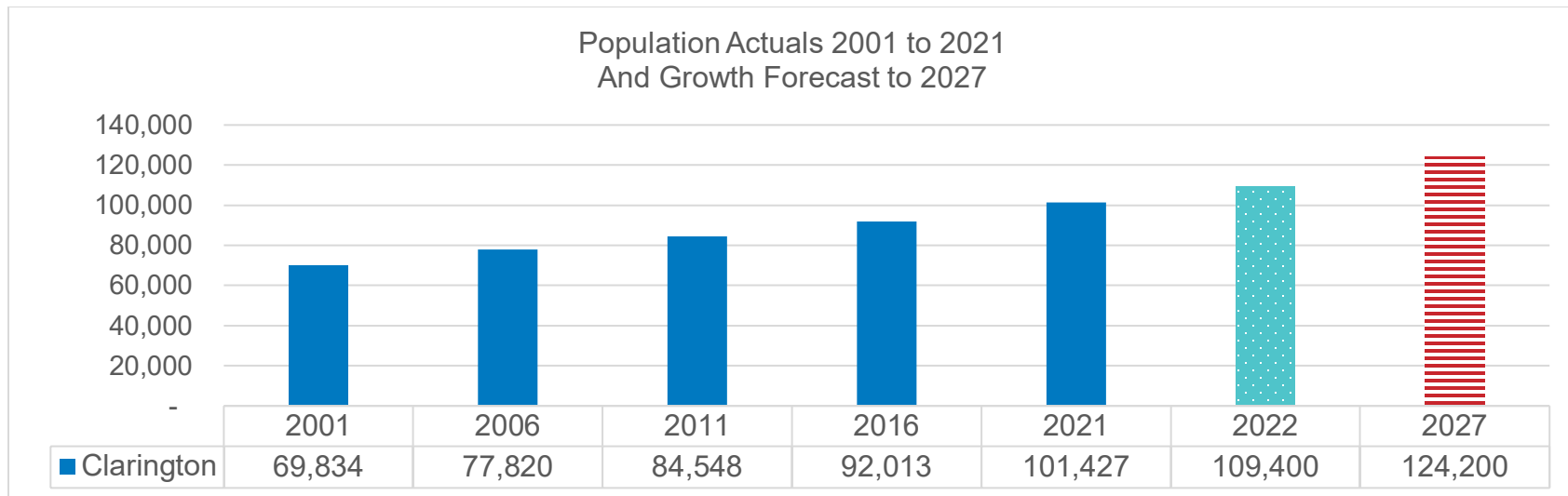
Population density is an indicator of economies of scale in providing services to residents of the Municipality. In densely populated areas, certain services may be delivered more cost-efficiently. The Municipality of Clarington has the seventh-lowest population density among the Greater Toronto and 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).

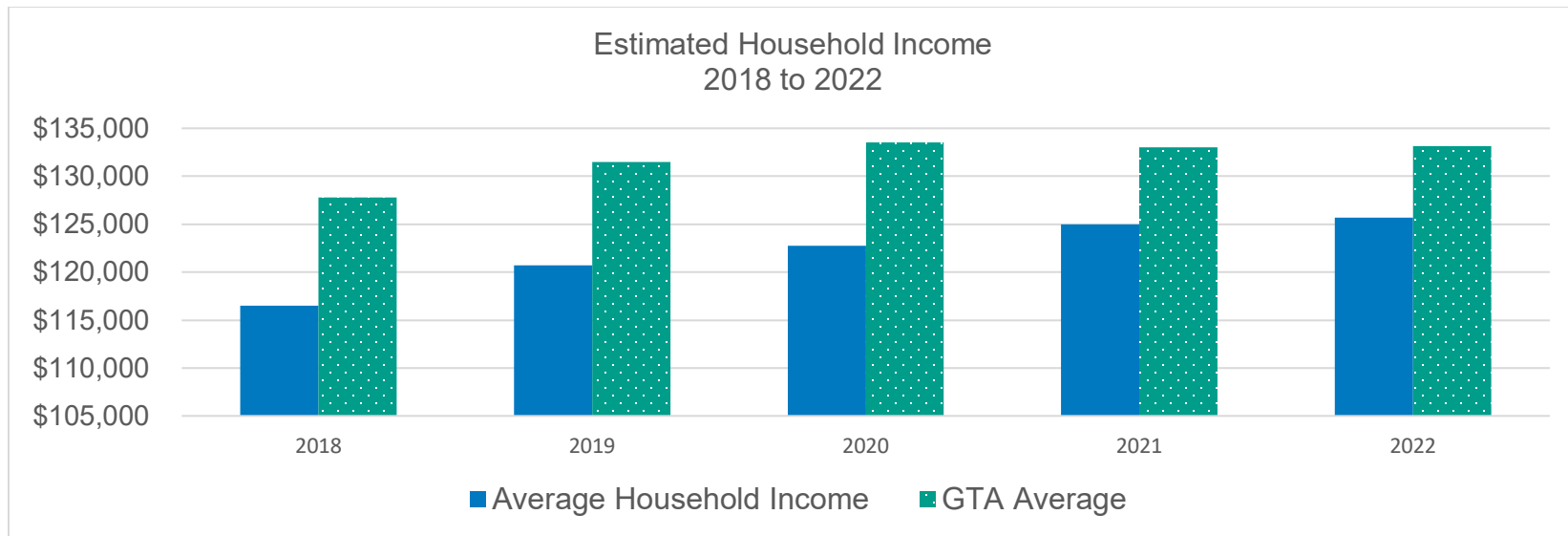
Clarington has not only been a growing community for the last 20 years, it is expected to continue in the coming five years. This will be supported by recent Provincial priorities around housing growth and affordable housing development. It is anticipated that Clarington will grow to 124,200 people by 2027, a 78% increase from the 2001 population of 69,834.



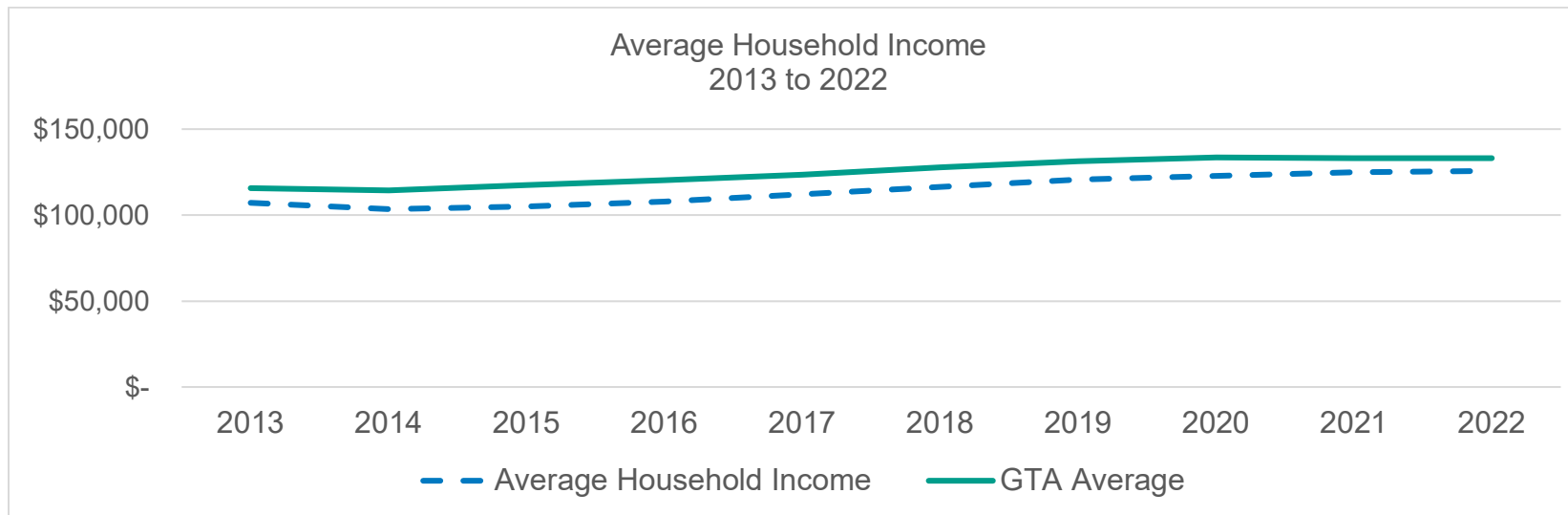
### Average Household Income

When determining its budget, a factor for the Municipality is ensuring taxes are affordable. 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 (2021 - 4.4 per cent), the GTHA average is 4.7 per cent (2021 - 4.6 per cent). 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.



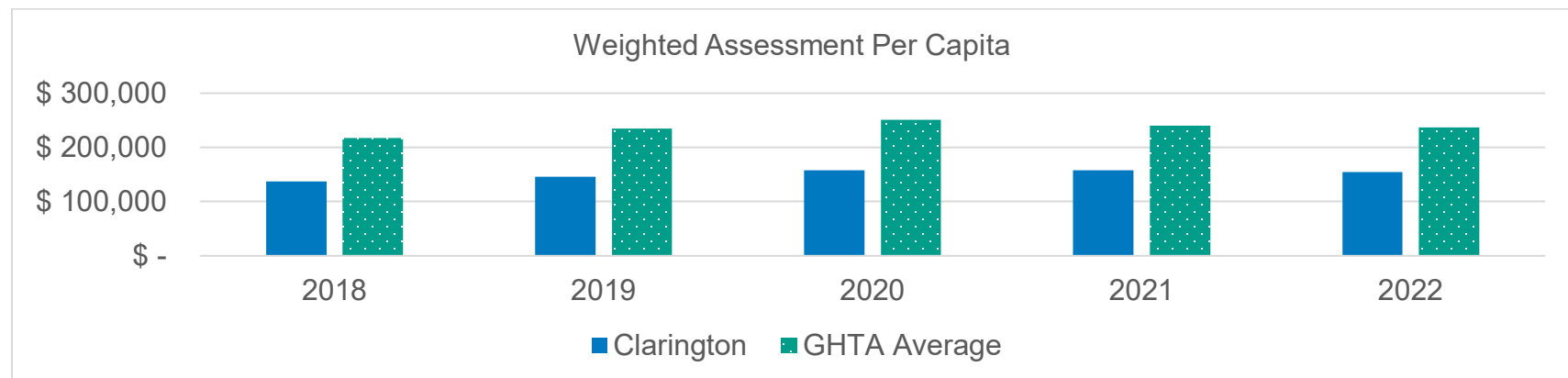


As can be seen above, the gap between the Municipality's average household income and the GTA average has shrunk over the past ten years. This could be a result of local economic development as well as increased commuter migration from higher-cost areas to Clarington.

## 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 our western neighbours. 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 combine to provide a foundation for a municipality to evaluate its economic outlook and performance. These financial indicators form the basis for developing a financially sustainable municipality.

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

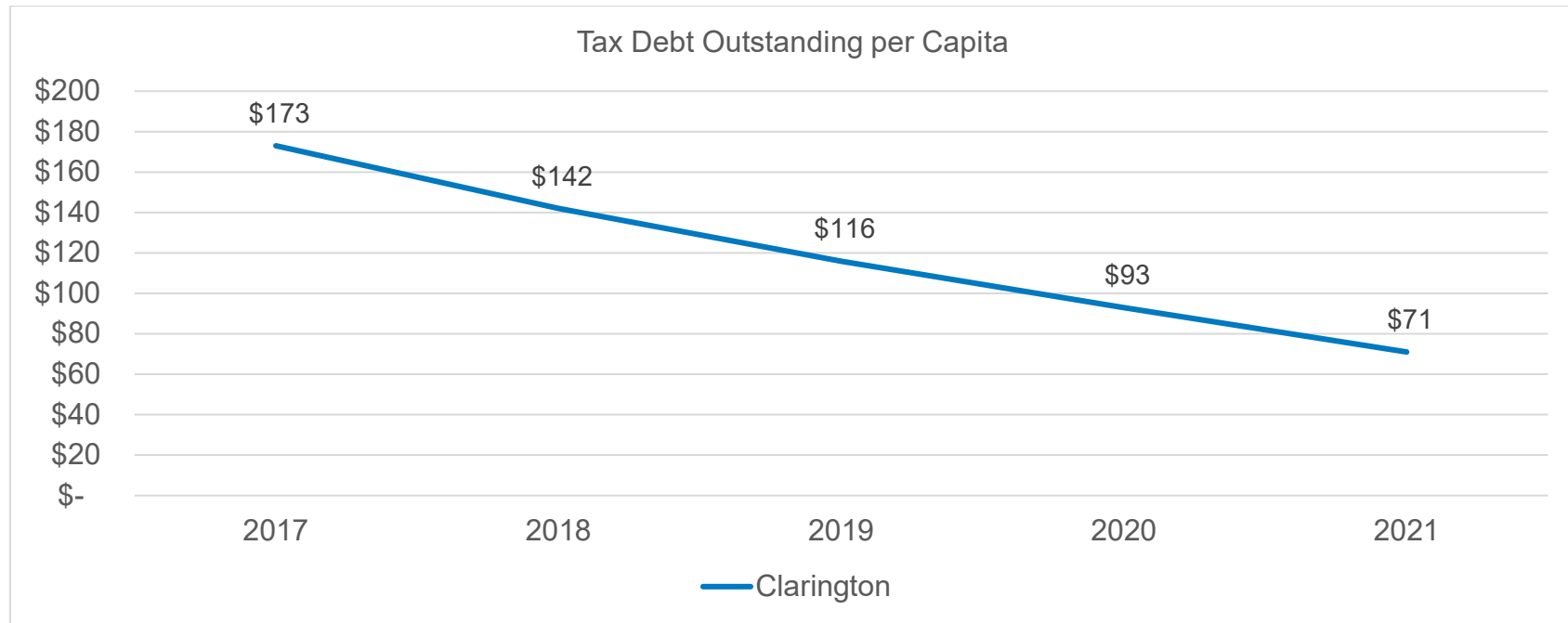
### Reserves and Reserve Funds

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

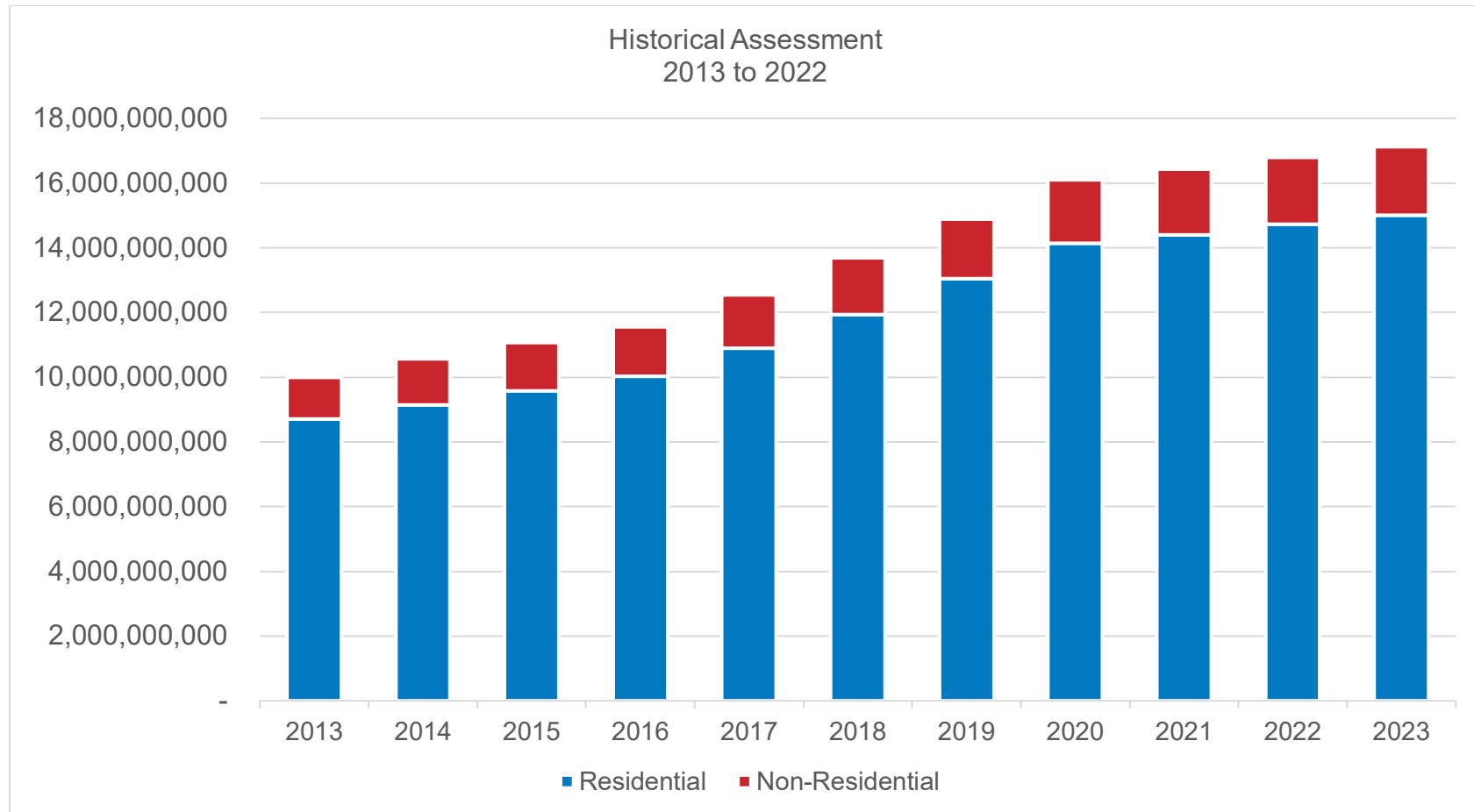
It is important to be aware of the level of debt and the resulting debt servicing obligations to ensure that the reliance on debt is maintained at a manageable level. The use of debt is reasonable for many reasons, including intergenerational equity; the taxpayer benefiting from the service is paying 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. The Municipal Property Assessment Corporation (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 2012 to 2022:





The chart demonstrates that most of the Municipality's assessment is through the residential tax class.

The 2023 tax assessment mix is as follows:

<b>Tax Class</b>	<b>2023 Assessment</b>	<b>Percentage</b>
Residential	\$14,270,046,028	83.4%
Farmland	558,354,116	3.3%
Multi-residential	173,766,700	1.0%
Commercial	1,129,908,694	6.6%
Industrial	119,211,400	0.7%
Large industrial	181,170,712	1.1%
Pipeline	56,191,000	0.3%
Managed forest	43,300,000	0.3%
Exempt	584,186,405	3.4%
<b>Total</b>	<b>\$17,116,135,055</b>	<b>100%</b>

The 2023 assessment mix of residential, commercial, industrial and other property classes is consistent with the past assessment mix of the Municipality. The approximate 1.96 per cent increase in assessment from 2022 is new growth, market value assessments have been frozen since 2020 as a result of the COVID-19 pandemic.

## Economic and Legislative Impacts for 2023

The preparation of the 2023 Budget is impacted by factors outside of the control of the organization such as local economy, the Ontario economy, and legislative changes. The following highlights key impacts to the 2023 Budget from these factors.

### Economic Impacts

During the year, the Canadian economy saw a significant rise in inflation as a result of a number of factors including COVID-19 recovery, supply chain issues and geo-political conflicts (Russian invasion of Ukraine). The Consumer Price Index (CPI) peaked in June 2022 at 8.1 per cent year over year, it has since decreased to 6.8 per cent for November.

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 has seen a third quarter year-over-year increase of 15.6 per cent. This is indicative of the price impacts for capital projects that the Municipality has seen come in over 20 per cent or higher than budget in 2022.

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 Municipality started to do more capital projects in house; this will be continued in 2023 for facility repair projects to mitigate the construction price inflation. Several funding requests in the 2022 Capital Investment plan are for additional funds for projects from 2020 and 2021. These projects could not be completed in 2022 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.

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 2023 Budget proposes to update our Development Charges Study to update our capital investment and growth projections to ensure that growth pays for growth and the infrastructure that we need to meet our growth will be in place.

As a result of the population growth over the past twenty years, the Municipality has grown to a population estimated to be 109,400. The Ontario Community Infrastructure Fund has been a steady source of infrastructure funding for road and bridge infrastructure replacement. As this grant is for municipalities with populations below 100,000, the Municipality will be phased out of the fund over the 2023 and 2024 fiscal years. The 2023 Budget includes \$3.3 million from OCIF which will be reduced to \$2.8 million in 2024. By 2025, this source of funding will need to be replaced with other sources of funding, this represents a tax levy impact of approximately 5.0 per cent.

## Legislative Changes

### **Part time employee pension eligibility**

Effective January 1, 2023, the Ontario Municipal Employee Retirement System (OMERS) has 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 has included an estimate of enrollment at 25 per cent of employees, this will be reviewed during the year to determine if the estimate is reasonable.

### **More Homes for Everyone Act, 2022 (Bill 109)**

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 have been proposed and additional resources will be required.

### **More Homes Built Faster Act, 2022 (Bill 23)**

On October 25, 2022 the Province introduced Bill 23 the More Homes Built Faster Act, 2022. The bill 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.

Staff are not, at this time, able to comment on the financial impact of the exemptions for affordable and attainable units as the regulations defining these exemptions have not yet been proposed.

The major changes to the Planning Act through the More Homes Built Faster Act impact parkland dedication:

- Additional residential units, affordable units and non-profit housing will be exempt from parkland dedication.
- The determination of parkland dedication for a building permit issued within two years of a Site Plan and/or Zoning By-law Amendment approval would be subject to the requirements in the by-law as at the date of the planning application submission.
- Reduced alternative requirements
  - The requirement for 1 hectare per 300 dwelling units is reduced to 1 hectare per 600 units.
  - Payments-in-lieu for the alternative requirement of 1 hectare per 500 dwelling units is reduced to 1 hectare per 1,000 units.
  - Parkland dedication is capped at 10 per cent of the land area, or land value, for developments of five hectares or less, and 15 per cent for development greater than five hectares.
- Owners will be allowed to identify lands to meet parkland conveyance requirements, including those encumbered and privately owned public space.

The impacts of the More Homes Built Faster Act, 2022 have not been included in the Draft 2023 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. Staff will be working throughout 2023 to determine the financial impacts and include in the 2024 budget. 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 will be including these impacts in development of a Parks Plan, which is now required in for a parkland dedication by-law.



# Staffing Requests





# Staffing Requests

## 2023 Staffing Summary

The Municipality of Clarington is a growing community, with a current population of approximately 109,400 growing to 124,200 within the next five years. This growth, along with recent changes in legislation aimed at expediting development over the next ten years, necessitates additional resources.

Since 2011, the Municipality has gone from 306 full-time staff and 511 part-time staff to 359 full-time and 572 part-time in 2021. This represents an increase of 17 percent in our full-time compliment, while the Municipality has grown by 29 per cent over the same time. With growth expected of over 13 per cent over the next five years, additional resources are required to meet the growing demand on services.

For 2023, included in the proposed budget are 24 new full-time positions, 12 of these new positions are in Planning and Infrastructure Services (three are fully funded by Building Permit Fees). Each position has a business case to describe the financial impacts and justification of the request. The Business Analyst in Public Works was a late addition to the budget request and is recommended based on the approval of the Public Works Payroll and Job Allocation Process Modernization Review.

The following table summarizes the new full-time equivalents (FTE) for each department and the 2023 budgetary impact.

Department	New Requests (FTE)
Mayor and Council	1
Office of the CAO	2
Legislative Services	2
Financial Services	1
Public Works	4
Community Services	3

Department	New Requests (FTE)
Planning and Infrastructure Services	12
Emergency and Fire Services	1

## Forecasted Staffing Needs 2023 to 2025

The following table shows the expected staffing needs (compensation and benefits), rounded and annualized, for the following three years 2023 to 2025:

Department / Division	Position	2023	2024	2025
Mayor and Council / Office of the Mayor	Policy and Communications Advisor	\$115,100	\$0	\$0
Office of the CAO / Administration	CAO Executive Assistant	115,100	0	0
Office of the CAO / Corporate Performance	Business Performance Specialist	102,600	0	0
Legislative Services / Human Resources	Health & Safety Associate	106,800	0	0
Legislative Services / Legal Services	Associate Solicitor	173,600	0	0
Legislative Services / Animal Services	Convert part time Clerk I to full time	0	14,500	0
Financial Services / Information Technology	Chief Information Officer	217,900	0	0

Department / Division	Position	2023	2024	2025
Financial Services / Information Technology	Solutions Analyst	0	106,200	0
Financial Services / Information Technology	Applications Analyst	0	106,200	108,300
Financial Services / Asset Management	Financial Analyst	0	0	101,000
Financial Services / Accounting Services	Accounting Clerk I	0	0	85,500
Financial Services / Purchasing Services	Buyer	0	0	105,500
Emergency and Fire Services / Administration	Business Continuity and Emergency Management Planner	73,700	0	0
Public Works / Operations	Heavy Equipment Operator – Roads	101,500	0	0
Public Works / Operations	Heavy Equipment Operator - Parks	101,500	0	0
Public Works / Operations	Permanent Part time Labourers – Roads	32,700	0	0
Public Works / Operations	Permanent Part time Labourers- Parks	32,700	0	0
Public Works / Operations	Manager	0	201,700	0
Public Works / Operations	Arborist	0	96,100	0
Public Works / Operations	Light Equipment Operators	0	172,000	175,400
Public Works / Operations	Business Analyst	115,100	0	0
Public Works / Fleet	Fleet Technician	0	0	118,000

Department / Division	Position	2023	2024	2025
Community Services / Administration	Community Development Assistant	108,400	0	0
Community Services / Building Services	Part-time Building Services II	47,100	0	0
Community Services / Recreation Services	Part-time Assistant Coordinator	48,800	0	0
Community Services / Recreation Services	Recreation Programmer	0	92,700	94,500
Community Services / Recreation Services	Clerk II	0	0	69,100
Community Services / Recreation Services	Aquatic Programmer	0	0	94,500
Community Services / Facilities	Plumbing Technician	0	0	117,100
Community Services / Facilities	Facility Supervisor	0	0	144,800
Community Services / Facilities	Lead Hand	0	0	110,700
Community Services / Facilities	Facility Operator II (eight)	0	0	548,900
Planning and Infrastructure Services / Infrastructure Division	Capital Works Engineer	146,800	0	0

Department / Division	Position	2023	2024	2025
Planning and Infrastructure Services / Infrastructure Division	Construction Inspector	97,100	0	101,000
Planning and Infrastructure Services / Infrastructure Division	Asset Management Technologist	0	106,200	0
Planning and Infrastructure Services / Development Engineering	Transportation Engineer	146,800	0	0
Planning and Infrastructure Services / Development Engineering	Water Resources Engineer	146,800	0	0
Planning and Infrastructure Services / Development Engineering	Construction Inspector	0	0	101,000
Planning and Infrastructure Services / Development Engineering	Development Review Technician	0	0	101,000
Planning and Infrastructure Services / Community Planning	Principal Planner – MTSA Secondary Plans	135,000	0	0
Planning and Infrastructure Services / Community Planning	Senior Planner – Secondary Plans/Policy	135,000	0	0

Department / Division	Position	2023	2024	2025
Planning and Infrastructure Services / Community Planning	Principal Planner – Secondary Plans	135,000	0	0
Planning and Infrastructure Services / Community Planning	Senior GIS Analyst	0	121,700	0
Planning and Infrastructure Services / Community Planning	Senior Planner – Active Transportation/Parks	0	118,700	0
Planning and Infrastructure Services / Community Planning	Senior Planners (2) – Secondary Plans	0	237,300	0
Planning and Infrastructure Services / Community Planning	Senior Planners (2) – Policy	0	237,300	0
Planning and Infrastructure Services / Community Planning	Senior Planners (2) - Zoning	0	237,300	0
Planning and Infrastructure Services / Community Planning	Planner II (2)	0	212,400	0
Planning and Infrastructure Services / Community Planning	Planner II - Heritage	0	106,200	0



Department / Division	Position	2023	2024	2025
Planning and Infrastructure Services / Development Review	Planner I	87,900		0
Planning and Infrastructure Services / Development Review	Principal Planner	135,000		0
Planning and Infrastructure Services / Development Review	Senior Planner	0	118,700	0
Planning and Infrastructure Services / Building Inspection	Plumbing/Mechanical Inspector	97,100	0	0
Planning and Infrastructure Services / Building Inspection	Upgrade Building Inspector to Senior	7,000	0	0
Planning and Infrastructure Services / Building Inspection	Building Engineer	146,800	0	0
Planning and Infrastructure Services / Building Inspection	Building Inspector	0	0	101,000
Planning and Infrastructure Services / Building Inspection	Supervisor of Inspection	0	0	152,800

The above is a current estimate of staffing needs over the next three years. These are subject to change as a result of a change in levels of service (for example, performing sidewalk clearing in-house), or changes in legislation (for example

additional resources may be required to meet changes in Planning Act requirements or changes to minimum maintenance standards).

## 2023 Staffing Request Business Cases

The following section includes the business cases for each requested position for the 2023 Budget.

### Policy and Communications Advisor

#### Overview

#### Executive Summary

- The Office of the Mayor is requesting additional support to be able to focus on policy review and analysis, community outreach, and communications management.

#### Background

The Office of the Mayor currently has one dedicated staff member, despite the Municipality having over 100,000 residents. The staffing compliment in this office was previously two dedicated resources, before the reduction. It is imperative that the Office of the Mayor be appropriately staffed to address the volume and complexity of the files that it deals with on a daily basis.

#### Risks to the Municipality and Other Departments

- Reduced ability for the Office of the Mayor to stay abreast of impending legislative changes
- Inability to proactively undertake outreach efforts to enhance and sustain community relationships and partnerships
- Reduced time to spend on strategic priorities

#### Program Description

#### Timeline

This position would be required as soon as feasibly possible.

## Position Summary

Reporting to the Executive Assistant to the Mayor, this position would be responsible for providing professional assistance and support to the Office of the Mayor on a wide range of complex, sensitive and confidential topics; researching, analyzing and providing recommendations regarding difficult, important and wide-ranging policy areas; managing all communications and correspondence out of the Office of the Mayor.

## Key Duties and Responsibilities

- Collaborate with Mayor and Council and senior staff to ensure coordination of efforts to address municipal priorities and issues
- Prepare communications on behalf of the Office of the Mayor; inclusive of social media monitoring and posting
- Build relationships with other levels of government and monitor legislative/policy developments
- Support the Mayor on external committees and organizations (Ontario Big City Mayors, Association of Municipalities of Ontario, Canadian Association of Nuclear Host Communities, and various other groups)
- Research and policy development
- Support the management (design and delivery) of Mayor's Office strategic priorities
- Other duties as assigned

## Relationship to Council's Strategic Priorities

N/A

## Climate Change Considerations

N/A

## Comparative Analysis

Lower-tier municipalities across Durham Region, all have more than one staff member dedicated to supporting the Office of the Mayor.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

### **Cost and Benefit Analysis**

The compensation for the Policy and Communications Advisor is Non-Affiliated Grade 5.

Compensation	Benefits	Total
\$83,889	\$27,555	\$111,444

## CAO Executive Assistant

### Overview

#### Executive Summary

- The CAO has always had administrative support. In 2022, the need for project management to move priorities forward in a timely manner without the use of consultants was deemed a higher priority and the CAO Office Coordinator position was changed to a project manager. The employee had the necessary education and background to fulfill this role.
- This was made possible by the underutilized Council support administrative position, who was reassigned to support the administrative needs of the CAO. This was not a long-term solution as not all administrative tasks have been assigned.
- As the Municipality grows the demands on the CAOs office intensifies.
- It is not appropriate for the CAO to remove Council's administrative support position permanently without input from Council. With a new Council the need for this support may be greater, especially in the current environment and expectations from other levels of government for exponential growth.
- All CAO's require and have an executive assistant to support the administrative needs of the office. The Office Coordinator was fulfilling this role, but titles of positions should remain consistent with other municipalities to avoid any confusion. Standardization where possible is a staple of continuous improvement.

#### Background

In January 2022, the CAO had an Office Coordinator (executive assistant) position. In early Spring, after a preliminary assessment had been made it became clear that there were a significant number of projects underway, including a reliance on consultants for work that could have been completed internally, if resources were allocated.

The initial review showcased that despite the growing demands on the Municipality, including more strain on services and added complexity, staffing resources were not provided to accommodate the many changes required to modernize and standardize operations. As a first step, effort was made to create a foundation to support our rapidly growing municipality, with a focus on ensuring that services remain current and that internal capacity be utilized where possible, instead of hiring consultants.

The Office Coordinator had the educational background required to be moved into a project manager role, under a newly created division (utilizing existing staff). To date, the Project Manager – Strategic Priorities has been working on several corporate strategic initiatives that largely would have required consultants to help complete (e.g., Customer Centric First Floor, space planning, remote work policy, and the non-affiliated pay equity review [coordination aspects]).

This position is part of a larger structure encompassing strategic priorities, intergovernmental affairs, internal audit, and grant funding – built based on best practice in larger municipalities. This division is in its infancy but has an increasingly aggressive workplan to move the municipality closer to increased levels of modernization in our service delivery.

In the interim, it was apparent that the Councillors' Office Assistant had capacity to fill the gap left by the CAO Office Coordinator and began supporting the CAO, in addition to their prescribed duties. This arrangement has worked well, but with a new council and possibly heavier reliance on administrative support, this dual arrangement would not be feasible to continue. There are also several administrative tasks the CAO has retained that should be completed by administrative staff. At the time it was felt that the administrative needs of the CAO were second to the corporate needs, with a focus on moving strategic priorities forward in a timelier manner – with a reduced reliance on outside consultants.

2023 will bring additional growth and complexity and more robust workplans for staff, making the CAO Office more constrained, which has become clear as more projects are added to the Office.

Given that this is a new Council, which will have to review and set their expectations of support, the Councillors' Office Assistant remains in the budget, however, the staff person in the position would be reclassified as, CAO Executive Assistant. The needs of Council's administrative support can be assessed in an on-going manner, and Council may determine how to fully utilize the position.

### **Risks to the Municipality and Other Departments**

- Inability for the CAO's office to respond to the multiple requests received in a timely manner.
- CAO time inefficiently spent on administrative tasks, limiting ability to focus on value-add strategic priorities.

## Program Description

### Timeline

The position has been fulfilled by the underutilized Councillors' Office Assistant throughout 2022, but not all administrative tasks have been assigned due to workload pressures of supporting both offices. The position is required immediately.

### Position Summary

Reporting to the CAO, the Executive Assistant is responsible for research, report preparation, and administrative assistance to the Chief Administrative Officer as well as the Managers of Strategic Initiatives and Corporate Performance. The position will respond to corporate and local municipal priorities. The position plays a key role in professional support to the Office of the CAO and will be a corporate ambassador, reflecting positively on the image of the Municipality.

### Key Duties and Responsibilities

- Researching and preparing reports on current and emerging municipal issues, including Provincial, Federal and/or Regional projects and initiatives.
- Preparing speaking notes and briefing notes.
- Engaging and interacting with residents and key stakeholders in a professional and knowledgeable manner.
- Liaising on behalf of the CAO with the Mayor's Office, Members of Council, and all levels of the corporation.
- Maintaining keen awareness of municipal responsibilities, council proceedings and current political issues while acting with discretion on all confidential matters.
- Effectively responding to inquiries, calls, emails, and other correspondence with clear prioritization in terms of importance and urgency.
- Preparing annual budget support documents and reconciling monthly account activities.
- Updating, maintaining, and distributing corporate policies and providing advice and assistance on policy application as required.



- Maintaining keen awareness of local and municipal matters, corporate priorities and issues, current social and political issues and other matters regarding the Municipality that may affect or impact the Municipality or the reputation, brand, or integrity of the Municipality.
- A full range of administrative support including calendar coordination, meeting management, document creation, and maintaining records.

### **Relationship to Council's Strategic Priorities**

The position is integral to the CAO's ability to focus on delivering on Council strategic priorities in a timely, efficient, and effective manner.

### **Climate Change Considerations**

N/A

### **Comparative Analysis**

All Municipal CAOs have administrative support so that they can focus on leadership for the organization and strategic planning and delivery.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- During 2022, the administrative needs of the CAO has been completed in part by the Councillor's Office Assistant, however, time did not permit for all duties to be assigned or completed in a timely manner. This is not a reflection of the employee's ability; it is strictly related to time constraints with conflicting priorities.

### **Cost and Benefit Analysis**

The compensation for the CAO Executive Assistant is Grade 5 based on the 2022 salary estimates are below:

Compensation	Benefits	Total
\$83,889	\$27,555	\$111,444

*Clarington*

## Business Performance Specialist

### Overview

#### Executive Summary

- With the creation of the Corporate Performance Division, Office of the CAO in the Fall of 2022, work planning and goal setting for the division have started, including the required resources to achieve the set targets
- Based on the goals and metrics of achievement associated with the new division, a new resource to support the development and ongoing support for Continuous Improvement and Project Management requirements is being proposed

#### Background

The CAO has identified the need to develop and support a culture of Continuous Improvement, which includes the development of a process-oriented workforce knowledgeable in continuous improvement and project management.

This aligns with the Grant Thornton report, adopted by Council on December 19 through report CAO-016-19. Specifically, recommendation 29 spoke to the need to continue with process improvement initiatives using Lean Methodology. Recommendation 30 spoke to Workflow automation, which also lends to process improvement. Both recommendations state that implementing these would result in improvements in Purpose and Strategy and Performance and Management.

The main purpose of the proposed Business Performance Specialist position would be to work collaboratively with staff across the Municipality and stakeholders to develop, cultivate and strengthen a process-oriented and sustainable continuous improvement (CI) mindset.

Lean (Six Sigma) is a technique that brings together numerous proven business practices with the aim of adequately matching customer expectations with the delivery of a high-quality product. It aims to enable enterprises to cut back on business processes to leave only those that offer direct value to both the customer and the business itself. Lean brings together the following business methods to create a new way of working: statistical control, failure prevention, and analysis, reproducibility, gage repeatability, reducing and eventually eliminating defective procedures and products, maximizing customer satisfaction, increasing productivity and yield, work towards endless improvement, maximize

efficiency by reducing waste, minimize variation where possible. Applying these philosophies to process and service reviews across the municipality will be the focus of the Business Performance Specialist.

### Risks to the Municipality and Other Departments

- **Maintain current processes** by maintaining dated, inefficient/manual process methodologies, staff capacities are not maximized, potentially leading to increased pressures on the budget
- **No internal resource to deliver training and change management planning for new initiatives:** lack of opportunity to advance CI capacity across the organization unless hiring external providers
- **Project Management Development:** development of project management skills, including work plan development, offers people the ability to achieve and report on predetermined outcomes in a quantitative and qualitative way, without the development of this skill, business cases, and improvements are less strategic, and data driven
- **Financial Pressure:** CI and Lean look at eliminating waste, thereby alleviating financial pressure either by cost savings or cost avoidance. Without developing the culture and skill set to embed the CI mindset into the organization, financial pressures in a growingly complex municipality continue to increase by way of underutilizing resources

### Program Description

#### Timeline

If approved, a recruitment for the position will commence post budget approval with identified candidate in March 2023.

#### Position Summary

Reporting to the Manager Corporate Performance, the position will identify and provide ongoing support, completion, and coordination of a system of continuous and process improvement initiatives. This role provides strategic and specialized technical advice to support the Municipality's outcomes to improve client satisfaction, service delivery efficiencies, and continuous improvement of core business processes. The role will work closely with SLT, management, and front-line staff to identify, define, measure, and lead internal process improvement initiatives in accordance with Lean and Project Management principles. This position will proactively engage with internal and external stakeholders to identify areas for improvement and facilitate the change activity by modernizing processes (inclusive of digitization) to support greater

transparency and streamlined service delivery. Overall, this position will act as a change agent and ensure training is performed across the corporation so that the Municipality embraces a sustainable culture of Continuous Improvement.

### **Key Duties and Responsibilities**

- Process Improvement – lead and manages project working groups including the development and management of scope, scheduling, and monitoring deliverables, participates in process mapping exercises
- Training – assess and identifies training needs for various groups of stakeholders and an implementation plan to deliver trainings to advance CI capacity across the organization
- Risk and Issue Management – receives, trouble shoots and responds to inquiries, requests, or complaints from internal and external stakeholders regarding Lean and CI matters
- Assists in the ongoing development, implementation, and reporting for the corporate Continuous Improvement Framework, development of a Project Management support framework, including process improvement, reporting of metrics, providing, and tracking training, and establishing a repository for Lean tools, templates, and reference materials
- Reporting – prepares reports, project documentation, policies and procedures, training materials as required. Reporting will include key metrics around elimination of waste, value added processes and cost avoidance/savings measures, making budget recommendations based on process reviews

### **Relationship to Council's Strategic Priorities**

Lean methodology is rooted in understanding the voice of the customer. Improvement projects require engagement with customers, both internal and external to achieve sustainable and meaningful process improvement, thereby enhancing two-way communication with the community. A CI mindset also supports a culture of fiscal responsibility by reducing waste and maximizing talent and internal resources.

### **Climate Change Considerations**

N/A

## **Comparative Analysis**

The Ontario Lean Community Of Practice is a collaborative of representatives from various Ontario Municipalities that have leveraged the benefits of a Continuous Improvement Framework. There is representation from 15 municipalities, all at varying stages of implementation, some implementing the program as early as 2013. Representation from Guelph, Hamilton, Kawartha Lakes, Kitchener, London, Mississauga, Vaughn, Peel, Oakville, and Richmond Hill. Success in implementing this type of CI program has included reducing the need to hire external consultants to conduct core services reviews as the skill set exists in-house, in some of the larger corporations (i.e., Region of Peel), Continuous Improvement initiatives have achieved \$4.31 million in combined cost savings and cost avoidance and saw a reduction in client wait times, improved client experience, and an improvement in employee engagement. Often in organizations committed to a CI mindset, Lean methodologies are seen embedded into their financial and business planning processes, including achieving predetermined budget targets.

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Continue to hire external consultants to conduct service-level reviews

## **Cost and Benefit Analysis**

The compensation for the Business Performance Specialist is Grade 7 on the Non-Affiliated Grid. The proposed job responsibilities and description were reviewed by the Manager of HR against the current Pay Equity Evaluation and compared to other internal positions to identify the appropriate Pay Grid placement.

Considering the focus of the position, the Business Performance Specialist, applying a CI approach will concentrate on process improvement resulting in reportable cost avoidance, or cost savings. These metrics will lend to offsetting the cost of the position's salary. Further, reducing the reliance on consultants to perform service level reviews would see a reduction in those costs to the municipality. Since 2018, the municipality has invested approximately \$380,000 in consultants to conduct service-level reviews.

Lean Methodology was introduced to the Municipality in 2018 mainly comprised of training a small portion of the staff receiving introductory training. With minimal effort and no dedicated resources, by December 2019, there were a total of 28 Small Improvements reported, resulting in reinvesting over 744 hours of staff time into higher-value activities, and over

\$50,000 in cost avoidance measures. Given those metrics, and the introduction of a dedicated staff position to identify and complete process review projects of larger complexity, these cost avoidance measures will increase, and cost savings will start to be realized. The output cost of the position would be recovered based on efficiencies across the organization.

## Health & Safety Associate

### Overview

#### Executive Summary

The Human Resources Division is seeking to add the position of Health and Safety Associate to our staffing complement.

While we have a great Corporate Health and Safety program currently, we would like to implement additional health & safety initiatives to ensure the health & safety of our staff stays to the forefront, improve upon our health & safety culture, and to create a health & safety strategic plan that aligns with Clarington's vision and goals.

The Human Resources/Health & Safety portfolio has also been expanded over the last few years to include mental health and wellness. The seconded resource to assist with the mental health initiative of "Not Myself Today" is no longer available. Without additional resources, it will be difficult to maintain any type of continued efforts on this front without diverting resources from other on-going efforts.

An additional health & safety professional would assist in all aspects of the Corporate Health & Safety program. This role would provide support in researching, creating, arranging for various health & safety training initiatives (this may include arranging external vendors to facilitate and facilitating internal training), assist in the roll out of eLearning as it pertains to health & safety, assist in the corporate orientation and onboarding program improvements, research on policy development, create and maintain health & safety messaging, assist with both JHSCs within the Municipality, and provide health & safety administrative support to all departments across the Municipality.

#### Background

Review of previous years incident statistics indicates that there has been an increase in incidents reported, which is likely due to an increase in incidents but also an increase in communication and promotion of the importance of reporting incidents and near misses. In 2020, there were a recorded 36 incidents/near misses, in 2021, there were 41 incidents/near misses, and as of September 16<sup>th</sup>, 2022, there have been 88 incidents/near misses that have been reported. Approximately 15 claims went to WSIB in both 2021 and 2020 (approximately 30 in total) and as of September 16<sup>th</sup>, 2022, there have been 24 injuries/illness that have been reported to WSIB.

With the establishing of the Collision Review Committee in late 2018 there is increased focus on ensuring authorized drivers for the Municipality have the knowledge and tools necessary to perform their required job functions. As a result of an increase in motor vehicle/equipment incidents over the years, this Committee reviews each incident to determine the hazard(s), if the incident was preventable or not, and to establish corrective/preventative measures to reduce the risk of injury and future occurrences. The Health and Safety Coordinator is a contributing member in each review and provides administrative support. Additional administrative support would allow the coordinator to focus solely on the incident review and investigation without getting bogged down with the administrative requirements of this committee.

In recent years, the Emergency Service department created their own JHSC, branching off from the existing multi-workplace JHSC, requiring additional meetings and support from health & safety as required. While best practice is that the health & safety professional is an advisor on the JHSC, the current set up for the multi-workplace JHSC is the health & safety coordinator is the management co-chair and completes many of the administrative duties of the JHSC Secretary. The current minute taker resides in the CAO's office. With additional support in Health and Safety, this function would no longer require support from another department. Historically, this support has always been provided from another department.

In 2018 the Human Resource/Health and Safety Representative was hired. Due to the job demands, the position could not fulfill many of the expectations outlined in the job description for health and safety. In 2022, this role was repurposed to focus on the HR needs of the division.

Commitment and additional resources to support employee mental health and wellness has been demonstrated to increase productivity, reduce employee turnover, and improve overall job and workplace satisfaction. Continuing to provide and add supports such as "Not Myself Today," FSEAP, etc. demonstrate commitment to employee wellness, which can improve employee productivity and attendance, reduce turnover, and improve job satisfaction.

### Risks to the Municipality and Other Departments

- **Not meeting applicable health and safety legislation:** With many different departments and widely varying positions within the Municipality, the application of the OHSA varies widely but must be met or exceeded. The consequences of not providing a healthy and safe workplace has the potential to be damaging both financially and to our greatest resource (people).
- **Lack of health & safety visibility and support:** With limited health & safety resources, time is currently juggled between providing support and visibility for each Municipal department, improvement and creation of various



policies and procedures, development of a strategic initiatives, offering internal and external training opportunities, and creation/maintenance of various health & safety initiatives.

- **Increased number of WSIB claims:** With limited resources, the current approach is reactive to WSIB claims. In the future, the Municipality will need to prevent WSIB claims or reduce the impact of WSIB claims, specifically lost time claims. To do this, dedicated time and resources are required for an effective return to work program and the ability to set up a modified work plan easily and quickly. With WSIBs updated rate framework, these WSIB costs shall continue to impact our current and future WSIB Rate Framework premiums for up to six years.
- **Backup for critical and time sensitive tasks:** Having another staff member dedicated to Health and Safety to complete time sensitive and critical tasks such as dealing with a WSIB claims, modified work requirements, or critical injury investigations should the Health & Safety Coordinator be unavailable. This will eliminate a single point of failure and ensure legislative compliance and reduce reliance on others within the department who may not have the expertise to deal with all situations.

## Program Description

### Timeline

First quarter of 2023.

### Position Summary

Reporting to the Health & Safety Coordinator.

### Key Duties and Responsibilities

- Assist with developing and implementing corporate health, safety, and wellness programs and strategies to ensure the fostering of a healthy workplace, a strong safety culture, and ongoing compliance with applicable legislation and guidelines.
- Researching, formulating, and providing direction for safety-related policies and procedures based on industry-best practices and legislation.

- Responsible to review and research legislative requirements for compliance under Occupational Health and Safety Act, regulations, Workplace Safety and Insurance Act, and First Aid Regulation.
- Assisting with JHSCs within the Municipality – provide support for regular health and safety meetings, review and follow up with departmental workplace inspection reports, and provide information to health & safety representatives.
- Responding to employee concerns and providing confidential support to employees at all levels.
- Assisting in responding to, investigating, and reporting workplace injuries and illnesses, including the tracking, and analyzing of injury/illness data.
- Responsible to research, create, update corporate health & safety training programs and coordinate instruction or personally instruct staff training.
- Assist with providing reports and information to leaders on upcoming and required non-department specific training. Registering, scheduling and/or assigning training, as required, for all employees including new hires.
- Assisting in researching, developing, and coordinating various mental health and wellness initiatives and communications.
- Providing wellness-related statistics and reports as needed.
- Assisting in workplace violence prevention initiatives.
- Conducting site visits to meet with employees and promote safe work practices.
- Ensuring all corporate health and safety data is “audit” ready by maintaining accurate and updated information, including document filing/storage (electronic and paper), policy/procedure/record keeping, and health & safety employee records.
- Assisting in the roll out of eLearning as it pertains to health & safety.
- Assisting with creating and maintaining health & safety messaging for all staff.
- Providing health & safety administrative support for all departments.

## Relationship to Council's Strategic Priorities

As per H13 – Health & Safety Policy Statement:

Municipality of Clarington is committed to the protection of our employees and property from accidental loss. We believe that this is critical to the success of our business and our goal is zero incidents of injury, illness, or damages. We continue our commitment to providing a workplace free of accidents, violence, and harassment and to ensure workplace mental health is a priority.

The Health and Safety of our employees is of the utmost importance in all of our operations, and is a shared responsibility, which must be accepted by everyone in our workplace.

A successful safety program and a safe workplace depends on concern and commitment from all personnel. The responsibility for Health & Safety ultimately rests with senior management, but managers and supervisors at all levels will be held accountable for the safety performance of their employees. However, all employees have the responsibility of working safely and protecting the lives and health of themselves and their fellow workers. Being alert to unsafe conditions or practices, looking out for fellow employees and reminding them when they do something unsafe, as well as reporting unsafe conditions is imperative, if we are to achieve our goal.

In support of these beliefs, we must accept our responsibilities to minimize risk and injuries to our fellow workers, the public we proudly serve, and to ourselves. Health & Safety must be in our thoughts 24 hours a day, seven days a week.

We must meet, and wherever possible exceed, the requirements of all applicable health and safety legislation/regulation, our own standards and work procedures, along with applicable industry standards.

Contractors will be held accountable for all infractions of their workers. Contractors and their workers who do not follow the Health & Safety program of the Municipality of Clarington will be asked to leave the work site.

By accepting these responsibilities and through active participation and co-operation we will together achieve our goal for a safe, healthy, and productive work environment. Our Health and Safety Program Manual and policies will be subject to annual review.

## **Comparative Analysis**

County of Northumberland – has a Health, Safety, and Emergency Risk Manager and a Health & Safety Coordinator (2 positions).

Town of Whitby - has a Senior Health & Safety Specialist and Senior Health, Wellness and Attendance Specialist (2 positions).

Town of Ajax has 1 Health & Safety position.

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Not applicable

## **Cost and Benefit Analysis**

The compensation for the Health & Safety Assistant is anticipated to be Grade 4, \$68,922 - \$83,776 based on preliminary review of position qualifications.

## Associate Solicitor

### Overview

#### Executive Summary

- Significant increased duties and responsibilities added to the role of the Municipal Solicitor since 2018 have strained the ability for one person to meet the growing legal demands of the Corporation.
- Upcoming legal needs in connection with changes to the land development approval process will accentuate the problem.
- A review of similarly situated municipalities indicates a comparatively understaffed legal team Clarington.

#### Background

The Municipal Solicitor position was created in 2010 at which time it was entirely devoted to the provision of legal services and advice to Council. Since 2017, the job responsibilities have been expanded extensively, which has resulted in the requirement for additional technical skills, and a major increase in managerial responsibility. Whereas the position initially was responsible for the supervision of one legal clerk, it now requires the direct supervision of 5 staff, and the indirect supervision of an additional 39 staff. The managerial duties that were formerly the responsibility of three department heads (Clerks, Corporate Services, Legal), are now concentrated into one department head position. Simultaneously, the corporate demand for legal services continues to increase and there have been indications from the CAO and other senior staff that their legal needs are not being fully met. These factors have strained the ability for the Municipal Solicitor to respond effectively to all of the Corporation's needs.

#### Risks to the Municipality and Other Departments

- Demand for legal services within the corporation greatly exceeds ability for the Municipal Solicitor to provide alone. Recent changes related to the job description of the CAO/Solicitor have exacerbated the problem.
- Risk of inadequate legal representation and services to address strategic and operational matters than are increasing in frequency and complexity.
- If the Municipal Solicitor is absent or unavailable, the corporation would currently be without a lawyer to respond to legal issues.
- There is a risk related to succession planning with the present structure of the Legal Services Division (i.e. legal services are concentrated in one staff position).

## **Program Description**

### **Timeline**

The position is required immediately. Recruitment would begin upon approval of the position in the 2023 budget.

### **Position Summary**

Reporting directly to the Deputy CAO/Solicitor, the incumbent would work within the Legal Services Division of the Legislative Services Department. The incumbent would be responsible for the delivery of a wide range of legal services to meet the growing legal needs of the Municipality.

### **Key Duties and Responsibilities**

- Provides professional legal advice, services and recommendations to Council/Committees, Department Heads, and departmental staff on a wide range of matters affecting the Municipality including litigation, real estate, administrative law, commercial law, construction, land use planning, procurement, and risk management.
- Drafts and reviews contracts, agreements, by-laws, land use planning instruments, pleadings, Court forms, and a legal correspondence.
- Provides representation on behalf of the Municipality before the courts and administrative tribunals.
- Preparation of reports and memoranda to Council.
- Legal research and writing.
- Analysis of new and proposed legislation, regulations, policies, guidelines and directives from all levels of governments which have implications for the Municipality.
- Consults with and advises senior departmental staff on a broad range of matters including participating in the development of corporate policies and directions.
- Assists with supervision of external legal counsel retained by the Municipality for specialized or complex matters, including inter-departmental co-ordination as required to achieve intended outcome.

- Attends Council and other meetings as required to provide verbal responses to questions, as well as the presentation of reports or other information to Council in a public or closed session meeting environment.
- Superior communication, negotiation, research, conflict management and interpersonal skills.
- Provides coverage for the Municipal Solicitor during absences.
- Supervision of Legal Clerk.
- Other duties as assigned.

### **Relationship to Council's Strategic Priorities**

The relationship of this request to Council's strategic priorities is undetermined until such time as new strategic priorities have been identified in the new term of Council.

### **Climate Change Considerations**

N/A

### **Comparative Analysis**

Comparisons among different municipalities are imperfect due to the unique features of each workplace. However, comparisons are a tool to measure capabilities across different organizations. The most suitable comparators for Clarington have historically consisted of other Durham lakeshore municipalities, as well as municipalities with similar geographic/demographic profiles. The comparator municipalities selected for analysis reflect these criteria.

One popular metric for comparing legal service level across municipalities is to divide the total census population for the municipality by the number of staff lawyers. The higher this number, the lower the service level, assuming there is a proportionality between the population size of a municipality, and the volume of legal work required to properly administer the organization. Based on this metric, Clarington has a significantly lower service level for legal services than the chosen comparators.

<b>Municipality</b>	<b># of Lawyers</b>	<b>2021 Census Population / # of Staff Lawyers</b>
Innisfil	3	14,442



<b>Municipality</b>	<b># of Lawyers</b>	<b>2021 Census Population / # of Staff Lawyers</b>
Caledon	4	19,145
Pickering	2	49,593
Oshawa	3	58,461
Whitby	2	69,251
Clarington	1	101,427

Another metric that can be used to estimate a legal department's responsiveness to the organization is to divide the total staff compliment by the number of staff lawyers. The quotient represents an estimate of the volume of legal work required from each lawyer, assuming there is a proportionality between the number of staff supported per lawyer, and the work demand. The higher this number, the higher the estimated workload. Based on this metric, Clarington has a significantly higher workload than the chosen comparators.

<b>Municipality</b>	<b># of Lawyers</b>	<b>Total Staffing / # of Staff Lawyers</b>
Innisfil	3	127
Caledon	4	151
Pickering	2	354
Oshawa	3	396
Whitby	2	504
Clarington	1	933

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- The Deputy CAO/Solicitor has been testing different methods of external service delivery to meet the Municipality's demand for legal services.
- In February 2022, a retainer agreement was signed with the Region of Durham to provide legal services.
- Although the arrangement with the Region has been helpful, there are some drawbacks to this approach.

- The Region's legal staff are not as familiar with the people and programs within Clarington, and it is time consuming to provide the Region's lawyers with all the necessary contextual information. A dedicated staff lawyer would have an opportunity to build relationships with staff and to understand the business needs in a more comprehensive manner.
- There is potential for conflicts of interest to arise when utilizing Region Staff to perform Clarington legal work. Issues of confidentiality and solicitor-client privilege must be managed closely to prevent information transfer where the Region and Clarington may have adverse interests.
- The managerial time demands placed on the Deputy CAO/Solicitor have reached a point where it is more efficient to hire additional staff resources in the Legal Services Division to have independent carriage of a variety of legal files.
- The Deputy CAO/Solicitor would remain the corporation's senior legal officer, with supervisory responsibility for the new staff lawyer as well as the law clerk.

### **Cost and Benefit Analysis**

The compensation for the Associate Solicitor is Grade 10, commensurate with other Durham lakeshore municipalities, and subject to a formal pay equity review.

Should the position be declined for the 2023 budget, external legal costs can be anticipated to escalate and/or service level response can be expected to decrease.

## Chief Information Officer (CIO)

### Overview

#### Executive Summary

- The role of technology in the day-to-day operations of the Municipality has grown exponentially over the past five years. Since 2020, the Municipality has grown the use of technology in providing front-line service and improving the efficiency of service delivery; however, there remains a significant gap when we compare to municipalities our size in the Greater Toronto and Hamilton Area.
- The Information Technology (IT) Division has been minimally resourced for years and this has reduced our ability as an organization to make proactive, strategic investments and in improvements in our information technology processes.
- The position will oversee the infrastructure and support of existing systems as well as the development of innovative solutions for the delivery of municipal services.

#### Background

The current Information Technology Division consists of the IT Manager, Network Administration Supervisor, Client/Applications Supervisor and Information Technology Business Development Supervisor and nine unionized analysts and technicians. In 2017, an IT Strategic Plan was adopted for the 2017 to 2022 period. This plan identified several critical issues including pent-up demand for technology solutions (both new and replacement of legacy solutions), lack of formal process for prioritizing projects, lack of resourcing to provide advice to departments as a service partner, and reliance on low/no cost solutions.

Since 2017, the Division has grown from a team of nine to the current complement of 13, the strategy recommended by 2022 a complement of 17 staff. In spite of this, the team has continued to be able to move forward on several initiatives including the roll-out of the AMANDA system to replace LDO, improved help-desk system, intranet refresh, purchasing workflow solution, staff scheduling, Microsoft 365 adoption, supporting a work-from-home infrastructure (deploying laptops to staff, docking stations, remote access and security protocols) and increasing cyber security measures.

The COVID-19 Pandemic highlighted the need to be able to provide services electronically as staff were required to work remotely (previously not supported), increasingly provide services electronically (through portals, virtual meetings, e-

commerce). The in-house creation of an invoice approval workflow and a planning inquiry portal were significant advancements in the use of technology to improve existing processes.

There continues to be processes that are heavily reliant on manual processes which requires proactive steps to improve. This requires resources to identify, prioritize and project manage the implementation of improved technology. Many municipalities have resourced a Chief Information Officer (or alternatively name Chief Technology Officer) to be the strategic leader in using technology to provide innovative solutions and continuous improvement. The current structure of the IT Department is focused on service delivery on existing infrastructure and solutions, the CIO will be responsible for shifting this focus and assigning resources to proactive development of solutions. The CIO will also develop the next Information Technology Strategic Plan and provide support to other departments in the development of their long-term plans from an IT solution perspective.

### **Risks to the Municipality and Other Departments**

- Current resourcing provides for reactive approaches to technology issues, this could result in lost opportunities for other departments to improve their processes and gain efficiencies
- Current processes result in competing requests for assistance which inadvertently promotes departments sourcing technology solutions independently. This can create redundancies, inefficiencies and added costs.
- Cyber security is increasingly becoming a risk to all municipalities. Increased resources overall to the IT Division allows for the ability to provide more time and energy to securing our technology.
- The current IT Manager provides significant support to front-line issues including infrastructure placement and troubleshooting which takes away from their ability to provide strategic direction and proactive solutions. Separating the roles will provide the opportunity to focus on both strategic innovations and infrastructure management.

### **Timeline**

If approved, a recruitment for the position will commence post budget approval with identified candidate in April 2023.

### **Position Summary**

This position will report to the Deputy CAO/Treasurer and will have supervisory responsibilities of the Information Technology Manager.

The key role and function of the position will be to provide strategic guidance on technology and innovative solutions to service delivery within the Municipality. The CIO will prepare the updated IT Strategic Plan and other related technology planning needs. The CIO will become a strategic partner with departments to find innovative solutions to current and future technology needs to meet the corporate goal of continuous improvement.

The position will supervise the IT Manager and provide support and managerial guidance to the division. Working with the IT Manager, the CIO will develop the strategic long-term investment needs for the Municipality to ensure that we are on the front-edge of investment in technology.

The position will oversee corporate IT projects, providing support for project managers and act as the project sponsor.

### **Comparative Analysis**

The CIO role is a position which is evolving in growing municipalities. Many growing and larger municipalities have identified the role as a necessity for strategic decisions in technology and innovation.

The Town of Ajax has a Manager of Technology and Innovation who supervises 21 full-time staff including: a Supervisor, Infrastructure and Service Desk, Supervisor IT Projects, Supervisor, Business Solutions and a part-time technology and innovation associate.

The City of Richmond Hill has their team split into Applications Services Section, Client Services Section, Technology Infrastructure Section, IT Project Management Office and Geographic Information Systems (GIS) Section. The CIO is responsible for IT Department.

The City of Oshawa's IT team reports to the Commissioner of Corporate and Finance Services. The Director ITS/CIO has five managers reporting to them including: Manager, GIS & Data Services; Manager, Business Applications; IT Project Planning & Portfolio Manager; Manager, Cybersecurity & Infrastructure Operations; and Manager, Client Services. There are 17 positions reporting to the management team for a total of 24 staff.

The Town of Whitby has moved Technology and Innovation Services into the Office of the Chief Administrator as part of the Organizational Effectiveness portfolio (HR, Corporate Communications, Corporate Initiatives Project Management). There are 28 full time staff in IT which includes a Director and administrative support (two), Infrastructure Services (five), Business Solutions (eleven), Enterprise Solutions (five), and Client Services (five).

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- A new position in the Office of the CAO under Corporate Performance for Technology Innovation was considered but was ruled out as the synergies are considered to be stronger as a member of the IT Team. This would provide close working relationship with those responsible for IT infrastructure, customer support and business development.

## **Cost and Benefit Analysis**

The proposed compensation for this position is Band 11 (Non-Affiliated).

## Business Continuity and Emergency Management Planner (CEMC)

### Overview

#### Executive Summary

- The role of emergency planning currently rests within the portfolio of the Fire Chief. This role has expanded over the years and has become a higher profile position since COVID-19. Moreover, this role will be of greater importance as our climate changes and weather events become more common and their impact more significant. The role of the emergency planner for the municipality will also have a greater focus on Continuity of Business Operations for the corporation, risk associated with cyber attacks and other IT communications, supporting the nuclear emergency portfolio and Regulatory compliance.
- The emergency planner will oversee the municipal emergency plan and coordinate with our regional, provincial, and nuclear partners. The expansion of OPG nuclear generation capacity and long-term commitment to the Darlington facility, this role will contribute to the coordinated planning of nuclear emergencies. Unlike the current generating process, the new generation process is significantly different which, in turn, will require new prevention, response and mitigation planning. The role will also be responsible for public education, training of municipal staff and ensuring Regulatory compliance.

#### Background

The current emergency planning responsibilities rest with the fire chief, the time allocated competes with other responsibilities and daily functions. The emergency plan is a living document and requires consistent attention to assess the changing municipal risk, consequences of the risk and to ensure continuity of operations for the corporation as a whole is developed and maintained.

The environment post Covid has identified opportunities to address municipal emergencies and risk, this emergency event highlighted the speed in which an emergency can occur and impacts to the municipality. Pre Covid, emergency planning focused on weather impacts, natural disasters as an example. Covid identified other aspects of emergency planning, specifically continuity of operations. There is now a greater reliance on remote work which requires a greater focus on cyber security to ensure that municipal services are maintained coupled with identification of new technologies to support an effective emergency planning process

The emergency planner will collaboratively with the SLT to develop, implement, test and maintain continuity of operations plan for all corporate and municipal services.

The emergency planner will also act as the municipal Community Emergency Management Coordinator (CEMC).

### **Risks to the Municipality and Other Departments**

- An emergency plan that examines municipal risks from a larger corporation perspective.
- A continuous evaluation of consequences associated with the identified risks.
- An ongoing evaluation of the municipality's ability and capacity to respond to identified risks.
- Evacuation plans and validation of the plans.
- Continuity of municipal operations in a weather event, electrical outage, staffing shortage or events relating to Information Technology/Communications.
- A greater focus on the nuclear plan with external stakeholders.

### **Timeline**

If approved, a recruitment for the position will commence post budget approval with identified candidate in April 2023.

### **Position Summary**

This position will report to the Director of Emergency and Fire Services and will not have supervisory responsibilities.

The key role and function of the position will be to oversee the municipal Emergency Plan, testing our plan our municipal risks and measuring the consequences. The role will expand to include a vital function of corporate continuity of operations.

The position will ensure compliance with the Emergency Management and Civil Protection Act that is overseen by Emergency management Ontario. Compliance with the Act and Regulation requires annual updates to the emergency plan, relevant municipal by-laws, public education programs and annual emergency exercise and training members of the Emergency Control Group.



This position will be responsible for maintaining the Emergency Operations Center (EOC), ensuring the EOC remains in a state of readiness and relevant materials to support an incident.

This position will play an important role with our provincial, municipal partners as well as maintaining a strong relationship with OPG. This will include the development and delivery of public education programs, maintaining and testing of public alerting systems.

A corporate focus to ensure the municipality develops and maintains a strong continuity of operations plan. This basis of the plan will ensure the municipality can provide essential services in the event of a significant weather event, staffing shortage or incident relating to IT / communications. This role will also work closely with departments the event of a labour disruption.

The preparation of an annual report to Council, through the CAO on the municipality's critical infrastructure, identified risks to the corporation and overall report on the readiness of our emergency operations.

### **Comparative Analysis**

The Emergency Manager role is a position which is evolving in growing municipalities. Many growing and larger municipalities have identified the role of emergency planning as full time position. In conducting a comparative analysis, Clarington is unique in the perspective that we a significant nuclear footprint in our municipality which will be increased in the coming years.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- In order to allow the fire chief to dedicate greater focus on emergency planning a share of his daily responsibilities will need to be reassigned to other fire management staff. Currently, with the only 2 management staff, the capacity is not available and therefore a third Deputy Chief or an Assistance Chief would need to be added. The salary for this position would be significantly greater than an emergency manager. Although some daily functions of the CEMC would be removed from the fire chief's portfolio, many of the department's functions will still require the fire chief's attention.

### **Cost and Benefit Analysis**

The proposed compensation for this position is Band 6 (exempt).

In determining the salary range various reviewed various municipal comparators

Norfolk County - \$46.08/hour (approximate salary of \$95,846 based on 40 hour week)

Region of Durham - \$96,000- \$103,000 – CUPE

City of Burlington – \$92,766-\$115,958 – Exempt

**The salary for this position will be funded through the Ontario Power Generation Agreement**

## Heavy Equipment Operator (Roads)

### Overview

#### Executive Summary

The Heavy Equipment Operator staffing request is based on the existing and forthcoming needs of the Department to effectively maintain the road network and associated infrastructure. There is a need for an additional Heavy Equipment Operator in the Roads section to assist in the ongoing maintenance of our road network for summer and winter operations.

#### Background

The Public Works Department is responsible for the daily operation and maintenance duties such as street sweeping, pedestrian facilities, rural roadside mowing, patching, refuse collection, roadside ditching, culvert installation, stormwater maintenance, daily road patrols, winter patrol, on-call emergency response and winter maintenance of roads, municipal facilities, parking lots and trails. For example, some of the assets needing continuous maintenance include the following:

- 1900 lane kilometers of roads
- 31 Assigned plow routes
- 57 kilometers of guiderail
- 354 kilometers of sidewalks

The Public Works Department Roads section requires an additional Heavy Equipment Operator and is most apparent during winter maintenance. Currently snowplow route B1 does not have a dedicated staff member and is being filled by utilizing auxiliary staff who normally perform alternate duties such as Forestry, Cemetery and Streetlight maintenance duties. Although the alternate staff are qualified to perform winter maintenance, the main duties associated with those positions are neglected and create a backlog of work orders that result in a decrease in level of service for those core duties.

The Heavy Equipment Operator will be responsible for winter maintenance of a designated route assigned during winter control operations. When winter maintenance is not required or during summer maintenance the heavy equipment operator will be utilized for other roads related maintenance duties that are assigned by the corresponding supervisor.

The primary focus during summer maintenance will be roadside mowing, particularly guiderail trimming. This is an important road maintenance task as not only does it improve sightlines it also allows for proper inspection of existing guiderail systems for repairs and drainage issues. The current resources for guardrail trimming require four to five staff with traffic control setup and the manual trimming around guiderails as per the below images.





As part of the 2023 equipment budget submission, Public Works will be requesting an additional Agriculture type tractor with boom and a mower cutting head purpose built to cut around steel beam guiderails and guideposts. This additional piece of equipment will require one Heavy Equipment Operator to complete the guiderail trimming, allowing the existing complement of staff to focus on other core duties throughout the summer months such as walkway maintenance and BIA cleanup.

### **Risks to the Municipality and Other Departments**

- It is anticipated that without the support of the additional Heavy Equipment Operator in the Public Works Department Roads section, there will be struggles to complete winter maintenance within the timelines dictated by Minimum Maintenance Standards. Continuing to utilize auxiliary staff will result in workorder backlog that will decrease our level of service in other core duties.

## **Program Description**

### **Timeline**

The position would be required as soon as possible to assist with the upcoming winter control season. If the previously noted equipment is also approved, it is anticipated that this would be procured in the first quarter of 2023 with delivery anticipated for the upcoming roadside mowing season.

### **Position Summary**

Reporting to the Public Works Supervisors, the Heavy Equipment Operator is responsible for the general operation and maintenance of heavy equipment throughout Municipal Roads and Right-of-ways.

### **Key Duties and Responsibilities**

- Operating all heavy equipment in the Department in accordance with approved levels of service.
- Performing routine maintenance on roads, parks, cemeteries and construction equipment.
- Operating snowplow and sand equipment; responding to a high level of after hour call-ins for these activities.
- Recommending appropriate equipment utilization and setting up equipment and work sites in accordance with construction safety standards and Municipal Policy.
- Providing direction and guidance to staff on work sites.
- Adhering to prescribed safety practices while operating equipment to ensure the safety of the traveling public and co-workers.
- Performing duties in accordance with the Occupational Health and Safety Act, Highway Traffic Act, Minimum Maintenance Standards, Municipal policies, and procedures.
- Other duties as assigned.

### **Relationship to Council's Strategic Priorities**

The addition of the Heavy Equipment Operator and specialized equipment will allow us to optimize staff resources and increase service levels to our connecting paths, walkways, downtown cores, and trails.

## **Climate Change Considerations**

Not applicable.

## **Comparative Analysis**

Many Municipalities currently perform guiderail trimming the same as we do, traffic control and manually trimming each location. In the past some have utilized a pesticide spray to control roadside growth, but this is no longer an acceptable practice.

Public Works staff attended a demonstration hosted by Northumberland County as they are currently renting the guiderail mowing attachment noted above and are having great success. It has allowed them to re-direct staff and equipment resources to other duties. With the task now being considered a mobile operation under Book 7, temporary traffic control, it allows a single operator to perform the task with a single piece of equipment while increasing overall efficiency and frequency of regular maintenance.

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Alternative approach would be to continue with the same compliment of staff and equipment with its current inefficiencies and potential service level disruption with winter control, roadside mowing, and guiderail trimming.
- Another alternative approach would be to increase our compliment of staff to perform guiderail trimming but has been ruled out as that would require multiple additional staff versus one additional staff member to perform the task. This would also fail to address the current vacant snowplow run that is performed by auxiliary staff who have to put their core functions on hold.

## **Cost and Benefit Analysis**

The compensation for the Heavy Equipment Operator is Code 5, \$28.22 - \$34.93 per hour (2021 rate) of the Outside Collective Agreement.



The cost benefit of this additional position will reduce the use of staffing resources by a ratio of 4:1 to perform the same task while also increasing our frequency of roadside mowing, particularly guiderail cutting. This will also increase our level of service for other core functions throughout the Municipality.

## Heavy Equipment Operator (Parks)

### Overview

#### Executive Summary

The Heavy Equipment Operator staffing request proposed by the Public Works Department is based on the existing and forthcoming needs of the Department to effectively maintain the trails, parks, open spaces, and associated infrastructure. There is a need for an additional Heavy Equipment Operator in the Parks section to assist in the ongoing maintenance of our public spaces in summer and winter operations.

#### Background

The Public Works Department is responsible for the daily operation and maintenance of duties such as trail sweeping, pedestrian facilities, rural roadside mowing, refuse collection, on-call emergency response and winter maintenance of roads, municipal facilities, parking lots and trails. For example, some of the assets needing continuous maintenance include the following:

- 35 Kilometers of trails
- 60 Parks & Playgrounds
- 16 Splash pads
- 54 Sports fields

The Public Works Department Parks section requires one Heavy Equipment Operator to assist with the ongoing maintenance of trails, parks, and open spaces. The primary tasks during summer maintenance will be trail cutting/brushing and sweeping. Sweeping will be performed on trails, parks, downtown cores, and parking lots. This is an important maintenance task as it not only improves sightlines on trails it also allows for proper inspection to identify potential hazard and drainage issues. The current resources for trail trimming require multiple staff members manually



trimming around and along trail sides. As part of the 2022 budget, an appropriate sized tractor with reach mower attachment has been procured to perform these tasks.

The Heavy Equipment Operator will also be responsible for winter maintenance of a designated route assigned during winter control operations. When winter maintenance is not required, or during summer maintenance, the Heavy Equipment Operator will be utilized to continue trail maintenance duties as assigned by the corresponding supervisor.

As part of the 2023 equipment budget request, Public Works will be requesting an EV mini sweeper designed for smaller spaces compared to existing street sweepers. This additional equipment and Heavy Equipment Operator will allow the existing compliment of staff to focus on other core duties throughout the summer months such general parks and sportsfield maintenance.

### **Risks to the Municipality and Other Departments**

- It is anticipated that without the support of the additional Heavy Equipment Operator in the Public Works Department Parks Section, there will be struggles to complete trail and parks maintenance to an acceptable level of service. By continuing to utilize our current staff compliment it will likely result in workorder backlog that will decrease our level of service in other core duties.

### **Program Description**

#### **Timeline**

The position would be required as soon as possible to assist with the upcoming winter control season. If the previously noted equipment is also approved, it is anticipated that this would be procured in the first quarter of 2023 with delivery anticipated for the upcoming summer season.

#### **Position Summary**

Reporting to the Public Works Supervisors, the Heavy Equipment Operator is responsible for the general operation and maintenance of heavy equipment throughout Municipal Parks, trails, open spaces, and Right-of-ways.

## Key Duties and Responsibilities

- Operating all heavy equipment in the Department in accordance with approved levels of service.
- Performing routine maintenance on roads, parks, cemeteries and construction equipment.
- Operating snowplow and sand equipment; responding to a high level of after hour call-ins for these activities.
- Recommending appropriate equipment utilization and setting up equipment and work sites in accordance with construction safety standards and Municipal Policy.
- Providing direction and guidance to staff on work sites.
- Adhering to prescribed safety practices while operating equipment to ensure the safety of the traveling public and co-workers.
- Performing duties in accordance with the Occupational Health and Safety Act, Highway Traffic Act, Minimum Maintenance Standards, Municipal policies, and procedures.
- Other duties as assigned.

## Relationship to Council's Strategic Priorities

Active transportation continues to be in the spotlight for Council and promote the use of our parks, trails and opens spaces during the winter months. As those facilities continue to grow and expand so will the need service those locations. With having those staff resources re-assigned to other core functions, it will allow an increase in service level to our connecting paths, walkways, downtown cores, and trails.

The procurement of an EV mini sweeper would be in line with the council adopted EV strategy and further assist lowering the Municipalities overall carbon footprint.

## Climate Change Considerations

The position supports the use of an EV mini sweeper compared to traditional internal combustion equipment.

## **Comparative Analysis**

Many Municipalities currently utilize smaller specialty equipment to perform trail maintenance. A small tractor with boom mower attachment is in line with neighboring Municipalities equipment compliment. The same is also true with the utilization of a mini sweeper for trails, downtown cores, parks, and open spaces. This specialized equipment allows us to maintain public areas we currently don't have the ability maintain to the same service level as other locations. The proposed Heavy Equipment Operator would be utilized to operate each piece of equipment during the corresponding season and assist with winter control activities.

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- An alternative approach would be to continue with the same compliment of staff and equipment with its current inefficiencies and potential service level disruption with trail maintenance, parks upkeep, and debris.

## **Cost and Benefit Analysis**

The compensation for the Heavy Equipment Operator is Code 5, \$28.22 - \$34.93 per hour (2021 rate) of the Outside Collective Agreement.

## Two (2) Permanent Part-Time Labourers

### Overview

#### Executive Summary

Over the past two years, especially with the Covid-19 Pandemic, we have experienced an increase in the usage of our parks, recreational outdoor space and trail systems. This has increased our requirement to collect refuse during the winter control season. During our regular summer operations, we utilize seasonal labourers to perform this task. There is shortage of staff availability to perform this task throughout the winter control season as all current available staff are utilized to perform winter control.

#### Background

As the municipality has increased the number of trails we maintain in the winter to encourage active transportation and physical activity, there is also an expectation to keep our parks and trail system clean and presentable. When staff are assigned to winter control other tasks often must be rescheduled until resources allow them to be completed. This can lead to refuse collection being postponed for long periods of time which is unsightly as well as a public health concern.

During the winter months, all Public Works staff are required to perform winter control as their primary function, this includes our parks staff as well as Cemetery and Forestry staff. The two permanent part time staff requested would be scheduled to provide refuse collection in our trails, parks, and assist with cemetery interments. These additional staff are needed to help provide the appropriate level of service as all current available staff are assigned to winter control to meet our obligations under the Minimum Maintenance Standards for Ontario Highways.

#### Risks to the Municipality and Other Departments

- The potential risk is failing to meet desired service levels throughout the Municipality consistently. The public have an expectation for parks and open spaces to be maintained to a desired standard including refuse collection.

## Program Description

### Timeline

This position would be required as soon as possible to help ensure we continue to meet our intended level of service for refuse collection throughout the Municipality.

### Position Summary

The position will be responsible for the general maintenance of parks, trails, sports fields and in a part-time capacity. The proposed shifts will be scheduled between Friday to Monday.

- Key Duties and Responsibilities
- To provide maintenance, including but not limited to; garbage pickup and removal at Municipal Park properties, trails, open spaces and cemeteries to ensure safe use by public winter operations, lawn, and sports field maintenance,
- Planting and maintenance of Municipal flower and shrub beds
- Operate basic machinery, motor equipment and commercial power tools such as grass trimmers, blowers, lawn mowers
- Provide road maintenance and repair such as patching, litter and garbage pick-up, traffic control
- Required to be available for afterhours call in
- Adhere to prescribed safety practices while operating equipment to ensure the safety of the traveling public and co-workers
- All duties must be performed in accordance with the Occupational Health and Safety Act, municipal policies and procedures
- Must uphold the Municipality's commitment to providing a high level of customer service
- Other duties as assigned

## **Relationship to Council's Strategic Priorities**

Active transportation continues to be in the spotlight for Council and promote the use of our parks, trails and opens spaces during the winter months. As those facilities continue to grow and expand so will the need service those locations. These additional positions will allow the Municipality to ensure adequate refuse collection and general maintenance to those locations during the winter control season.

## **Climate Change Considerations**

These positions will ensure that refuse is collected in a timely fashion year-round to prevent refuse cans from overflowing and littering our parks, trails, and open spaces.

## **Comparative Analysis**

Most Municipalities service refuse collection using seasonal or part-time staff throughout the year for trails, parks, and open spaces.

## **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Alternative approach is to continue to utilize fulltime staff to complete refuse collection during winter control months but with the understanding that with single or multiple day snow events a disruption in refuse collection will be experienced throughout parks, trails, and open spaces. This could result in poor service levels and concerns from the public and external stakeholders.

## **Cost and Benefit Analysis**

The compensation for the Permanent Part Time Labourers is Code 1, \$21.36 per hour, maximum of 24 hours per week of the Outside Collective Agreement.

## Business Analyst

### Overview

#### Executive Summary

- A study was completed on Payroll and Job Allocation Process review. This makes 28 recommendations focused on creating stable contributions to the reserve fund for the replacement of fleet equipment, cost savings, the establishment of key performance indicators, and optimizing process efficiencies.
- Based on the report and successful implementation through 2024, there is upwards of \$500,000 of cost avoidance and cost savings based on improvements outlined in the recommendations. Securing this position ensures those cost avoidance measures, and further operational improvements are continued and sustained over time.

#### Background

In the Fall of 2022, funding was provided through the Audit and Accountability Fund to undertake a study to review the Public Works Payroll and Job Allocation processes. The results of this report were provided to the Internal Auditor for the Municipality on December 20, 2022.

This report clearly outlines 28 recommendations that are aimed at improving the administrative and operational components to payroll and job allocation processes within Public Works. The main goal of these recommendations is to develop a plan to achieve long-term continuous improvement and implement change to achieve efficiencies. These practices lead to long-term cost avoidance and/or cost-savings for the operating budget, and increased contribution to the reserve fund to assist in the fleet replacement of vehicles and equipment within the department. There are recommendations made in 6 key areas: Governance/Environment, Measures/Reporting, People/Organization, Policies and Materials, Equipment/Technology, and Methods/Processes.

The report further breaks down action items under the 6 areas of focus. The report lays out a proposed timeline to complete the work and implement the recommendations. Implementation items start as early as Q3 2023 and carry through to 2025.

The main purpose of the proposed Business Analyst position is to work towards the implementation of the Payroll Job Allocation Report within the first two years. Subsequently, the position would focus on supporting a long-term continuous improvement (CI) mindset that supports change within the Department. This will happen by building sustainability around

KPIs and developing work plans to drive ongoing process reviews. Further to the above, this position will ensure the long-term success of the Public Works Department in strategically leveraging software and technology, ensuring KPIs are sustained, providing data analytics allowing the PW Leadership team to make data-driven decisions, and ensuring appropriate linkages are maintained to the Asset Management plan, support the development of accurate lifecycle replacement, and the Corporate Continuous Improvement efforts.

### Risks to the Municipality and Other Departments

- **Maintain current processes** by maintaining dated, inefficient/manual process methodologies, staff capacities are not maximized, potentially leading to increased pressures on the budget, increased staff burnout, and increased errors
- **Decreased Reliance on statistical and data-driven decisions:** lack of KPIs, associated statistical analysis and recommendations, the operation would continue to run inefficiently with challenges in reporting on
- **Project Management Development:** development of project management skills, including work plan development, strategic planning, and linkages to corporate priorities. Reporting outcomes would not include quantitative and qualitative data, and business cases and improvements remain anecdotal and less data driven.
- **Financial Pressure:** Continued resource shortages and outdated overly burdensome processes would continue to tax the service delivery of the department, increasing costs to the taxpayers. Issues with truly evaluating the cost of service without significant manual calculations would continue, thereby reducing the effectiveness of evaluating in-house vs. contracted-out services.

### Program Description

#### Timeline

If approved, a recruitment for the position will commence post-budget approval with identified candidate in March 2023. The position would be required during Quarter 1 of 2023, with an aim to have the person in place by March 20, 2023. This position would be able to start at the beginning and roll out of the Payroll and Job Allocation Project Implementation and continue to work through the recommendations to completion while supporting and developing ongoing work plans within the Public Works Department.



## Position Summary

Reporting to the Director of Public Works the successful candidate will be part of the department's management team and will be responsible for assisting in providing strategic direction to the department through business management, project planning, and Continuous Improvement initiatives. They will represent the department on corporate committees and initiatives.

## Key Duties and Responsibilities

- Data Analytics, Performance Measures, and Business Planning – creating performance benchmarks, and KPIs to measure and report on departmental performance. Identifying and implementing performance benchmarks, standards, and measurement tools through all business units. Analyzing data and statistical trends and reporting through quarterly reports. Utilize analytics and metrics to develop department strategies to prepare business plans and reports. Identify efficiencies to support business cases, including return on investments, gap, and risk analysis
- Administration and Compliance – Assist the director with sensitive correspondence and documentation, Support report writing for the director through research and background information, including compiling, and analyzing statistical and financial information. Manage and develop work plans to implement fulsome e-solutions and integrations including scheduling software, and integrations between current and future systems.
- Project Management – leads departmental projects and teams to achieve continuous improvement. Evaluate programs and processes by conducting workflow analysis, lead service delivery reviews for various business units and ensure effective change management practices are applied. Ensure appropriate project charters, work plans, and reporting requirements are identified and delivered in each project.
- Human Resources and Labour Management – develop feedback and continuous improvement program for staff to submit ideas and identify challenges with process, respond to submissions in conjunction with the management team. Strategize and support the director with staff planning and forecasting Facilitate meetings with staff to discuss challenges, address conflicts, resolve problems, and increase process improvement. Assist director in monitoring staffing trends including monetary trends compared to other departments, attendance management data and trends. Support promotional campaigns and liaise with communications for staff recruitment. Direct supervision of Operations Process Coordinator.

- Risk and Issue Management – receives, troubleshoots, and responds to inquiries, requests, or complaints from internal and external stakeholders
- Identifies the ongoing development, assessment, and implementation of training, specifically in administrative and technology components, work in conjunction with the Departmental Ops Equipment Training Coordinator.
- Budget and Financial Management – provide budget recommendations for the department based on business plans, service delivery reviews, and strategic planning. Monitor and identify budget variances and issues following up with financial analysts on discrepancies. Prepare costings for projects and developing annual operating and capital budgets in collaboration with the management team.

### **Relationship to Council's Strategic Priorities**

Continuous improvement, strategic planning, and data-driven decision link to financial sustainability. This aligns with the strategic plan's goals of a strong economy and sustainable infrastructure. Focusing on modernization in operational efficiencies ensures route optimizations, job allocation optimizations, and lifecycle replacement optimizations lead to a fiscally responsible operation that optimizes the value of our service delivery to the customer.

### **Climate Change Considerations**

Increased efficiencies lead to route optimizations, fleet optimization, and efficiently running machines all lead to lower fuel consumption, and less driving, thereby supporting our Climate Action Goals of reduction of Green House Gas emissions.

### **Comparative Analysis**

Business Analysts exist in many municipalities within Departments, so they are focused on a clearly defined set of responsibilities. They are responsible for ensuring financial considerations are coordinated with financial analysts to ensure the alignment of budgetary requests. Areas, where business planning and analytics are at the core of decision-making, lead to the overall operational success and prudent fiscal management in the delivery of services.

An example of a continuous improvement service review led through a continuous improvement and business analyst lens that achieves these results is the garbage route optimization that was undertaken in Oshawa in 2017-2018. This route optimization project resulted in increased garbage collection locations, a more fuel-efficient route with less cross-over, a reduction in overtime, and increased staff capacity to address other items that were “falling behind.” The project

resulted in better customer service and service delivery, cleaner parks, less staff burnout, and increased happiness and engagement. An example of what can be accomplished and positively impact many areas.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Continue to hire external consultants to conduct service-level reviews
- Continue overly burdensome manual processes which exasperate resource pressures and inefficient use of available technology.

### **Cost and Benefit Analysis**

The compensation for the Business Analyst is Grade 5 on the Non-Affiliated Grid. The proposed job responsibilities and description were benchmarked with the comparable Business Coordinator position in Emergency and Fire Services, landing it within the same job grid. A full pay equity evaluation would be completed within the first year of approval for the position.

Considering the focus of the position, the Business Analyst, applying a CI approach will concentrate on process improvement resulting in reportable cost avoidance, or cost savings. These metrics in years one and two could lead to approximately \$500,000 in cost avoidance and savings as per the report conducted on the Payroll and Job Allocation review. With continued oversight, ensuring effective contributions to the reserve fund, and linkages with strategic priorities, this position stands to increase efficiencies and neutralize much of the salary cost to the operating budget.

## Capital Works Engineer

### Overview

#### Executive Summary

- New position to support capital infrastructure program planning and implementation in the Infrastructure Engineering Division of the Planning and Infrastructure Services Department.
- Manage and coordinate capital infrastructure projects being completed in-house or by third party consultants.
- Support the Development Engineering Division and ensure that capital planning is aligned with current and future Development needs.
- Represent and support the Municipality on external projects / initiatives for various stakeholders such as Metrolinx, MTO, Region of Durham, surrounding area municipalities, conservation authorities, etc.

#### Background

Currently, the Infrastructure Engineering Division consists of six main staff members responsible for the design, coordination and implementation of a \$27M annual capital budget. These staff members are as follows:

- Capital Works Supervisor
- Capital Works Engineer
- Landscape Architect
- Capital Works Coordinator
- Construction Coordinator
- Senior Construction Inspector

Of these six, only three are involved in the design and project management of civil infrastructure projects.

With the rapid projected growth in the Municipality of Clarington over the next two decades, the Infrastructure Division would like to expand our team to keep up with the demand for infrastructure growth and need for continual and increasing infrastructure replacement and upgrade.

The Municipality of Clarington has a unique mixture of an older historic core in downtown Bowmanville and Newcastle as well as continuous expanding development in all three main urban centres. This combination puts a large demand for infrastructure maintenance / upgrades / improvements as well as expansion to support growth. As this demand continues to rise, the workload of the Infrastructure Division increases through the addition of new projects.

The engineering industry is also experiencing a labour shortage in both the public and private sectors. This shortage is driving up salaries and consultants are forced to pay more to retain staff and provide the required services to their clients. As a result of this, consultants in the private sector must increase their fees to cover costs and make a profit. The Municipality of Clarington is experiencing these increases which makes it more difficult to procure Consultants to complete our work within budget. With the addition of a Capital Works Engineer, the Municipality will be able to complete more projects in-house at a lower project cost. This also supports Council's direction to complete more work in-house as opposed to hiring third party consultants.

For the complexity of projects that are typically completed in-house, the average cost to hire a consultant is approximately \$60,000 per project. The current salary range of a Capital Works Engineer is \$97,000 to \$118,000. If a Capital Works Engineer can complete two in-house projects per year their salary would be accounted for through our capital budget. The current Capital Works Engineer's portfolio consists of the following project load:

- 7 in-house construction projects
- 3 Consultant led construction projects
- 5 Region of Durham led construction projects
- 2 Consultant led environmental assessments
- 1 Consultant led feasibility study
- Technical lead for GO Expansion
- Clarington Liaison for MTO highway projects

With rising costs in a very competitive market, the Infrastructure Division is looking for ways to improve project schedules, be more cost effective and increase the number of projects completed in order to keep up with the rapid growth that the Municipality of Clarington is experiencing and address future growth projections.

### Risks to the Municipality and Other Departments

- **Economic Impacts:** Continually increasing workload for the Infrastructure Division due to demand for new infrastructure to support growth poses a risk with the current number of staff. Critical path projects to support developments may experience delays which could result in negative economic impacts related to bringing residents, services, businesses and jobs to the Municipality.
- **Public Safety:** Continually increasing workload for the Infrastructure Division due to deteriorating assets poses a risk with the current number of staff. Critical projects to improve capital infrastructure may experience delays which could result in safety risks to the public due to reduced level of service, poor condition, or failure of infrastructure.
- **Operational Impact:** With the increased workload of the Infrastructure Division comes the potential for significant delays to the rehabilitation of our infrastructure. These delays will have a direct impact to the quality of services received by residents and the ability of Operations staff to keep up with the additional maintenance needs.
- **Financial Impact:** Project delays will result in higher costs as inflation continues to rise at an unprecedented rate.
- **Financial Impact:** With increasing workload and current staff, the Infrastructure Division will have to procure consultants to manage and complete more capital projects. This will result in higher project costs and therefore higher budget requests.

### Program Description

#### Timeline

Filling this position as soon as possible in 2023 will be critical to the successful implementation of the Capital Infrastructure program.

#### Position Summary

Reporting to the Capital Works Supervisor in the Infrastructure Engineering Division, this position leads, manages, designs, and executes major public infrastructure projects in the Municipality's Capital Works Program from initial project

conception, budgeting, Environmental Assessments, etc. through to detailed design and construction for projects related to transportation, servicing, stormwater management, active transportation, recreational / parkland development in addition to various atypical projects such as shoreline remediation, green initiatives, and railway safety infrastructure.

This position liaises and coordinates with Municipal, Regional, Provincial, and Federal agencies for joint execution of major public infrastructure projects related to transportation and servicing infrastructure.

Furthermore, this position undertakes technical evaluation of industry advancements, performs independent research of initiatives, authors reports for Council consideration, and trains/mentors subordinate staff in technical and managerial capacities.

This position plays a critical role in supporting and encouraging growth in accordance with the Municipality's Strategic Plan through the implementation of major public infrastructure projects and maintenance of the Municipality's infrastructure assets for long term sustainability.

- Key Duties and Responsibilities
- Assist in the preparation, scheduling and implementation of the Departmental 9-year Capital Budget and the forecasting of long-range infrastructure improvements.
- Independent professional design and co-ordination of various municipal infrastructure works including roads, storm drainage works, sidewalks, street lighting, or other specialized multi-disciplinary projects as assigned.
- Apply advanced expertise in the review of submissions of engineering drawings or technical reports on municipal projects including working knowledge of regional water and sanitary sewer systems.
- Designs and develops engineering plans, drawings and specifications, cost estimates and contract provisions, ensuring compliance with Municipal, Provincial or Federal design criteria, regulations, and standard drawings.
- Develops annual and long-range maintenance programs for municipal infrastructure to assist the Municipality of Clarington in managing their assets.
- Provide the Municipality of Clarington input to infrastructure projects undertaken by adjacent municipalities, regional and provincial government agencies.

- Provide input related to municipal infrastructure as it relates to development proposals for both site plans and subdivisions.
- Preparation of various reports including reports to Council and interdepartmental reports and to external agencies.
- Negotiate at senior level with agencies, developers, and consultants.
- Liaise with other Municipal departments, consultants, residents, special interest groups and regulatory agencies.
- Attendance at public, committee and council meetings as required.
- Ability to conduct independent research to problem solve, develop strategies, and implement innovative solutions technologies in performing the above noted tasks.

### **Relationship to Council's Strategic Priorities**

This position plays a critical role in supporting and encouraging growth in accordance with the Municipality's Strategic Plan through the implementation of major public infrastructure projects and maintenance of the Municipality's infrastructure assets for long term sustainability.

### **Climate Change Considerations**

The addition of a new Capital Works Engineer will help support Clarington's Corporate Climate Action Plan by implementing adaptive and innovative designs into the Municipality's infrastructure. This position can also support the long-term management of municipal infrastructure and provide input into long-term land-use and infrastructure planning.

### **Comparative Analysis**

Other Area Municipalities within the Region of Durham have multiple Project Managers / Engineers for infrastructure project planning and delivery.

### **Analysis of Alternative Approaches**

- Alternative approaches were evaluated and ruled out.



- Approach #1: Hiring of Consultants to complete more capital infrastructure projects. This approach would result in substantially higher project costs with less control over project schedule and budget. Due to a financially restricted consultant procurement process, producing formal Requests for Proposals is very time consuming as well.
- Approach #2: Reducing the number of projects that get completed annually. This approach would result in development delays, reduced level of service and further deteriorated infrastructure that in turn costs more to maintain or replace.

### **Cost and Benefit Analysis**

The compensation for the Capital Works Engineer is recommended based on the estimate below:

Compensation	Benefits	Total
\$107,258	\$36,108	\$143,366

As mentioned above, at a top annual salary of \$118,000, this position would only have to complete two in-house design assignments per year to cover their salary. The current staff at this position is managing 10+ projects on behalf of the Municipality of Clarington.

## Construction Inspector

### Overview

#### 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.
- Support the Development Engineering Division and ensure that construction is in compliance with Municipal standards.

#### Background

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 in the Infrastructure Engineering Division, a request for a second 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 a steep increase in fees for contract administration and construction inspection services from third party consultants. Below is a list of projects awarded to consultants providing these services through our engineering roster over the past two years.

Date	Project	Fee
August 2020	2020 Pavement Rehabilitation	\$27,000
July 2021	2021 Pavement Rehabilitation	25,100
September 2021	Parkway & Flett Reconstruction	37,600
December 2021	Westlake SWMP Cleanout	21,375
July 2022	Bowmanville Cemetery Expansion	50,600
August 2022	Old Scugog Road Reconstruction	68,500

Additional staff at this position will allow the Municipality to complete more of this work internally. This will also help reduce the impact if there is a change of scope during construction. Typically, scope changes require additional time and effort which result in revised fees when consultants are hired.

- **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 being requested that this position be filled as soon as possible 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.
- 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.

- Increase project costs by contracting construction inspection services
- Increase workload which may lower the ability to maintain adequate quality control on our construction sites.

## Cost and Benefit Analysis

The compensation for the Construction Engineer is recommended based on the estimate below:

Compensation	Benefits	Total
\$67,203	\$24,542	\$91,745

- Consultant Inspection Service fees = \$20,000 - \$40,000 per project
- To cover position salary, a Construction inspector would only have to complete 2-3 projects per year.
- The current Senior Construction Inspector in Infrastructure Engineering has a vast portfolio of projects equaling over \$100,000 in consulting fees.
- The Construction Inspector can also provide cross-over support to Development Engineering as projected growth and number of construction projects will increase drastically over the next 5 years.

# Transportation Engineer

## Overview

### Executive Summary

- New position to support planning, review, implementation and maintenance for transportation projects and improvements resulting from ongoing development in the Engineering Development Division of the Development and Planning Services Department.

### Background

As the Secondary Plans go through the planning process and development moves forward, transportation planning and implementation is becoming one of the vital components. This position would review and provide comprehensive comments on all Transportation Master Plans and Transportation Impact Studies required as part of the Secondary Plans ongoing within the Municipality. At the detailed design stage of development, this position would review all reports, models and detailed engineering plans with respect to proposed transportation systems and improvements. This position would also implement the Active Transportation Master Plan within Draft Plans and all new development opportunities. In addition, the expertise from this position would provide input on the maintenance and operation of existing transportation facilities in the Municipality.

### Risks to the Municipality and Other Departments

- **Liability:** Without a comprehensive and complete review of all proposed transportation improvements, the Municipality may become responsible for deficient facilities resulting in increased traffic congestion and conflict. This position would have the expertise to do a comprehensive review to satisfy all Municipal requirements now and in the future.
- **Workload:** The review of Transportation Impact Studies is currently shared between three staff members. With increasing workloads as Secondary Plans are approved, the risk of introducing errors into all job responsibilities of each staff member increases.

## **Program Description**

### **Timeline**

Due to the number of Secondary Plans ongoing within the Municipality, this position should be filled as early as possible.

### **Position Summary**

Reporting to the Manager, Development Engineering, the Transportation Engineer would review and approve all Transportation Master Plans and Impact Studies required for new development applications to the Municipality. The Transportation Engineer would also monitor existing traffic systems and make recommendations for improvements and upgrades.

### **Key Duties and Responsibilities**

- Review and approve Transportation Master Plans including but not limited to Transportation Impact Studies.
- Update and maintain Municipal Traffic Impact Study design guidelines.
- Implement and maintain transportation improvements within all development applications.
- Represent Department on any committees associated to Transportation.
- Train staff on current transportation strategies and design.
- Update Clarington Transportation Master Plan and Active Transportation Master Plan as required.
- Provide input to Official Plan review and update.

### **Relationship to Council's Strategic Priorities**

This position plays a critical role in supporting and encouraging the expansion of our transportation network growth in accordance with the Municipality's Strategic Plan for a Strong Economy.

### **Climate Change Considerations**

The implementation of low impact development within the Municipal Right-of-Ways has many benefits to climate change such as mitigation for heat islands and maintaining water balance.



## Comparative Analysis

Many Municipalities have a Transportation Engineer specifically responsible for the review of proposed improvements and the maintenance of existing facilities.

## Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

- Alternative 1: Work referred to consultant for review. This process would increase the costs as each development has a transportation component that would need to be reviewed. The Municipality would be dependent on the workload of the consultant which may interfere with our review schedule.
- Alternative 2: Train current staff at an external course. The available training courses are very broad and not always applicable to the Municipality's needs. It would require staff to be away from office to complete training which would affect our resources significantly.

## Cost and Benefit Analysis

The compensation for the Transportation Engineer is recommended based on the estimate below:

Compensation	Benefits	Total
\$107,259	\$33,635	\$140,893

This position will improve review efficiencies by reducing the workload of the Development Review Technicians, Engineering Co-Ordinator, Asset Management Supervisor and Capital Works Supervisor. It will create more resource capacity within the Development Engineering Team to complete comprehensive development application reviews.

## Water Resources Engineer

### Overview

#### Executive Summary

- New position to support planning, review, implementation and maintenance for stormwater management facilities, including Low Impact Development in the Engineering Development Division of the Development and Planning Services Department.

#### Background

As the Secondary Plans go through the planning process and development moves forward, stormwater management planning and implementation is becoming one of the vital components. This position would review and provide comprehensive on all Subwatershed Studies and Master Drainage Plans required as part of the Secondary Plans ongoing within the Municipality. At the detailed design stage of development, this position would review all reports, models and detailed engineering plans with respect to proposed stormwater management facilities. This position would also implement low impact development within Draft Plans and all new development opportunities. In addition, the expertise from this position would provide input on the maintenance and operation of existing stormwater facilities in the Municipality.

#### Risks to the Municipality and Other Departments

- **Liability:** Without a comprehensive and complete review of all proposed stormwater management facilities, the Municipality may become responsible for a deficient facility resulting in increased maintenance and operation costs. This position would have the expertise to do a comprehensive review to satisfy all Municipal requirements.
- **Workload:** The review of stormwater management is shared between three staff members. With increasing workloads as Secondary Plans are approved, the risk of introducing errors into all job responsibilities of each staff member increases.

## **Program Description**

### **Timeline**

Due to the number of Secondary Plans ongoing within the Municipality, this position should be filled as early as possible.

### **Position Summary**

Reporting to the Manager, Development Engineering, the Water Resources Engineer would review and approve all proposed stormwater management facilities within new development applications to the Municipality.

### **Key Duties and Responsibilities**

- Review and approve Stormwater Management Reports including but not limited to Subwatershed Studies and Master Drainage Plan Studies.
- Update and maintain Municipal stormwater management design guidelines
- Implement and maintain low impact development within all development applications.
- Represent Department on any committees associated to Stormwater Management and Flood Mitigation
- Train staff on current stormwater management strategies and design.
- Research, evaluate and present new stormwater management strategies to the Municipality

### **Relationship to Council's Strategic Priorities**

Stormwater Management is directly related to Environment Sustainability as it promotes water balance with low impact development. Water balance helps to protect and sustain our existing Natural Heritage Systems.

### **Climate Change Considerations**

The implementation of low impact development has many benefits to climate change such as mitigation for heat islands and maintaining water balance.

## Comparative Analysis

Many Municipalities have a Water Resources Division specifically responsible for the review of proposed design and the maintenance of existing facilities.

## Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

- Alternative 1: Work referred to consultant for review. This process would increase the costs as each development has a stormwater management study that would need to be reviewed. The Municipality would be dependent on the workload of the consultant which may interfere with our review schedule.
- Alternative 2: Train current staff at an external course. The available training courses are very broad and not always applicable to the Municipality's needs. It would require staff to be away from office to complete training which would affect our resources significantly.

## Cost and Benefit Analysis

The compensation for the Water Resources Engineer is recommended based on the estimate below:

Compensation	Benefits	Total
\$107,259	\$33,635	\$140,893

This position will improve review efficiencies by reducing the workload of the Development Review Technicians, Engineering Co-Ordinator, Asset Management Supervisor and Capital Works Supervisor. It will create more resource capacity within the Development Engineering Team to complete comprehensive development application reviews.

## Principal Planner-MTSA Secondary Plans, Community Planning

### Overview

#### Executive Summary

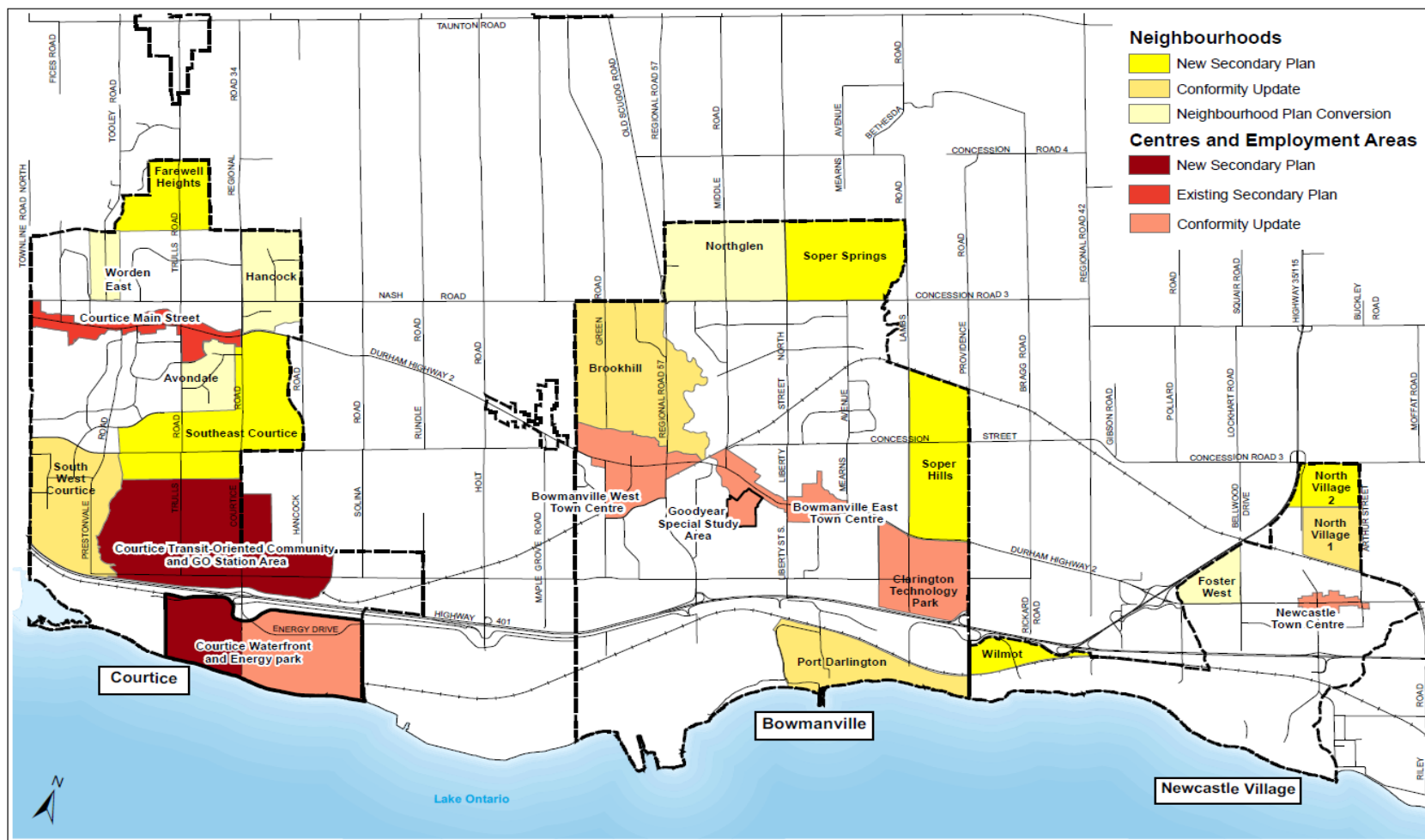
Reporting to the Manager of Community Planning and Design, the Principal Planner MTSA is responsible for planning policy development, management of Municipal Planning projects such as Secondary Plans and their related public engagement programs.

Generally, Secondary Plans in Clarington are paid for by contributing Landowner Groups. Through Council endorsement, the Municipality has entered into a funding agreement with a Landowner group to finance the Secondary Plan program including additional funds to support the administration of the Secondary Plan. Given that the landowner groups have financed the completion of the Courtice Transit Oriented Community Secondary Plan it is imperative that the Corporation has the staff to support them. The update to the Bowmanville West Urban Centre Secondary Plan is financed by the Municipality.

The completion of these two Secondary Plans are crucial to our efforts to bring the GO train to Bowmanville in a timely manner.

#### Background

Currently, the CP Division is managing 11 Secondary Plans: four in Courtice, five in Bowmanville and two in Newcastle.



Two of these Secondary Plans, Bowmanville West Urban Centre Secondary Plan (BWUC) and Courtice Transit Oriented Community (CTOC), contain the two GO station sites and the surrounding Major Transit Station Areas. The Municipality is very supportive of bringing the GO Train to Clarington. MTSA's are a significant focus for mixed use and higher density growth. The Secondary Plans that are creating the land use plans for the MTSA's are key drivers for economic growth in Clarington.

Both the BWUC and CTOC Secondary Plans will incorporate housing affordability and sustainable design to promote vibrant and complete communities. Both MTSAs are being planned to achieve a minimum density target of 150 people and jobs per hectare, accommodating approximately 19,000 people and jobs and 18,000 people and jobs respectively.

Each secondary plan requires superior skills in negotiation, project management, and community relations as well as very good understanding of land use plan concepts and development processes such as the specifics of site plans and subdivision layouts proposed by the developers.

Secondary Plans are generally either led directly by Principal Planners or Senior Planners with direct oversight by a Principal Planner.

### Risks to the Municipality and Other Departments

- **Financial:** Contractually obligated to complete the CTOC Secondary Plan in a timely manner as outlined in the Funding agreement.
- **Council:** Committed to Council to complete the Secondary Plans
- **Planning Act:** Planning Act requires 3-year supply of land available for development. As land is developed, without new Secondary Plans completed we will no longer be in compliance with the Planning Act.
- **DROP Policy:** Region of Durham Official Plan policy requires Secondary Plans to be completed as a means to plan land uses.
- **Clarington Policy:** OP policy requires land uses to be established through Secondary Plan program. Without the Secondary Plan, Clarington will quickly run out of land available for development
- **Public engagement:** Public is aware of the ongoing Secondary Plan program as the means to plan land uses.
- **Reduced lands available for Development:** See above bullets

## **Program Description**

### **Timeline**

The position is required immediately to support the existing Secondary Plan program.

### **Position Summary**

Reporting to the Manager of Community Planning and Design, the Principal Planner – MTSA's will be responsible for planning policy development including the management of the two MTSA Secondary Plans and their related public engagement programs. Policy development helps guide Council to make decisions regarding key corporate functions including open space and facilities planning and infrastructure investment.

The Principal Planner liaises with senior levels of government staff (Provincial, Regional and Conservation Authority). The Principal Planner provides leadership and direction in Policy Planning in accordance with various statutory regulations, policies and procedures to a variety of customers including the public, individual Councilors, Council (as a whole), as well as to Planning Services and other municipal departmental colleagues.

### **Key Duties and Responsibilities**

- Represent the Municipality in meetings with Landowner Groups, agencies, senior Provincial Government staff and the public involved with these projects.
- Develop project Terms of Reference, advise Planning Management about the Project and guide the Purchasing and Engineering Departments through evaluation and recommendation of the award of the project to a consulting team.
- Negotiate with the Landowners Groups regarding the project parameters including the process, technical studies and timing.
- Responsible for advising the Manager of Community Planning and Design, regarding the budgets, including financial verification of documents and the evaluation of invoices.
- Consult with Agencies and the public, including making presentations to the Planning and Development Committee and hosting public information sessions.
- Assist the legal department with the preparation of funding and development agreements.



## **Relationship to Council's Strategic Priorities**

The MTSA Secondary Plans will not only implement the Clarington Official Plan, but the Municipality's Strategic Plan as follows:

- to facilitate job creation in the Urban Centres and Employment Areas.
- to facilitate key projects such as the GO Rail stations.
- to manage growth through walkable neighbourhoods.
- to support affordable housing.
- to investigate further downtown revitalization programs.
- to promote resident engagement; and
- to enhance access to the natural environment.

## **Climate Change Considerations**

Clarington Council adopted a sustainable, “green lens” approach to development throughout the Official Plan. Secondary Plans, by design, will address the criteria developed for Secondary Plans in Clarington's Green Development Program and will be guided by the Priority Green Development Framework.

It is intended that sustainable development principles and practices shall be infused into every part of the Secondary Plan, including the design of neighbourhoods and arrangement of land uses.

## **Comparative Analysis**

All lower tier municipalities in the Region of Durham are preparing Secondary Plans as the means to establish land uses. Staff at the Senior Planner or higher level, lead Secondary Plans throughout the Region.

## Analysis of Alternative Approaches

Alternative approaches were evaluated and ruled out.

- Consultants are already completing all tasks appropriate for non-staff.
- Less Senior staff do not have the expertise to lead Secondary Plan programs although are key to the completion of daily activities.

## Cost and Benefit Analysis

The compensation for the MTSA Principal Planner is recommended based on the estimate below:

Compensation	Benefits	Total
\$97,952	\$32,238	\$130,190

## Two (2) Principal Planners- Secondary Plans, Community Planning

### Overview

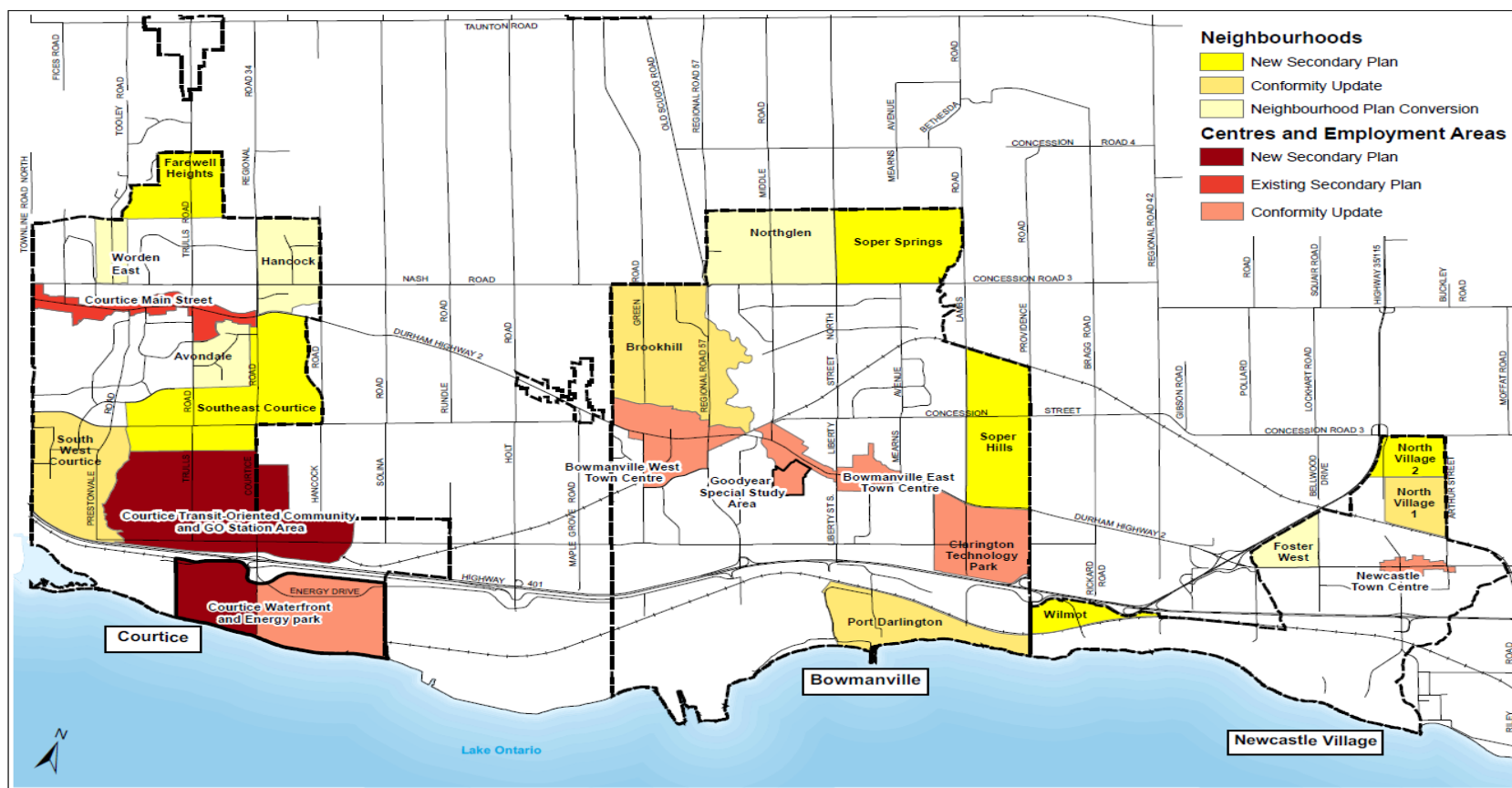
#### Executive Summary

Reporting to the Manager of Community Planning and Design, the Principal Planners are responsible for planning policy development, management of Municipal Planning projects such as Secondary Plans and their related public engagement programs.

Generally, Secondary Plans in Clarington are paid for by contributing Landowner Groups. Through Council endorsement, the Municipality has entered into 9 funding agreements with Landowner groups. These funding agreements finance the Secondary Plan program including additional funds to support the administration of the Secondary Plan. Given that the landowner groups have financed the completion of these Secondary Plans it is imperative that the Corporation has the staff to support them.

#### Background

Currently, the CP Division is managing 11 Secondary Plans; four in Courtice, five in Bowmanville and two in Newcastle.



Two of these Secondary Plans, BWUC and CTOC, contain the two GO station sites and the surrounding Major Transit Station Areas. The Municipality is very supportive of bringing the GO Train to Clarington. MTSAs are a significant focus for mixed use and higher density growth. The Secondary Plans that are creating the land use plans for the MTSAs are key drivers for economic growth in Clarington. In addition to these two Secondary Plans, the Bowmanville East Secondary Plan (BEUC) will re-shape the east end of Bowmanville to include a potential medical campus to support the Bowmanville hospital and mixed-use development on the former Goodyear lands.

The other eight secondary plans are largely residential. The population allocated to Clarington (to 2031) will be accommodated in these Secondary Plan areas.

Secondary Plans are generally either led directly by Principal Planners or Senior Planners with direct oversight by a Principal Planner.

### Risks to the Municipality and Other Departments

- **Financial:** Contractually obligated to complete the Secondary Plan in a timely manner as outlined in the Funding agreement.
- **Council:** Committed to Council to complete the Secondary Plans
- **Planning Act:** Planning Act requires 3-year supply of land available for development. As land is developed, without new Secondary Plans completed we will no longer be in compliance with the Planning Act.
- **DROP Policy:** Region of Durham Official Plan policy requires Secondary Plans to be completed as a means to plan land uses.
- **Clarington Policy:** OP policy requires land uses to be established through Secondary Plan program. Without the Secondary Plan, Clarington will quickly run out of land available for development
- **Public engagement:** Public is aware of the ongoing Secondary Plan program as the means to plan land uses.
- **Reduced lands available for Development:** See above bullets

### Program Description

#### Timeline

These positions are required immediately to support the existing Secondary Plan program.

#### Position Summary

Reporting to the Manager of Community Planning and Design, the Principal Planners are responsible for planning policy development, management of Municipal Planning projects such as Secondary Plans and their related public engagement programs. The policy development helps guide Council to make decisions regarding key corporate functions including open space and facilities planning and infrastructure investment.

The Principal Planners liaise with senior levels of government staff (Provincial, Regional and Conservation Authority). The Principal Planners provides leadership and direction in Policy Planning in accordance with various statutory regulations, policies and procedures to a variety of customers including the public, individual Councilors, Council (as a whole), as well as to Planning Services and other municipal departmental colleagues.

### **Key Duties and Responsibilities**

- Represent the Municipality in meetings with Landowner Groups, agencies, senior Provincial Government staff and the public involved with these projects.
- Develop project Terms of Reference, advise Planning Management about the Project and guide the Purchasing and Engineering Departments through evaluation and recommendation of the award of the project to a consulting team.
- Negotiate with the Landowners Groups regarding the project parameters including the process, technical studies and timing.
- Responsible for advising the Manager of Community Planning and Design, regarding the budgets, including financial verification of documents and the evaluation of invoices.
- Consult with Agencies and the public, including making presentations to the Planning and Development Committee and hosting public information sessions.
- Assist the legal department with the preparation of funding and development agreements.

### **Relationship to Council's Strategic Priorities**

A.1 Enhance two-way communication with community.

Each Secondary Plan includes a robust Public Engagement Program.

B.1 Complete the implementation of the Downtown Plans.

The Bowmanville West and MTSA Secondary Plan is an ongoing Secondary Plan. The Bowmanville East Secondary Plan will support the implementation of Medical Cluster around the Bowmanville Hospital and the Redevelopment of the Goodyear site.

C.1. Develop an Affordable Housing Policy.

In support of the Affordable Housing Task force and Affordable Housing policies in the Official Plan, Secondary Plans have including policies that require either financial or land donations upon approval.

### **Climate Change Considerations**

Clarington Council adopted a sustainable, “green lens” approach to development throughout the Official Plan. Secondary Plans, by design, will address the criteria developed for Secondary Plans in Clarington’s Green Development Program and will be guided by the Priority Green Development Framework.

It is intended that sustainable development principles and practices shall be infused into every part of the Secondary Plan, including the design of neighbourhoods and arrangement of land uses.

### **Comparative Analysis**

All lower tier municipalities in the Region of Durham are preparing Secondary Plans as the means to establish land uses. Staff at the Senior Planner or higher level, lead Secondary Plans throughout the Region.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Consultants are already completing all tasks appropriate for non-staff.
- Less Senior staff do not have the expertise to lead Secondary Plan programs although are key to the completion of daily activities.

### **Cost and Benefit Analysis**

The compensation for each of the Principal Planners is recommended based on the estimate below:

Compensation	Benefits	Total	
\$97,952	\$32,238	\$130,190	- First Position
\$97,952	\$32,238	\$130,190	- Second Position

## Planner I

### Overview

#### Executive Summary

Planning Application activity has remained strong in 2022 and continues growth in anticipated for the coming years. It is anticipated in the coming years Clarington will see development that far exceeds an additional 42,000 units in Clarington as well as 40,000 jobs. To be prepared for this level of growth, and the customer service challenges that come with it, it is crucial that our Development Review Division is equipped with the personnel with the capacity to process the anticipated volume of applications and inquiries.

#### Background

##### Centralized Customer Service

A large component of the Planner I role is to ensure the Municipality is providing excellent customer service. With over 1,800 inquiries to date in 2022,

##### Existing Development Applications

In 2021, the Planning and Infrastructure Services Department received 165 new development applications. Together, the applications are proposing a total of 2146 new housing units and over 50,000 square metres of industrial and commercial space. In addition to receiving new applications, open application from previous years continue to be processed by Planning Staff. In 2021, approvals resulted in the approval of 2056 new housing units and nearly 30,00 square metres of industrial and commercial space.

##### Expected Development Applications

Secondary Plans detail policies, in conformity with the Official Plan, to guide growth and development in defined areas of the municipality where major changes are expected. Currently there are 11 ongoing Secondary Plans within the municipality, and 1 Regionally adopted. Two of the Secondary Plans encompass Major Transit Station Areas, where extensive growth and density will be allocated. It is anticipated in the coming years these Secondary Plans will result in an additional 42,000 units in Clarington as well as 40,000 jobs. Once these long-term planning documents are approved, the Development Review Division will be inundated with Development Application to implement the plans.



## Bill 109, More Homes for Everyone Act

On April 14, 2022, Bill 109, the More Homes for Everyone Act was approved. Notable amendments to the Planning Act include requiring municipalities to provide refunds for zoning by-law amendment and site plan application fees where no decision is made during the statutory timeframe. Changes to the approval process for zoning by-law amendment and site plan applications will require municipalities to refund application fees if a decision is not made within the legislative timelines. Refunds will be calculated on a graduated basis (i.e. 50%, 75% or 100%) depending on the number of days following the application. This change will apply to applications made on or after January 1, 2023. The intent of this change is to expedite the approval process by facilitating faster decisions on applications.

### Risks to the Municipality and Other Departments

**High Staff Turnover Rate:** excessive workloads and pressures due to lack of staffing can cause staff turnover.

- **Stressed Employees:** Excessive workload will not only decrease the quality of work, but it also puts an extreme amount of pressure on employees. Many may become overwhelmed with this extra work, struggling to get it all finished on time and due to this become stressed. Stress can lead to mental health issues, which may force employees to take numerous days off to recover.
- **Decreased Work Quality:** With more projects to manage and less time to work on each project, the quality of work will inevitably decrease.
- **Brand Damage:** Brand damage can come from poor customer service, which can derive from the smallest of factors. For example, applicants waiting extended periods of time for the applications to be processed and reviewed. This can cause applicants to become frustrated.

### Program Description

#### Timeline

The timeframes imposed by Bill 109 come into effect on January 1, 2023. Further, with the Regional Adoption of the Southeast Courtice Secondary Plan as well as the pending approval of the Southwest Courtice Secondary Plan as well as the Brookhill Secondary Plan we can anticipate numerous forthcoming development applications to implement these

Secondary Plans. As a result, the position would be required as soon as possible, should the budget for the position be approved.

### **Position Summary**

The Planner I will report to the Manager of Development Review. The successful applicant will be responsible for carrying out planning assignments. This position will focus on facilitating development applications in an efficient and timely manner, carrying out research and assisting other branches with ongoing projects.

### **Key Duties and Responsibilities**

- Assessing all pertinent information and preparing reports on development applications.
- Facilitating public consultation and responding to inquiries.
- Conducting site inspections and assisting with the enforcement of commitments, agreements and zoning by-laws.
- Making presentations to Council, at public information centres and to resident groups as required.
- Undertaking or reviewing studies, research projects and data analysis related to land use, environmental impacts, feasibility and market studies, urban design reports and similar planning studies.
- Representing the Municipality and the Department in a variety of settings with other municipalities, agencies, developers, citizen groups, residents and other departments.
- Appear before the OLT on minor variance applications.
- Daily contact with the public will require excellent customer service skills.
- Performing research tasks that will support the Department's work program including the collection and analysis of data and regular maintenance of departmental databases.

### **Relationship to Council's Strategic Priorities**

Council's Strategic Priorities include Engaged Communities, Strong Economy and Sustainable Infrastructure Growth. With an additional principal level position, we can ensure current and upcoming projects are processed in a timely manner to achieve these priorities.

## Climate Change Considerations

Principal Planners work on major and complex development applications. It is within these major and complex development applications that we can incorporate climate change considerations. The more complex development applications processed, the more ability we will have to achieve the municipalities goals.

## Comparative Analysis

The Municipality of Clarington is the fastest growing Municipality in the GTHA. With ongoing projects such as Envision Durham, which is currently evaluating Settlement Area Expansion Requests, which will increase development interest significantly within the Municipality.

As is stands, the Municipality of Clarington is lacking in size and resources in comparison to neighbouring Municipalities. Approving an additional Principal Planner would be a proactive approach to deal with the existing and expected volume of development application anticipated in the coming years.

## Analysis of Alternative Approaches

The following alternative approach was evaluated and ruled out.

- **Reliance on Senior Staff:** Currently, we are relying on senior staff to assist the entry-level positions. This is reducing the amount of time they have to process larger more complex development applications. This is not a sustainable approach moving forward.

## Cost and Benefit Analysis

The compensation for the Planner 1 is recommended to be Code 12, 12 months based on the estimate below:

Compensation	Benefits	Total
\$60,149	\$22,179	\$82,328

Hiring an additional Principal Planner will allow for an efficiency in processing applications internally. This efficiency will save the municipality in current outsourcing of applications and overtime being paid to senior staff currently inside the Collective Agreement.

## Principal Planner

### Overview

#### Executive Summary

Planning Application activity has remained strong in 2022 and continues growth in anticipated for the coming years. The processing of the eleven Secondary Plans and planned GO Stations will continue to lead development interest within the Municipality. It is anticipated in the coming years these Secondary Plans will result in an additional 42,000 units in Clarington as well as 40,000 jobs. To be prepared for this level of growth, it is crucial that our Development Review Division is equipped with the personnel with the capacity to process the anticipated volume of applications.

#### Background

##### Existing Development Applications

- In 2021, the Planning and Infrastructure Services Department received 165 new development applications. Together, the applications are proposing a total of 2146 new housing units and over 50,000 square metres of industrial and commercial space. In addition to receiving new applications, open application from previous years continue to be processed by Planning Staff. In 2021, approvals resulted in the approval of 2056 new housing units and nearly 30,000 square metres of industrial and commercial space.

##### Expected Development Applications

- Secondary Plans detail policies, in conformity with the Official Plan, to guide growth and development in defined areas of the municipality where major changes are expected. Currently there are 11 ongoing Secondary Plans within the municipality, and 1 Regionally adopted. Two of the Secondary Plans encompass Major Transit Station Areas, where extensive growth and density will be allocated. It is anticipated in the coming years these Secondary Plans will result in an additional 42,000 units in Clarington as well as 40,000 jobs. Once these long-term planning documents are approved, the Development Review Division will be inundated with Development Application to implement the plans.

### **Bill 109, *More Homes for Everyone Act***

- On April 14, 2022, Bill 109, the *More Homes for Everyone Act* was approved. Notable amendments to the Planning Act include requiring municipalities to provide refunds for zoning by-law amendment and site plan application fees where no decision is made during the statutory timeframe. Changes to the approval process for zoning by-law amendment and site plan applications will require municipalities to refund application fees if a decision is not made within the legislative timelines. Refunds will be calculated on a graduated basis (*i.e.* 50%, 75% or 100%) depending on the number of days following the application. This change will apply to applications made on or after January 1, 2023. The intent of this change is to expedite the approval process by facilitating faster decisions on applications.

### **Risks to the Municipality and Other Departments**

- **Stressed Employees:** Excessive workload will not only decrease the quality of work but it also puts an extreme amount of pressure on employees. Many may become overwhelmed with this extra work, struggling to get it all finished on time and due to this become stressed. Stress can lead to mental health issues, which may force employees to take numerous days off to recover.
- **Decreased Work Quality:** With more projects to manage and less time to work on each project, the quality of work will inevitably decrease.
- **Brand Damage:** Brand damage can come from poor customer service, which can derive from the smallest of factors. For example, applicants waiting extended periods of time for the applications to be processed and reviewed. This can cause applicants to become frustrated.
- **High Staff Turnover Rate:** excessive workloads and pressures due to lack of staffing can cause staff turnover.

### **Program Description**

#### **Timeline**

The timeframes imposed by Bill 109 come into effect on January 1, 2023. Further, with the Regional Adoption of the Southeast Courtice Secondary Plan as well as the pending approval of the Southwest Courtice Secondary Plan as well as the Brookhill Secondary Plan we can anticipate numerous forthcoming development applications to implement these

Secondary Plans. As a result, the position would be required as soon as possible, should the budget for the position be approved.

### **Position Summary**

I am requesting a Principal Planner, reporting to the Manager of Development Review, who will be responsible for the processing of major development applications, preparation and presentations of reports to Committees and Council, and supervision and mentoring of junior staff and will mentor and provide advice to other planners. The Principal Planner will liaise with the development community and guide continual process improvements. The Principal Planner will guide the minor variance process through the Committee of Adjustment, as well as coordinating comments to the Land Division Committee.

### **Key Duties and Responsibilities**

- Processing planning applications for Official Plan Amendments, Zoning By-law Amendments, Site Plans, Plans of Subdivision/Condominium, Minor Variances, Consent and Exemption from Part Lot Control; preparing and presenting reports to Council and other committees on planning development applications, as necessary.
- Reviewing draft plans of subdivision and condominium applications and preparing recommendations for approval, undertaking negotiations and the drafting of agreements with respect to final approval and the subsequent clearance of conditions, making recommendations on final registration in coordination with other departments and agencies, and monitoring of agreement terms.
- Reviewing and analyzing studies, reports and documents prepared by other departments, outside agencies and consultants; liaising with other departments, and commenting agencies to coordinate the preparation of reports, formulating the municipality's position and monitoring processes.
- Coordinating and updating of the Municipality's Zoning By-laws, including providing information to the public and commenting on development and building permit applications.
- Representing the Department/Municipality at a senior level by participating in discussions and negotiations with developers, consultants, agencies and the public; attending Committee and Council meetings to provide professional planning advice; and participating in inter and intra-departmental committees as well as external committees.

- Providing assistance to the Manager and Director in the administration of the Branch by contributing toward the development of the Branch and Departmental work programs, participating in the review and development of Departmental policies and procedures, and participating in the hiring and supervision of junior staff.
- Giving evidence as an expert witness at the Local Planning Appeals Tribunal.
- Engage with the public and interest groups as key stakeholders in the planning process providing clear understanding on how policy options impact them.
- Project manage studies including consulting projects and supervising municipal staff assigned to these projects as well as monitoring the assigned budgets.
- Ensures the maintenance of all appropriate planning records, maps, data bases, and files related to development applications and procedure manuals and other planning policy documents.
- Keeps informed of current trends in the planning legislation, practice and techniques evaluating their impact on the Municipality and recommending any needed policy and procedural improvements.

### **Relationship to Council's Strategic Priorities**

Council's Strategic Priorities include Engaged Communities, Strong Economy and Sustainability Infrastructure Growth. With an additional principal level position, we can ensure current and upcoming projects are processed in a timely manner to achieve these priorities in a timely manner.

### **Climate Change Considerations**

Principal Planners work on major and complex development applications. It is within these major and complex development applications that we can incorporate climate change considerations. The more complex development applications processed, the more ability we will have to achieve the municipalities goals.

### **Comparative Analysis**

The Municipality of Clarington is the fastest growing Municipality in the GTHA. With ongoing projects such as Envision Durham, which is currently evaluating Settlement Area Expansion Requests, which will increase development interest significantly within the Municipality.

As is stands, the Municipality of Clarington is lacking in size and resources in comparison to neighbouring Municipalities. Approving an additional Principal Planner would be a proactive approach to deal with the existing and expected volume of development application anticipated in the coming years.

### **Analysis of Alternative Approaches**

The following alternative approach was evaluated and ruled out.

- **Outsourcing of Major applications:** costs upwards of \$25,000 per project. This is not a sustainable and/or long-term approach.

### **Cost and Benefit Analysis**

The compensation for the Principal Planner is recommended based on the estimate below:

Compensation	Benefits	Total
\$97,952	\$32,238	\$130,190

Hiring an additional Principal Planner will allow for an efficiency in processing applications internally. This efficiency will save the municipality in current outsourcing of applications and overtime being paid to senior staff currently inside the Collective Agreement.



## Plumbing/Mechanical Inspector

### Overview

#### Executive Summary

The Plumbing/Mechanical Inspectors perform Plans review of building permit applications and inspection on site to ensure that the plumbing, domestic water, fire lines, sanitary and storm sewers for buildings of all types and the heating and ventilation system for buildings of all types.

#### Background

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 not possible. 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.

A fully qualified Plumbing/Mechanical Inspector requires the following Provincial qualifications:

- General Legal/Process
- House
- Building Services
- HVAC - House
- Plumbing - House
- Plumbing - All Buildings

Once the Plumbing/Mechanical Inspector has obtained all the required Provincial qualifications it takes three to five years for that person to gain the experience to allow them to operate at 100%. If we have to enroll a staff member in a Provincially approved internship program while they obtain their legislated qualifications even more time will be required. Throughout this process the productivity of our existing staff; CBO, Senior Plans Examiners, Plans Examiner, Senior Building Inspector and Building and Plumbing/HVAC Inspectors decreases while they assist with training.

## **Risks to the Municipality and Other Departments**

- Required 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 Chief Building Official,

### **Key Duties and Responsibilities**

- Required to process applications for building permits, including the review of drawings, to ensure that plumbing and mechanical installations do comply with the Ontario Building Code, Building Code Act and other applicable laws.
- Responsible for the inspection of complete plumbing and drainage installations including domestic water, fire lines, sanitary and storm sewers for buildings of all types and the heating and ventilation system for buildings of all types.
- 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 assists with Council's Strategic Priorities for a Strong Economy and Sustainable Infrastructure Growth through the timely and effective inspections of buildings under construction or renovation.

### **Climate Change Considerations**

This position does not impact the climate change initiatives and action plans.

## **Comparative Analysis**

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.

## **Cost and Benefit Analysis**

The compensation for the Plumbing/Mechanical HVAC Inspector is recommended based on the estimate below:

Compensation	Benefits	Total
\$67,203	\$24,659	\$91,862

This position will be funded from the building permit revenue.

## Building Engineer

### Overview

#### Executive Summary

As the Municipality grows, taller and more innovative buildings are being built and proposed. We have our first twelve story buildings under construction on Clarington Boulevard and there are proposals for up to twenty-five story towers on lands around the Go Transit station.

To meet our current workload demands and be prepared for the future development we need to hire and train a new Building Engineer

#### Background

In 2022 we retained an Engineering Consultant to assist us with a peer review of the structural and mechanical design of two twelve story buildings; however, they had to withdraw their services as their insurer would not provide them coverage for this type of work. To meet our current workload demands and be prepared for the future development we need to hire and train a Building Engineer

A fully qualified Engineer performing plans review and inspections requires the following Provincial qualifications:

- General Legal/Process,
- House
- Small Buildings
- Large Buildings
- Complex Buildings
- Building Service
- Building Structural

## **Risks to the Municipality and Other Departments**

- Not having a Building Engineer will affect our permit processing times, our ability to complete requested inspection and the quality of our plans review and inspections overall.

## **Program Description**

### **Timeline**

If approved this position would be advertised immediately.

### **Position Summary**

This position would report to the Chief Building Official, performing structural plans review and inspection and working closely with staff and the public to problem solve.

### **Key Duties and Responsibilities**

- Review the structural aspects of applications for building permits and ensure that plans and documents submitted conform to the requirements of the Ontario Building Code and all other applicable legislation.
- Research and respond to enquiries on Building Code matters and liaise with departments, external agencies, builders, engineers and architects regarding Ontario Building Code interpretations and enforcement
- Perform on-site inspections to inspect the structural components ensuring compliance with the Ontario Building Code and keep accurate records.
- Advise inspection staff on related permit applications.
- Assist the Chief Building Official in performing their role as described in sentence 1.1(6) of the Building Code Act.

### **Relationship to Council's Strategic Priorities**

This position assists with Council's Strategic Priorities for a Strong Economy and Sustainable Infrastructure Growth through the timely and effective inspections of buildings under construction or renovation.

## **Climate Change Considerations**

This position does not impact the climate change initiatives and action plans.

## **Comparative Analysis**

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.

- We retained an Engineering Consultant to assist us with a peer review of the structural and mechanical design of two twelve story buildings; however, they had to withdraw their services as their insurer would not provide them coverage for this type of work.

## **Cost and Benefit Analysis**

The compensation for the Building Engineer is recommended based on the estimate below:

Compensation	Benefits	Total
\$107,258	\$37,045	\$144,303

This position will be funded from the building permit revenue.

## Convert a Building Inspector to a Senior Building Inspector

### Overview

#### Executive Summary

Convert an existing Building Inspector position to a Senior Building Inspector which will provide us with two Senior Building Inspectors. For the purpose of assigning inspections, the Municipality has been divided in two with Bowmanville Ave being the dividing line. This conversion would allow for one Senior Building Inspector and a Building Inspector to be assigned to each area. This would also assist with vacation/sick coverage for inspections of the large/complex buildings throughout the Municipality.

#### Background

As the Municipality grows, taller and more innovative and complex buildings are being built and proposed. We have our first twelve story buildings under construction on Clarington Boulevard and there are proposals for up to twenty-five story towers on lands around the Go Transit station. We also have applications for buildings utilizing new, complex building materials and techniques. For example, the OPG campus expansion which is utilizing exposed mass timber construction. The Senior Building Inspectors must have the provincially mandated qualifications in order to conduct the inspections on all of these buildings.

#### Risks to the Municipality and Other Departments

- Required building code inspections will not be completed in a timely and effective manner which will slow down construction of the large and complex buildings.
- 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 Chief Building Official, coordinating and monitoring the workflow of the Building Inspectors including organizing, guiding and providing assistance pertaining to code interpretation and inspections

## Key Duties and Responsibilities

- Performing routine and complex building inspections, ensuring compliance with and enforcement of the Ontario Building Code and applicable law.
- Responsible for the inspections of the complete building for all Large and Complex buildings.
- Respond to customer inquiries, in person, via telephone and/or electronically.
- Research and respond to enquiries on Building Code matters and liaise with departments, external agencies, builders, engineers and architects regarding Ontario Building Code interpretations and enforcement.
- Provide advice to Plans Examiners on related permit applications and construction.
- Assist the Chief Building Official, Senior Plumbing/Mechanical Inspector, and Senior Plans Examiner with the co-ordination of building permit applications and the collection of approvals for conditions set out within required documents for the clearing of applicable law requirements that must be met prior to the issuance of any building permit.

## Relationship to Council's Strategic Priorities

This position assists with Council's Strategic Priorities for a Strong Economy and Sustainable Infrastructure Growth through the timely and effective inspections of buildings under construction or renovation.

## Climate Change Considerations

This position does not impact the climate change initiatives and action plans.

## Comparative Analysis

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.

- Having the existing Senior Building Inspector continue to cover the entire municipality was considered; however, the size of the Municipality and the workload will not allow them to complete the work effectively.

## Cost and Benefit Analysis

The compensation for the Senior Building Inspector is recommended based on the estimate below:

Compensation	Benefits	Total	
\$67,203	\$24,032	\$91,235	Existing Building Inspector
\$72,586	\$25,723	\$98,309	Senior Building Inspector
5,383.00	\$1,691	\$7,074	Difference between the two positions for budget

This position will be funded from the building permit revenue.

## Community Development Assistant - Revised

### Overview

#### Executive Summary

The Community Services Department is requesting a full-time Community Development Assistant. This position will provide support to the Community Development Coordinator with the variety of community programs, activities, and events.

The objectives of this new position include:

- Provide a resource to manage the on-line intake and coordination of all non-municipal special event requests, thereby creating a single point for community partners and the public, wishing to make an application to hold an event
- Become the department's subject matter expert with the new on-line system, ensuring the customer service objectives are being achieved
- Assist the Coordinator with the planning and management of all municipal special events including the Mayor's Art Gala, Clarington Sports Hall of Fame, and others
- Assist with the annual Community Funding Program, which provides access to municipal funding to local agencies and organizations

The department has identified a significant resource gap around community development and is requesting this new Community Development Assistant. This position will help continue to support the numerous community partners who provide valuable services across Clarington. Currently we have one full-time staff Coordinator responsible for community development and special event management. This staffing request is required to sustain the current expectations and to manage the growth trend we have experienced in recent months, coming out of the pandemic.

#### Background

In 2021, the Municipality created a more streamlined process for community groups and other members of the public to make requests for municipal special event permits. The objective was to create a single point of staff contact for

organizers, with Community Services responsible for this coordinated effort. At that time, Community Services did not have staff to manage this process, however, as we were in the midst of the pandemic, the demand for special events was minimal. As we move beyond the pandemic and see a return to pre-COVID event levels, Community Services will not be able to effectively manage this municipal service, without additional resources.

The Special Events Program operates under three separate special events by-laws, one for events occurring on private property (By-law 2014-020), one for events that require the use and occupancy of municipal roads (By-law 2014-021), and another for on-farm special events (By-law 2021-049).

The by-laws ensure that any necessary outside agencies, (Police, Fire, EMS, Public Health) are aware of the event and steps have been taken to mitigate or remove potential risks or conflicts.

Under the new process, it is expected that the Community Development Assistant will internally manage the applications and ensure that the appropriate internal departments and external agencies are brought into the application review and approval process.

Community Development has always been an intrinsic function of the work we do in Community Services, however, over the last five to seven years we have more formalized the objectives created for this area of our business. During this same period, the management of all major corporate events transferred into our department, including the annual Clarington Golf Classic and Mayor's Art Gala.

Prior to the pandemic, the CD Coordinator effectively managed these corporate events in addition to the Clarington Sports Hall of Fame, Sport and Leisure Fair and Canada Day celebrations. They were also responsible for the administration of Council's community funding programs. With the onset of the pandemic, the focus switched away from event management to working closely with community arena and hall boards as they managed the operational challenges with provincial public health requirements and shutdowns. Council also approved various COVID relief funding programs for these operating boards and other community-based agencies, which required significant staff time.

Additionally, the CD Coordinator is the municipal representative on the DRPS Community Safety Advisory Council, acting as liaison between DRPS and the Municipality. Although this is a relatively new committee, the terms of reference indicate that much work lies ahead, which will impact the workload and expand the commitment level of the Coordinator. Volunteer management for the community also rests in the Community Development portfolio, with staff responsible for administering the Clarington volunteer website at [claringtonvolunteers.ca](http://claringtonvolunteers.ca). The challenge of finding volunteers not only

affects local agencies but our local boards and municipal services as well. Without an effective volunteer program, many activities and services in our community will be at risk.

As we continue to move beyond the challenges of the pandemic, we have seen a steady increase in the number of non-municipal special event permit requests. Pre-pandemic statistics are not readily available, but to date in 2022, we have issued 40 permits and received an additional 50 requests for information on holding events. Some of these requests are straight forward, such as requiring a road occupancy permit and others such as the annual Rotary RibFest event require significant coordination and staff time. The Coordinator is also involved with the project team that is onboarding a new on-line special event request module of our Municipal Business Solutions (MBS) system. Although the new system will be more stream-lined, it will still require our staff to manage the request processing. Without any additional staff resources this aspect of our current portfolio may need to be reconsidered.

While we have managed the workload over the last two years, it will become increasingly difficult to have one staff member manage the breadth of responsibilities, maintaining a high standard of service our community partners and residents have come to expect. There will also be little opportunity to move forward on new initiatives.

#### Current Statistics and Future Expectations:

As Community Services has recently assumed coordination of the non-municipal special event intake process, previous data is not readily available. Additionally, the pandemic had a significant impact on the ability to hold most events around the Municipality.

- Pre-COVID special event permit approvals are estimated to be 70 annually
- As of August, 32 special event permits were processed this year
- An additional 40 inquiries have been received during this same period
- Dependent on the scale of the event, the amount of staff time needed to manage the request differs, however, staff have estimated an average of 12 interactions with event organizers, by phone, email or in person
- With the return of large community events in 2022, those that have taken place (e.g., Rotary Ribs & Brews in June, Orono Fair in September) have seen drastic increases in attendance and engagement.

As the Municipality “goes live” with the on-line special event application process, it is expected that the recent resurgence in requests for community events, both small and large, will continue and will put additional pressure on staff resources.

By providing this additional staff position, the community development team will be able to explore options to improve processes, thus reducing timelines for applicants and reducing the number of calls/emails required to review and approve permits.

With this request, Community Services is looking forward to continuing to provide the necessary support to community groups, mostly volunteers, as they offer a wide variety of programs, activities and events that make Clarington the great community it is.

### Risks to the Municipality and Other Departments

- **Human Resources:** Currently the intake of all special event requests from community organizations (BIAs), other agencies and the public, has no dedicated resources to intake and administer the distribution of these requests to the various internal and external authorities having jurisdiction.
- **Technical:** Community Services staff have been involved in the development and testing for the pending go live of the special event module of the MBS system. Currently this responsibility rests with the single Community Development staff person. Should the expectations of community based special event management become unmanageable with existing resources, reconsideration of the responsibility to another department could have a negative impact on implementing the on-line Amanda process.
- **Public Profile:** One objective of assigning the administration of special event requests to Community Services was to create a single point of contact for external organizations, thereby making these requests less cumbersome. With recent special events, namely Rotary RibFest, it was noted by the event organizers that having one point of contact with the Municipality made their 2022 event run more effectively. Failure to continue to provide this process would reduce this expressed benefit.

### Program Description

#### Timeline

The Community Development Assistant position would be required as of March 6, 2023, after budget approval, to be able to assist with the upcoming events, Community Funding Program, and ongoing work of the Community Development portfolio.

## Position Summary

The Community Development Assistant would report to the Community Development Coordinator and be responsible for the community-based special events process, volunteer management, municipal events (Clarington Sports Hall of Fame, Canada Day, Clarington Golf Classic, Mayor's Art Gala, New Year Events), manage our Community Group Registry, and provide support to other community groups and committees as required.

## Key Duties and Responsibilities

### Special Event Management/Administration

- Process intake applications and liaise with other appropriate departments as required
- Liaison with community fundraisers (Newcastle BIA Christmas Tree event, smaller-scale BIA events)
- Liaise with Tourism on Events

### Volunteer Management

- Recognition Event planning for volunteers
- Oversight and management of volunteer portal
- Reporting on volunteerism
- Supervision of event volunteers
- Standardization of program volunteers, recruiting, placement, orientation, reporting of hours

### Municipal Events

- Sport Clarington (Sports Hall of Fame), Canada Day, Clarington Golf Classic, Mayor's Art Gala, New Year's Levee
- Identify critical paths and oversee/develop committees for each event
- Plan and execute logistics for events (each event will require a minimum of month's lead time)
- Procure all required vendors for events

- Follow Special Event process to obtain all necessary approvals
- Complete post-event debrief to note improvements for following year

### **Relationship to Council's Strategic Priorities**

The focus of our community development efforts is to work with organizations, agencies and the general public to help them make Clarington a better place to live, work and play. As such the following Strategic Priority is related to this staffing request:

#### **Engaged Communities**

- Enhance two-way communication with the community

### **Climate Change Considerations**

N/A

### **Comparative Analysis**

Although specific research was not completed, as service levels are not consistent for this type of service, it is quite common for dedicated staff to manage municipal special events. Many municipalities across southern Ontario, including Durham Region, have special event business units.

### **Analysis of Alternative Approaches**

In the short-term, we have internally shifted responsibility for Hall Board communications and support, from the Community Development Coordinator to a Facility Supervisor. This has relieved the Coordinator workload and allowed focus on numerous municipal and non-municipal events that have occurred since September 2022.

Some consideration was given to the return to the pre 2021 special event application process, which would return the responsibilities for application intake and review, back to individual departments based on the specific needs of the event. This would remove any efficiencies from a coordinated process and not be in the best interest of customer service to the public.

We also looked at the existing responsibilities and proposed workplan for 2023, to see what work could be delayed or eliminated altogether. We would complete a detailed review of existing community development responsibilities to identify a list of tasks we will no longer be able to support, and to discuss with CAO and SLT where these should reside.

## **Cost and Benefit Analysis**

### **Costing Information:**

The proposed position has been categorized in Grade 3 on the Non-Affiliated Wage Grid and is estimated to be \$77,300 (2021) annually, excluding costs for all associated benefits. The position would also be eligible for overtime, consistent with current corporate practice.

Although it is difficult to fully quantify, the cost benefit of this new position can be partially supported with the recent changes that saw two positions, both related to community development, moving to the CAO office and will be reflected in the 2023 budget. These positions are the former Manager, Client Services and Community Development Coordinator – Diversity, Equity and Inclusion.

### **Benefits:**

This person will provide Community Services the ability to continue to provide critical support to our community partners, allowing them to provide needed programs, and services that make Clarington a great place to live.

The department will continue to manage high quality corporate events, including those where proceeds are provided to local agencies and organizations, such as the Bowmanville Hospital Foundation's We Care, We Can Campaign.

Many of our community partners are struggling with access to a base of volunteers to effectively operate. With the addition of this staff position, our community development team can enhance their efforts with volunteer recruitment and management. This would benefit both the Municipality and the community. Without the commitment of volunteers, many of the great activities we look forward to each year, would not be possible.



## Permanent Part-Time Building Services II

### Overview

#### Executive Summary

The Community Services Department is requesting one new Part-time Building Services II position for the Municipal Administrative Centre (MAC). This position will provide staff coverage in the building when the adjacent Clarington Library is open to the public, and no full-time building staff are on. This primarily occurs on Friday evenings and on weekends.

The objectives of this new position include:

- Provide operational consistency by addressing a service level deficiency that includes staffing municipally operated buildings during public access hours
- Respond to building and life safety system issues while the library is open to the public
- Provide both interior and exterior maintenance duties as required during library operating times
- Mitigate the need to call-in building staff to address emergency situations and/or perform necessary winter maintenance on weekends
- Expand ability to complete repair and maintenance tasks in MAC while municipal staff are not present
- Support risk and liability mitigation for the Municipality, at this location

Based on the current building staffing schedule, there are no full-time building services staff scheduled Friday evenings and Saturday and Sunday days. Although the MAC is technically locked, with no public access from the library, the building life safety and mechanical systems remain interconnected. If required, library staff must contact the on-call supervisor to communicate the issue and have them direct staff and/or service contractors to respond.

## Background

The building services team is responsible for the day-to-day operations of both the MAC and CPL Branch Library. This includes cleaning, interior, and exterior maintenance, life safety (fire alarm) and mechanical (HVAC) systems. Although technically separated by key card access and sliding gates, the two areas are one building.

When present, building staff are available to respond as needed for maintenance and other needs in the branch library. The staff are responsible for the end of day cleaning of the library branch, in addition to the MAC. Additionally, staff are available to assist with any needs that arise at both Waverley Place and Sarah Jane Williams Heritage Centre.

The proposed new position would expand the staff coverage to all operating hours of the branch library and provide a consistent level of service, which is not being provided presently. In the absence of building staff, the current procedure is for library staff to contact our on-call supervisor to respond. It is not recommended that we continue this practice.

## Risks to the Municipality and Other Departments

- **Building/Life Safety Concerns:** With the current staffing schedule, there is no building services staff on shift for the earlier mentioned timeframes. In an emergency, the risk to property and building systems is exacerbated due to the delay in time for on-call staff to be contacted and respond. Although this practice has been in place since the library expansion occurred, the risk to the building and in some cases the public will be better managed with the addition of this position.
- **Service Level Expectations:** As the Main Library Branch is fully dependent on municipal staff for building cleaning and maintenance, there exists a gap in the service we provide to the library and the public who use the facility. As we continue to work more closely with Clarington Public Library, an increased presence in the library during these expanded weekend hours would better serve the maintenance standards the public has come to expect from municipal buildings, whether recreation facilities or libraries.

## Program Description

### Timeline

This position would be required immediately following the approval of the 2023 operating budget.

## Position Summary

Reporting to the Facility Supervisor, the Part-time Building Services II position will be responsible for day-to-day safe operation of the Municipal Administrative Centre and CPL Branch Library. This will include maintaining all building systems and troubleshooting any issues. The position will also be required to complete cleaning and maintenance duties, repairs and minor renovations, as needed.

## Key Duties and Responsibilities

- To perform cleaning and maintenance tasks following cleaning and disinfection procedures
- Respond to issues involving the various building systems including fire alarm and mechanical systems, as needed
- Exterior maintenance – litter pickup, snow removal and salting of entrance and sidewalk areas through the winter months
- Maintain a safe environment for employees and the public
- Maintain buildings in good working order
- Provide support to branch library staff as needed
- Complete cleaning, repair and maintenance tasks at the MAC that are best done when no municipal staff are in the building

## Relationship to Council's Strategic Priorities

Not applicable

## Climate Change Considerations

Not applicable

## **Comparative Analysis**

It is difficult to complete a comparative analysis with other municipalities and their operations due to variations in operating processes. However, for an internal comparison, this is the only municipally operated public access building that is open without building staff present. All recreation facilities are staffed during all times they are open to the public.

## **Analysis of Alternative Approaches**

The alternative approaches to this proposal include the “do nothing” approach. This would maintain the status quo and see no operational benefit, while at the same time, continue to expose the Municipality to risk and liability to both property and the public. This was not considered an effective approach for reasons provided above.

We also considered altering the schedules of our existing compliment of staff to expand into the weekend hours. However, it was determined that this would only reduce the existing service level provided weekdays and evenings and lead to concerns with cleanliness and maintenance. This is also not considered a viable solution.

The last option considered was requesting a new full-time building services position. Although this would be more beneficial, and costly, for our operation, it is currently more than what is needed to address the service level deficiency. This may be a consideration in future budget years.

## **Cost and Benefit Analysis**

### **Costing Information:**

- The compensation for the Permanent Part-time Building Services II is Code 4 Outside.
- Based on the start rate of \$ 26.59 per hour (2021 rate), the proposed cost excluding any benefits and vacation pay is \$33,200.
- We are also proposing 12 weeks per year, for vacation coverage, up to 40 hours per week. This additional cost is \$5,100, for a total of \$38,300 (2021).

### **Benefits:**

- Reduction in the number of call-ins, for emergencies, snow clearing and other building matters, at the applicable overtime rates. Based on a conservative estimate of 125 hours annually, the estimated savings would be approximately \$4,500.
- On-site staff will be able to immediately respond to a building emergency and better assess if outside contractors are required. This will result in less calls for service that will assist managing repair and maintenance budgets. Annual savings have not been estimated.
- Although difficult to quantify, a delay in responding to even simple items such as a washroom flood, can cause significant damage and be costly to clean up.
- In an emergency services response situation, staff would be able to meet with responders upon arrival.
- Repair and renovation work could be best completed in MAC, when municipal staff are not present.

## Part-Time Assistant Coordinator, Customer Service

### Overview

#### Executive Summary

The Community Services Department is requesting a Part-time Assistant Coordinator in the Customer Service business area. This position, reporting to the Customer Service Coordinator, would be responsible to manage the allocation and permitting of all outdoor sport fields, and permissible parks and open spaces.

The objectives of the new position include:

- Manage the annual adult and youth sport organization field requests
- Coordinate and support the permitting of seasonal contracts and “one off” bookings, including liaising with Finance on invoicing and accounts receivables
- Liaise with local school boards on scheduling and permitting shared use school fields
- Effectively communicate with Public Works for field maintenance schedules and weather cancellations throughout the season
- Analyze existing data on outdoor spaces use and identify areas where use can be optimized and better assess the true future needs for outdoor field development
- Assist the Coordinator with the development of allocation policy and procedures that achieve fair and equitable access for all Clarington residents
- Work with Recreation staff to initiate the growth of programming of outdoor spaces, as outlined in the 2023 work plan for the Department
- Complete research on market trends (benchmarking) across the Region to make informed recommendations on outdoor field and space rental rates, as part of annual report on municipal rates and fees

In addition to the main objectives for this position listed above, the added resource would provide capacity for the Customer Service Coordinator to focus on enhancing data collection and analysis across the service areas of the

Department. This information will provide the basis for better informed strategic decisions related to the need for indoor and outdoor recreation facilities to address the development growth that is planned for Clarington.

To date, the customer service team has been effectively managing the additional work associated with field and outdoor space allocation and permitting, primarily due to the overall decrease in demand during the pandemic. However, we have seen a steady increase in requests, since early in Q2 of 2022, that is not expected to recede. Without the additional position, the responsibilities listed above would remain with the Coordinator. This could have a negative impact on expanding access to programs and services for outdoor spaces for residents and diminish the needed focus on statistical analysis of our ACTIVENet registration and booking software.

## Background

In March 2020, Council approved various recommendations from Report CAO-006-20, arising from the Grant Thornton Structural Review. This included the recommendation to transfer responsibility for outdoor field and open space allocation and permitting from the Operations Department to Community Services. This reallocation of responsibilities did not include staff resources for the additional responsibilities. Since that time, a significant amount of staff time has been allocated to this function, including the restructuring of outdoor user fees, updating procedures on permitting to better align with indoor rental processes, and most importantly working with our local soccer and baseball organizations to allow this to best serve their participants.

The breadth of these new responsibilities was not fully known at the time and appears now to require more staff resources to maintain the current expected levels of service. Unique from indoor facility rentals, is the effect that weather has on the permitting of outdoor fields. This requires our staff to be in communication with the Supervisor of Parks in the event weather conditions could require the playing fields to be closed. In this case, our staff cancel all permits for the time period, and work with the organizations to reschedule field times, where possible.

The Customer Services business unit has historically serviced more than 2,000 unique permits every year. That number has increased by more than 25% with the addition of the outdoor fields and green spaces in 2021, where the number of unique permits approaches 500 per year. With the addition of new rentable spaces in 2022/23 and our growing community size, we know this number will only continue to increase. New rentable spaces include: Courtice Community Complex (CCC) Hall 1 and Hall 2, Courtice Community Complex Program Room, and the South Courtice Activity Room. The Hall at CCC will be a large undertaking as it will be a popular location for larger special events which require additional oversight and regulations. To date, we have received no additional staff supports to assist with these increases.

In 2019 we permitted for 50 community and local business groups, and we now permit for 48 additional groups, for a total of 98 groups. We continue to support and permit for our local school boards and saw a significant increase with the addition of their outdoor field requests. Each group requires communication, follow-up, and administrative support. With the addition of outdoor fields, we have needed to create relationships with additional user groups to allow us to appropriately allocate our fields based on their needs. We problem solve with these organizations to solve scheduling issues and work to ensure they feel they are our partners in the community. We hold meetings with the major organizations, as we do with our indoor ice organizations, at the beginning and end of the season.

As we move forward and the community grows, it is imperative that we have a formalized allocation process in place for both our indoor and outdoor spaces. These policies will exist to ensure the Corporation and Department are transparent and consistent in the allocation of space to community groups. Creating an allocation policy will formalize the roles, responsibilities, and operational practices we currently use while permitting space. As we look to onboard a new facility, this policy will be key in ensuring the additional rentable spaces (namely ice pads, which will be in high demand) are allocated to the appropriate user groups without bias. The creation of an allocation policy will be a large undertaking, requiring research, benchmarking, gathering statistics to inform our decisions, and ongoing review to ensure we are consistently meeting best practices in this area.

#### Current Statistics and Future Expectations:

Since assuming responsibility for the allocation and permitting of sport fields and other outdoor spaces in 2020, the various provincial and public health “shutdowns” have resulted in limited use for the outdoor seasons for both 2020 and 2021. However, we experienced a return to pre-pandemic outdoor activity levels in 2022 and provide the following highlights:

- 193 fields and open spaces were permitted by Community Services staff.
- Over 11,000 hours of use were permitted.
- Over 1,400 amendments were made to outdoor permits (majority due to weather cancellations and rescheduling).

Although not fully related to outdoor permitting, we also provide the following:

- In 2022, we estimate receiving over 10,000 emails to our [bookings@clarington.net](mailto:bookings@clarington.net) account



- In 2022, it is estimated that 3 FTEs allocate most of their time to indoor and outdoor booking responsibilities. By comparison, this was 1.5 FTEs in 2019

### Risks to the Municipality and Other Departments

- **Human Resources:** As indicated above the demand for the use of outdoor spaces in Clarington will only increase as we approve new residential developments that include local parks and open spaces. Additionally, we continue to develop community level parks that include sport fields that will need to be added to annual allocation and permitting plans. Without the additional resources to effectively manage this area, existing resources will need to be reassigned to perform this work. Ultimately this will negatively impact the level of service across our Customer Service team.
- **Public Profile:** Since the assumption of sport field permitting, our staff have worked hard to develop a strong relationship with our sport organizations. This relationship has been beneficial as we worked through the re-organization of the rental rates. It should remain a priority to maintain this relationship.

### Program Description

#### Timeline

The Part-time Assistant Coordinator position is required immediately following approval of the 2023 operating budget.

#### Position Summary

The Part-time Assistant Coordinator of Customer Service reports to the Customer Services Coordinator and is responsible for providing leadership and supervision to the Customer Service team, ensuring they deliver prompt and superior customer service to each resident. The Part-time Assistant Coordinator supervises the day-to-day operation of the Community Services Customer Service desks, ensuring a commitment to customer service excellence.

#### Key Duties and Responsibilities

- Assist the Customer Services Coordinator with the development of an Allocation Policy to effectively manage indoor and outdoor rental spaces

- Coordinate the annual allocation process for outdoor sport field and open spaces
- Manage the ongoing permitting of the same spaces
- Development and maintenance of allocation and permitting processes
- Coordinate with Finance for the monthly invoicing of major outdoor sport organizations
- Assist with data collection for annual user fees
- Liaise with Community Development on special event permit applications as part of the special event process
- Assist in the development, implementation, and evaluation of processes to manage customer rental requests
- Respond to customer inquiries and complaints using a positive, solution-oriented approach that upholds the Department's expectation of Customer Service Excellence
- Work with all staff members to develop a positive team environment and utilize superior problem solving and communication skills to resolve issues as they arise
- Ensure compliance with any relevant legislation, corporate and departmental policies and procedures and health and safety initiatives
- Commitment to continuous improvement initiatives
- Perform other duties as assigned in accordance with Department objectives

#### **Relationship to Council's Strategic Priorities**

Not applicable

#### **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 proposal positions us for success moving forward.

## **Analysis of Alternative Approaches**

The following alternative approaches were evaluated and ruled out.

- **Return Responsibility to Public Works:** This option was ruled out as it would not be consistent with the approach of streamlining processes for facility rentals. It is also assumed that Public Works does not have the capacity to re-assume this responsibility.
- **Reduce Existing Service Levels to Fund Position:** This would require a reduction in customer service rep hours at recreation facility front desks to fund this position. Reallocating funds in this way would be detrimental to the current level of service we provide our customers.

## **Cost and Benefit Analysis**

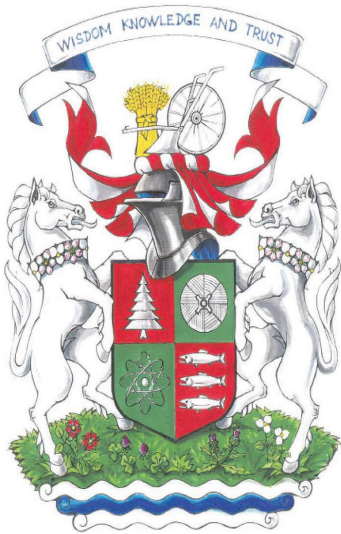
Costing Information:

- The proposed budget is based on 24 hours per week for 52 weeks.
- The 2021 approved rate of pay is \$34.90 per hour.
- The annual cost, excluding benefits and vacation pay is \$43,600.

Benefits:

- Increase effective allocation of available outdoor spaces to increase fill rate percentage.
- Facilitate expansion of outdoor spaces programming, in collaboration with recreation services staff.

- Provide Coordinator the capacity to improve statistical analysis of program and booking data, to better inform strategic decisions for future growth and development.
- Lead the annual field allocation process and provide direction and support to field booking team as they permit the spaces for each outdoor season.



# Mayor and Council

*Clarington*

# Mayor and Council

## Overview

The *Municipal Act, 2001* defines the responsibilities of the Mayor and Council. Our Council membership includes an elected Mayor, two elected Regional Councillors and four elected Local Councillors.

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 information and recommendations to Council with respect to the role of Council; and represents the Municipality at official functions. As the Chief Executive Officer, the Mayor upholds and promotes the purposes of the Municipality and fosters public interest and involvement in the Municipality and its activities. The Mayor is one of three representatives of Clarington to the Regional Municipality of Durham (the “Region”) Council.

Regional Councillors have responsibilities as elected officials. Regional Councillors participate on Regional Council and Committees to make decisions for the Region as well as Clarington’s Council and Committees.

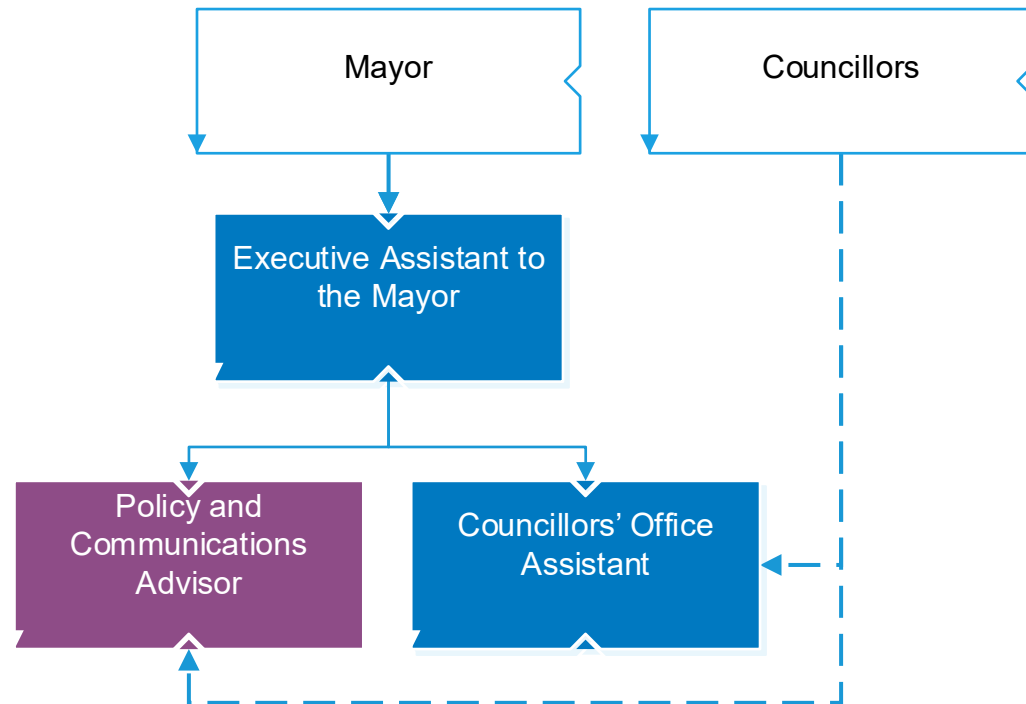
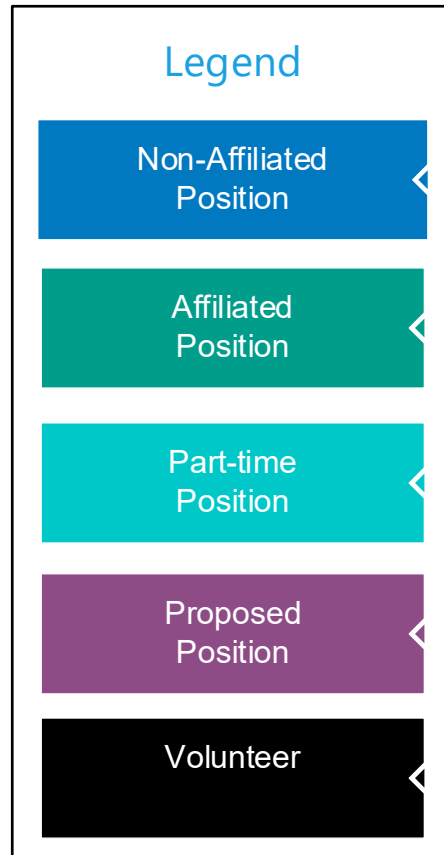
Local Councillors have similar responsibilities as Regional Councillors, however, do not represent the Municipality at Regional Council. Local Councillors may sit on several local committees as Council representatives.





*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 Elhajeh (Ward 1)*

## Organizational Structure





## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Mayor				
Expenditures				
Salaries, Wages and Benefits	\$245,047	\$241,313	\$363,114	\$121,801
Materials and Supplies	21,696	56,677	57,615	938
Council				
Expenditures				
Salaries, Wages and Benefits	415,796	439,596	461,692	22,096
Materials and Supplies	1,677	9,070	15,070	6,000
Ward Council				
Expenditures				
Materials and Supplies	14,734	42,800	47,520	4,720
Regional Council				
Expenditures				
Materials and Supplies	8,821	25,500	27,942	2,442
Total	<u>\$707,771</u>	<u>\$814,956</u>	<u>\$972,953</u>	<u>\$157,997</u>

### Budget Highlights

The following items highlight the 2023 budget submission for Mayor and Council (Governance):

#### Mayor

- Increase budget for Material and Supplies by approximately \$1,000 includes a budget for a new cell phone if proposed staffing request approved.

## Council

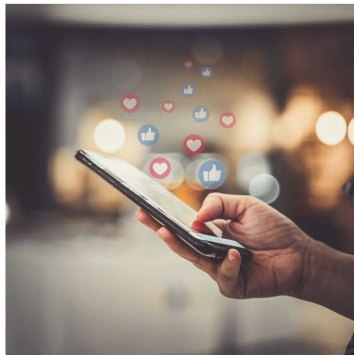
- Increased Materials and Supplies by \$6,000 including \$4,000 reinstated for office supplies and \$2,000 to the furniture/fixture budget.

## Ward Council

- Increased Materials and Supplies by \$4,720. \$1,000 added for each councillor as one-time adjustments in the 2023 budget for conference/courses. The remainder is inflationary increases for travel budget accounts per the Council compensation by-law.

## Regional Council

- Increased Materials and Supplies by \$2,442. Added \$1,000 for each regional councillor as one-time adjustments in the 2023 budget for conference/courses. The remainder is inflationary increases for travel budget accounts per Council compensation by-law.



# Office of the CAO



*Clarington*

# Office of the CAO

## Department Overview

The Chief Administrative Officer (CAO) is responsible for the overall management of the corporation. This includes policy development, staffing, communications, corporate performance, intergovernmental affairs and support for Mayor and Council. 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:** Exercise general control and manage the affairs of the municipality ensure the efficient and effective operation of the Municipality; implement council's decisions and establish administrative practices and procedures to carry out council's decisions; undertake research and provide advice to Council on the policies and programs of the Municipality; execute the strategic plan and providing oversight and leadership across the corporation.

**Communications:** Managing both internal and external communication channels. Responsible for creative services, corporate branding and digital presence (including web and social media).

**Corporate Performance and Innovation:** Created in September 2022, this division is responsible for the Accessibility and Inclusion, Diversity, Equity and Anti-Racism (IDEA) and Climate Response portfolios within the Corporation. Provides support on project management and continuous improvement initiatives across the corporation, and support to corporate customer service delivery.

**Strategic Initiatives:** This division is responsible for the strategic planning process and key initiatives within it. The internal audit function resides within this division and provides internal audit, value-for-money audits and service delivery reviews for the corporation. Intergovernmental relations and communications (pending a service review in 2023) are also part of this portfolio.

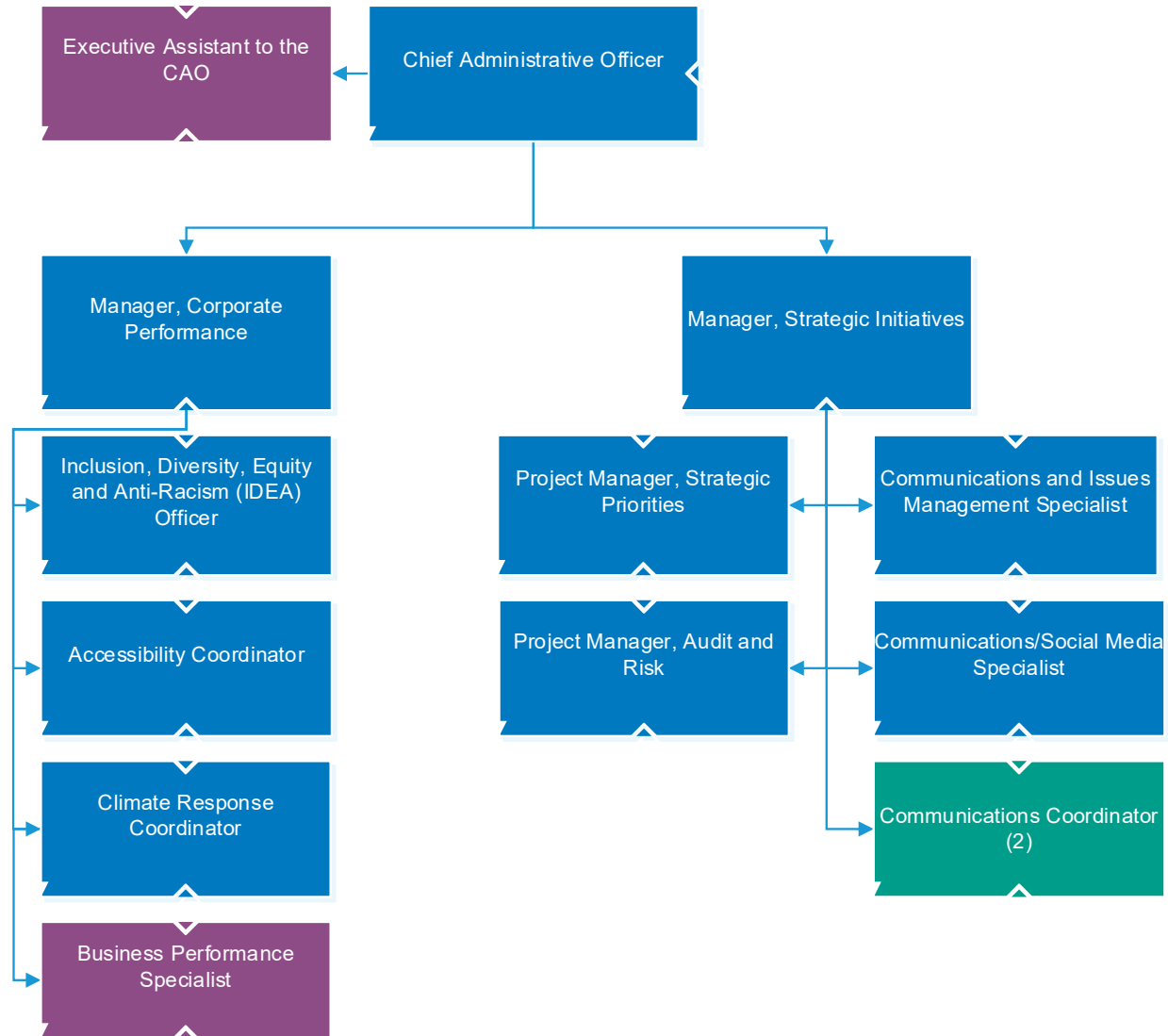
## 2022 Accomplishments and Success

- Created a customer-centric ground floor for the Municipal Administrative Centre which facilitated all customer services being accessible on the main floor.

- Commenced a modernization of customer service which includes modern phone-system, improved website presence, and customer service standards.
- Supported investment in broadband deployment, with coverage reaching more than 98 per cent of residences and commercial locations across Clarington.
- Created a quarterly newsletter to improve communication with stakeholders on a quarterly basis.
- Continued growing Clarington's digital presence, increasing our reach to over 26,000 followers across our corporate and fire Facebook, Twitter and LinkedIn accounts. An increase of 12.4 per cent compared to 2021.
- Continued support of the Region of Durham, Metrolinx and the Province of Ontario on the extension of GO Train Service to Courtice and Bowmanville.
- Created online accessible documents training in partnership with Trent University to provide staff with knowledge on how to ensure all documents are accessible
- Supported the development of a multi-year Economic Development Strategy.
- Received funding for two projects, worth over \$100,000, to install accessible outdoor fitness equipment with a rubberized surface and a grant to support diversity work and training sessions through the Canadian Council on Rehabilitation and Work.
- Actioned 22 of 66 items identified in the Leading Equitable and Accessible Diversity (LEAD) project. These actions embed accessibility and inclusion into the processes, programs, services and organizational culture of Clarington.
- Partnered with the DiscoverAbility Network to post job opportunities to target a demographic of individuals with disabilities and increase the number of applications from diverse communities.
- Collaborated with municipalities across Durham Region to consult with Indigenous Communities and installed an Orange Crosswalk to commemorate the survivors and those lost to the Residential School System at the corner of Temperance and Church Streets.
- Implemented an Inclusive Spaces Policy that addresses zero tolerance against acts of racism and discrimination in municipal buildings and spaces.

- Developed and implemented a Diversity and Inclusive Training Plan to formalize training for staff on Indigenous Cultural Awareness, Anti-Racism, and Gender Diversity.
- Trained 130 staff and members of Council on the use of gender pronouns. Worked with Clerks Division to implement changes to minutes of Council and Committee meetings. This work was recognized by PFLAG Canada Durham Region.
- Changed processes to waive fees for Commissioner of Oaths for individuals changing names (transitioning individuals) and those reclaiming names lost to the Residential School System (Call to Action #17 of the Truth and Reconciliation Commission's Report).

## Organizational Structure



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Unclassified				
Expenditures				
Materials and Supplies	\$374,731	\$6,000	\$0	(\$6,000)
Administration				
Expenditures				
Salaries, Wages and Benefits	496,477	568,289	451,313	(116,976)
Materials and Supplies	43,846	56,825	71,325	14,500
Contracted Services	159,025	30,000	30,000	0
Strategic Initiatives				
Expenditures				
Salaries, Wages and Benefits	0	0	469,361	469,361
Materials and Supplies	0	0	3,500	3,500
Contracted Services	0	0	50,000	50,000
Communications				
Expenditures				
Salaries, Wages and Benefits	551,673	594,088	513,524	(80,564)
Materials and Supplies	75,749	104,000	101,100	(2,900)
Contracted Services	59,695	98,775	165,575	66,800
Corporate Performance				
Expenditures				
Salaries, Wages and Benefits	0	0	716,666	716,666
Materials and Supplies	0	0	91,030	91,030
Contracted Services	0	0	150,000	150,000
Contributions				



Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Revenue				
Transfer between Funds	(118,332)	(60,000)	(30,000)	30,000
Environmental Revenue				
User Charges	(136,340)	(83,500)	0	83,500
Expenditures				
Materials and Supplies	5,273	3,500	0	(3,500)
Contracted Services	133,231	80,000	0	(80,000)
Total	\$1,645,028	\$1,397,977	\$2,783,394	\$1,385,417

## Budget Highlights

The following items highlight the 2023 budget submission for the Office of the CAO:

### Other

- Reallocated \$6,000 to Community Services (Volunteer Program-Reception)

### Administration

- Increase in Materials and Supplies of \$14,500 includes reallocations from other departments including: \$4,000 of office supplies from Communications; \$3,300 for memberships from Community Services, \$300 from Financial Services. Also included is a one-time cost of \$9,000 for small equipment for additional staff offset by decreases in travel which is reallocated to Strategic Initiatives.

### Strategic Initiatives

- Strategic Initiatives is a new division within the Office of the CAO responsible for strategic planning, internal audit and communications.

- Materials and Supplies of \$3,500 includes \$2,000 reallocated from Administration and \$1,500 for small equipment and miscellaneous expenses.
- Contracted Services includes a non-recurring expense for the creation of a new Strategic Plan for the Municipality's 2023 to 2026 term as well as a review on corporate communication strategy.

## Communications

- Materials and Supplies decrease is a consolidation of office supplies to the Administration division. Increases of \$1,100 for miscellaneous expenses and office furniture to deal with accommodation requirements.
- Contracted Services increase of \$66,800 relates to the business case to create a permanent "What's Up in Clarington Newsletter".

## Corporate Performance

- Corporate Performance is a new division within the Office of the CAO and includes the accessibility, DEI (Diversity, Equity and Inclusion), climate change and corporate customer services portfolios.
- Materials and Supplies of \$91,030 is primarily a reallocation from Community Services. New funding of \$10,000 for DEI and Indigenous training, \$8,000 memberships with Clean Air Partnership and Quest are also included.
- Contracted Services of \$150,000 is reallocated from Planning and Infrastructure Services to reflect the reorganization of the climate change responsibilities to the Office of the CAO.

## Environmental

- The Port Granby Project has been reallocated to the Planning and Infrastructure Services Department.

## Business Cases for Changes in 2023 Services

### Inclusion, Diversity, Equity and Anti-Racism Initiatives

#### Overview / Background

The Municipality of Clarington has made increasing inclusion, diversity, equity and anti-racism in the community and the workplace a priority. Advisory Committees and Staff Teams work to extend the reach of diversity and inclusion across our corporation through various initiatives, educational campaigns, training and events.

Areas of work include:

- Leading Equitable and Accessible Delivery (LEAD)
- Truth and Reconciliation
- Coalition of Inclusive Municipalities / Anti-Racism
- Awareness and Education

#### Project Descriptions

##### Leading Equitable and Accessible Delivery (LEAD)

Staff worked with the Abilities Centre to conduct the LEAD process which resulted in 66 identified actions. Staff require a budget to work towards achieving these workplan items with the goal of creating a more diverse and inclusive work environment. In 2022, a workforce demographic survey conducted in November. The survey will provide staff with quantitative and qualitative data baseline of our current state workforce. Completing this survey is important. Equally important is the use of the results to drive action. The proposed money in 2023 budget will position staff to create action plans, including key milestones and reporting requirements tied to our corporate performance in achieving our diversity and accessibility goals for the survey, and begin action on other workplan items.

##### Truth and Reconciliation

Several initiatives over the past couple of years have been completed and aimed at supporting 94 Truth and Reconciliation Commission ((TRC) calls to action. Past efforts have included the adoption of a Land Acknowledgment Statement,

Indigenous Cultural Awareness Training for Council and staff, and most recently, an Orange Crosswalk. To support the purpose of reflecting truthfully about Canada's tragic history, a plaque will be commissioned detailing this commitment in 2023.

As work continues, as directed through Resolution # GG-424-21, staff have shifted from an initial focus on learning about the Truth and Reconciliation Commission's work, to conducting an overview of the Calls to Action and participating in education opportunities to have a better understanding of the issues. A large part of the work will include consultation with Indigenous communities to understand their needs and priorities to ensure their rights and interests are included in any recommended strategy or action plan. Along with ongoing initiatives to achieve the Truth and Reconciliation Commission goals, staff require a budget to complete this work, including consultation with Indigenous Communities. Costs for consultation with our Indigenous Communities vary and are based on the complexity / nature of the consultation, which is crucial in achieving reconciliation.

### **Coalition of Inclusive Municipalities / Anti-Racism**

Through Resolution # GG-161-22, Council approved Clarington's Inclusive Spaces – Anti-Racism Policy and endorsed the Coalition of Inclusive Municipalities' 10 Common Commitments. Staff were also directed to take any additional measures necessary to join the Coalition, including the development of a plan of action against racism and discrimination. This would be supported by developing toolkits, events, training and promoting resources to support residents in learning about, and counteracting racism and discrimination in the community. Part of the budget proposal supports the work on these initiatives and cost of delivery.

### **Awareness and Education**

To support and foster learning and understanding of issues around inclusion, diversity, equity and anti-racism, staff will continue to collaborate and plan initiatives that recognize and highlight special celebrations for our staff and community including honouring Black History Month, National Indigenous Peoples Day and more. While staff will continue to seek funding opportunities to support this work, the outcomes, to have stability require funding so that staff can include the initiatives as part of their annual workplan.

Clarington is a founding partner of the first "Municipal Anti-Hate Symposium: Towards a Collective Approach to Understanding and Dismantling Hate." This was a full day virtual event which was free and open to municipal staff, leadership, and elected officials. It focused on how hate, discrimination, and oppression affect different groups within our communities. Over 250 people from across Ontario participated and plans are underway for a similar event in 2023.

## Stakeholders and Impacts

Stakeholder	Impact
Residents	Recognition, awareness, opportunities to learn, reflect and contribute to a more inclusive community, combat racism
Staff	Support, awareness, and creation of a more inclusive workforce
Council	Provide meaningful engagement and support of their constituents

## Resource Requirements / Project Costs

Project	Description	Anticipated Costs
LEAD	Develop a plan to implement actions related to Workforce Demographic Survey results, and other identified items in report	\$10,500
Truth and Reconciliation	Install a plaque to commemorate Orange Crosswalk; consultation with Indigenous Communities in the development of truth and reconciliation action plan	10,500

Project	Description	Anticipated Costs
Coalition of Inclusive Municipalities / Anti-Racism	Develop and implement action plans, toolkits, and resources to combat racism and discrimination	6,500
Awareness and Education	Plan and execute initiatives that promote learning through recognition events around special celebrations	8,500
Total		\$36,000

**NOTE:** Staff will continue to investigate and apply for relevant funding opportunities through external sources to offset the cost of implementation.

### **Relationship to Council's Strategic Priorities**

**Engaged Communities** – through increased and enhanced two-way communication with community in the development of action plans that directly affect them

### **Climate Change Considerations**

Wherever possible, impact to climate change and carbon footprint will be considered such as offering virtual consultation options and consulting with residents where they are at (i.e., grocery stores, libraries, community centres).

### **Comparative Analysis**

Close to 100 communities are members of the Coalition of Inclusive Municipalities and have all committed to the development of action plans to address racism and discrimination at the local level.

Since 2015 and the release of the Truth and Reconciliation Commission's 94 Calls to Action, many municipalities are reviewing processes, policies and are developing plans to respond to the Calls in journeys towards reconciliation.

As we emerge from the restrictions of the pandemic that have limited and changed the ways we engage with community since early 2020, many municipalities are planning increased community opportunities to recognize and celebrate together in the spirit of diversity and inclusion.

### **Analysis of Alternative Approaches**

Alternative approaches were evaluated and ruled out.

- Doing nothing implies acceptance of unwanted behaviours (such as racism and discrimination)
- To honour our commitment to Truth and Reconciliation, Anti-Racism, and the Coalition of Inclusive Municipalities, we must proceed as outlined above to engage with community and prioritize inclusion, diversity, equity, and anti-racism

### **Cost and Benefit Analysis**

The cumulative cost of the projects proposed for 2023 has a value of \$36,000.

The benefits of these projects help the Municipality to understand and meet the ongoing needs of our residents. By fostering creativity and innovation through our inclusion, diversity, equity, and anti-racism efforts we support a welcoming, inclusive community and support employee attraction and retention.

### **Conclusion and Recommendation**

These initiatives support organizational accountability for growth in inclusion, diversity, equity, anti-racism and Indigenous reconciliation across the corporation and community.

Funds to support this work, including the development of associated action plans, engaging in meaningful consultation, and connecting with our community, have been requested through the 2023 budget.

Staff recommend the approval of funding to support the development and implementation of these proposed initiatives.

## Strategic Plan

### Overview / Background

In 2023 Clarington Council will approve a multi-year strategic plan, which will provide the community and staff with a vision for our community over the next four years. The strategic plan will also outline the high-level goals and priorities that staff will use as a guidepost for workplans and resource allocation.

In the past we have retained a third party to facilitate the planning and to provide support for the development of the strategic plan. The expectation for the 2023-2026 strategic plan will be that most of the work will be done by internal staff through the Strategic Initiatives division, with the support of the CAO. Obtaining public input and general promotion as well as limited scope facilitation for public sessions will be the drivers of the financial ask.

### Project Description

The CAO's Office is leading the process in partnership with departments through an internal Steering Committee consisting of leaders across the organization and the Senior Leadership Team. Internal staff will manage all aspects of this project but will utilize the services of an external facilitator to assist with the public workshop(s) that will be held to support the identification/validation of Priorities, Objectives, and Performance Measures informing the drafting of the 2023 to 2026 Strategic Plan.

The Strategic Plan will focus on identifying high-level strategic directions/priorities and developing goals for Council's 4-year term of office.

### Stakeholders and Impacts

- Council
- Internal Staff
- Members of the public (inclusive of community and business partners)

### Resource Requirements / Project Costs

1. Clarify Expectations (Internal resource allocation)



- Conduct interviews with members of Council and the Senior Leadership Team to identify hopes, expectations, concerns and potential barriers to participation.
  - Determine the focus and timing of community engagement
2. Community Engagement: Informing Council's Priorities (Survey design, advertising, meeting facilitation - \$15,000)
    - Community engagement is a key element of Council's decision-making process, the development of this strategic plan will be advanced in a way that is consultative, transparent and offer multiple opportunities for public participation.
    - The focus of community engagement is to help inform Council's priorities and ensure that the interests of residents and community and business partners are brought forward.
    - Comments, suggestions and feedback collected throughout the consultation process and at the in-person sessions will be circulated to Council and members of the Senior Leadership Team.
  3. Identifying Strategic Priorities (Internal resource allocation)
    - After reviewing the comments, Council and senior staff will participate in a 1-day, facilitated strategic planning session. During this exercise, they will collectively respond to the questions noted; incorporate the public input; define the desired future state of the Municipality; and develop priorities and objectives for the Strategic Plan.
  4. Identifying Goals and Plan of Action (Internal resource allocation)
    - Facilitate a 1-day workshop with senior staff to develop Goals and a Plan of Action based on the strategic priorities identified by Council. Document goals and action plans to share with Council.
  5. Finalizing the Plan (Internal resource allocation)
    - Facilitate a ½-day workshop with Council and senior staff to finalize the strategic plan components. Summarize draft plan for CAO to present in a report to Council.
  6. Communication of Approved Strategic Plan (\$5,000)
    - Inform the public of the approved strategic plan and the roadmap ahead – inclusive of how the plan will be reported against.

#### **Relationship to Council's Strategic Priorities**

N/A

#### **Climate Change Considerations**

N/A

## **Comparative Analysis**

Staff have conducted some benchmarking through the Strategic Initiatives Network to compare costs and process. The consensus amongst the respondents to date was that the approach typically utilized some level of external consultant support. Our approach will be to limit the use of consultants, apart from possibly having an external facilitator lead the community focus groups, the cost of which would be limited. The amount being budgeted amongst the communities who responded ranged from \$20,000 to \$50,000 – with a variety of different initiatives included. In the past we have spent roughly \$17, 000 for the development and facilitation of our strategic plan. Most of the financial request in this submission is for community engagement and advertising.

## **Analysis of Alternative Approaches**

There is the option to utilize a consulting firm for most of this work, but due to cost and the ability to complete it internally, it has been ruled out.

## **Cost and Benefit Analysis**

The multi-year strategic plan will provide the community and staff with a vision for the Municipality over the next four years. Investing time and resources at the front-end will provide clarity when building annual workplans and budget submissions with a focus on accomplishing the goals as set by the plan.

## **Conclusion and Recommendation**

It is recommended that \$20,000 be allocated in the 2023 Budget for the Strategic Plan.

## What's Up in Clarington Newsletter

### **Overview / Background**

In October of 2021, Council directed staff to write and produce a one-page quarterly update of local Municipal news containing Council decisions and major news stories from the Municipality, tentatively named "What's Up in Clarington."

During 2022, three "What's Up in Clarington" newsletters were produced and mailed out, providing our residents with updates and insight into several important initiatives and programs.

This request would be to continue the quarterly newsletter in 2023, but with additional budget to allow for a total of four publications.

### **Stakeholders and Impacts**

This newsletter is sent directly to residents, providing important information related to Council decisions, priority projects and general updates. It provides an additional mechanism for the Municipality to connect with residents.

### **Resource Requirements / Project Costs**

To print and mail a newsletter to each household in Clarington, based on current costing, it should be roughly \$16,700 per mailout. As per the targeted postal code mailing this would include houses, apartments and farms, but not businesses. This proposal assumes one newsletter per quarter, for a total budget request of \$66,800. It is also anticipated that efforts will be made to increase subscribers to our digital news offerings, inclusive of this publication. The cost for any additional digital mailout software subscription would be nominal and can be absorbed within existing budgets.

### **Relationship to Council's Strategic Priorities**

Goal A of the 2019-2022 strategic plan centered around "Engaged Communities" with a focus on enhancing communication with the community. It is anticipated that the 2023-2026 strategic plan will also involve some form of community engagement component.

## **Climate Change Considerations**

There is a major printing component associated, but there will be an increased effort to encourage residents to sign up for a digital version of the newsletter. Until there is a comfort level where print could be phased out (e.g., print copies only available at community facilities) this impact can be expected to continue.

## **Comparative Analysis**

Staff reached out to other Durham Region municipalities, of whom the following responded that they provide some version of printed mailout update(s) to their residents:

- Ajax (two printed mail-outs per year and weekly e-newsletter)
- Pickering (annual magazine to households and seasonal e-newsletter)
- Whitby (two printed mail-outs per year and weekly/bi-weekly e-newsletter)

## **Analysis of Alternative Approaches**

There are a few options that could be considered, assuming there was interest in some form of communication along the lines of what has been proposed. They would be:

- Limit total number of mailouts (semi-annual mailout)
- Provide newsletter in digital format only, with a marketing campaign to encourage residents and community and business partners to sign up
- Digital/Print hybrid: Print limited quantities for pickup in facilities to supplement the digital format.

## **Cost and Benefit Analysis**

This request provides an additional form of outreach to residents. Despite a shift towards digital consumption, some people still prefer receiving information in a more traditional format. As we promote our online presence and services, this may not be required in the future, but at this time it may be the only way to reach some residents in the community.

## **Conclusion and Recommendation**

A mailed newsletter provides an additional mechanism to connect with members of the community and have Clarington's message heard. It is likely that direct mail reliance will decrease over time, which is why this business submission refers to staff's plan to encourage residents to sign up for the digital version, with the understanding that in future years digital may be the preferred approach.

## Jury Lands Cafeteria Building

### Overview / Background

The Jury Lands/Camp 30 site is recognized as a nationally, provincially and locally significant architectural and historical site. In December 2021, the Municipality of Clarington took possession of the cafeteria building, and 2 acres of surrounding lands, on the historic Jury Lands site.

Once the building was in municipal possession the Community Services department hired an outside expert to provide preliminary analysis as to the long-term costs and challenges to bring the building to a usable state. The costing, inclusive of several contingencies and assumptions, was prohibitively high. Below are the figures:

- Adaptive re-use - \$19,500,000
- Tear down and re-build - \$13,950,000

The preliminary figures above are high, given the extent of deterioration from vandalism and the current economy and construction costing; hence staff are recommending a mothballing approach to conserve the building for two years, during which Staff will work with the Jury Lands Foundation (JLF) on fundraising and grant opportunities to pursue a larger restoration effort. There are also liability concerns that must be addressed now that the MOC are the landowner of the cafeteria, and the mothballing approach will help with that.

### Project Description

Due to the historical and strategic value of the building and overall site, staff worked through costing options that would see a full-scale adaptive re-use or re-build take place on the newly acquired site. Unfortunately, the figures were higher than expected.

The preliminary figures were discussed with the JFL, with whom the feasibility of a mothballing exercise was discussed. If this option were pursued it would encapsulate the cafeteria and protect it from the elements, greatly limiting further degradation of the site. If the building remains in direct contact with the elements there will soon be a point where the integrity of the building may be completely compromised and it essentially being unsalvageable.

The JLF board members have reviewed the option of mothballing and are in favour of it. The proposal would be to cover the building for the next two-years, which would provide the JLF a reasonable amount of time to fundraise, to support an adaptive re-use/re-build effort, as well as to secure government grants.

Due to the volunteer nature of the JLF, staff are also recommending that a \$25,000 operating grant be provided to them (over the two-year term). This would provide additional expertise to create a professional fundraising and marketing campaign to support their efforts.

In terms of scope, security is an ongoing consideration and municipal staff are monitoring the site periodically, but further conversations need to happen with the developer in terms of their responsibility as it relates to the remainder of the site.

### **Stakeholders and Impacts**

Jury Lands Foundation – Staff have met with the Foundation and discussed the state of the cafeteria building and our obligation to ensure that we are appropriately looking after the asset now that we own it.

### **Resource Requirements / Project Costs**

Community Services was requested to provide estimates on the costs associated with fully enclosing the Cafeteria Building and providing a security perimeter, which would mitigate further deterioration of the structure and building components. The plan also includes perimeter fencing that will provide a physical barrier to address the ongoing concerns with vandalism.

The proposed plan would include an engineered scaffolding structure fully encircling the building and would be fully enclosed. We are also proposing an 11-foot wooden fence on the property adjacent to the building. The cost would include the initial engineering, installation and rental of the scaffolding structure for a two-year period. The costing, inclusive of contingency, would be as follows:

- Mothballing for 2-years - \$400,000 (\$100,000 already dedicated against this – [CSD-008-22](#))
- \$25,000 operating grant to JLF (\$25,000 front-ended in year one; to be used over the 2-year term)

As part of a two-year agreement with the Jury Lands Foundation, the \$25,000 in operating dollars are being requested to support them in their fundraising efforts. This investment would be in-line with the spirit of the Memorandum of Understanding that Clarington entered into with the Foundation in January 2017 ([PSD-071-16](#)). That agreement called out

the need to establish a joint project team (JLF and Municipal staff) to coordinate various projects and manage a work program to implement the plan. The CAO's Office will appoint a staff person in early 2023 to lead efforts from the municipal side and support the establishment and population of the greater working team.

### **Relationship to Council's Strategic Priorities**

As part of the 2019-2022 Strategic Plan, *D.3 – Make a Decision on Camp 30*, directly references this file. A decision was made to assume the cafeteria in October, 2021 ([PSD-051-21](#) and LGS-032-21 [not linked - confidential report on file]). This business case provides a plan to ensure that reasonable efforts are made to conserve it and that the Jury Lands Foundation are supported in their efforts to do the same.

### **Climate Change Considerations**

Restoring an existing building has been proven to be the best way of conserving embodied energy through the minimization of the energy required to process, manufacture and transport raw materials.

### **Comparative Analysis**

N/A

### **Analysis of Alternative Approaches**

At this time, staff have not fully considered alternatives and are recommending a two-year plan to determine the potential for fundraising by JFL. By mothballing the structure, it is intended to mitigate further deterioration and leave potential future options open for discussion. Cost and Benefit Analysis

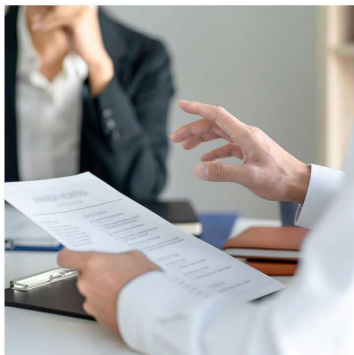
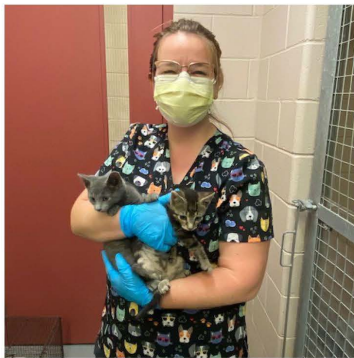
Unfortunately, due to the current state of the cafeteria building, if too much time elapses the cafeteria will likely be beyond repair. It is critical that a go-forward decision be made to deal with the site.

There remains a caveat as it pertains to enclosing the building. The JLF have identified that there may be other alternative approaches via the private sector and military. Staff will investigate this as part of the ongoing discussions with JLF.



## **Conclusion and Recommendation**

Due to the long-standing interest in working to conserve pieces of Clarington's history it is respectfully recommended that Council approve using the \$100,000 allocated from the assumption of the cafeteria building and add in \$300,000 from the Municipal Capital Works Reserve Fund to support this effort. In addition, \$25,000 be allocated from the Tax Rate Stabilization Reserve Fund to support the fundraising and overall operating efforts of the JFL. This funding would provide the Jury Lands Foundation with a two-year window to determine how much they can fundraise to support potential future revitalization effort and its scope.



# Legislative Services



# Legislative Services

## Department Overview

The Legislative Services Department is responsible for five distinct divisions, comprised of Municipal Law Enforcement, Animal Services, Clerk's, Human Resources, and Legal Services. These divisions have varied responsibilities such as upholding municipal by-laws, care and adoption of animals, deployment and implementation of Human Capital Management, effective administration of Council and Committee meetings, municipal elections, records management as well as providing legal advice and support.

## Core Activities

- **Municipal Law Enforcement:** Responsible for achieving compliance with municipal by-laws.
- **Animal Services:** Operates the animal shelter and related activities.
- **Clerk's:** Delivers secretariat services for Council and committees, provides records management, licensing and permitting and supports other public services such as elections, print/mailroom services, marriages, cemeteries, lottery licenses, etc.
- **Human Resources:** Responsible for the Human Capital Management function, inclusive of recruitment, retention, and training. Collective agreement negotiations, payroll administration and health and safety are additional functions within this division.
- **Legal Services:** Provides legal advice and support to Council, municipal staff and the CAO.

## 2022 Accomplishments and Success

### Animal Services Division

- Staff have experienced a large volume of animal intakes and adoptions in 2022. Limitations with space have resulted in wait lists to have animals brought into the shelter for intake. This increased volume is believed to be due to pandemic restrictions being lifted and some residents no longer wanting animals they bought at the start of the pandemic.

- Public can now visit the animal shelter in person to meet the animal of their choice with an appointment. Staff take the time to find an animal for adoption that will be the best fit over the phone and set up a time to come in for a physical meet and greet prior to adoption.

### **Clerk's Division**

- Assisted in implementing the Amanda Software, for Freedom of Information (FOI) Requests and Lottery Licenses.
- Succeeded in conducting Clarington's first internet/telephone Municipal Elections.
- Participated in the transition to the Customer Centric First Floor changes with the move of the Division from the 2nd floor to the 1st floor.
- Conducted a New Council Orientation session.
- Began the recruitment of citizen members to Clarington's Advisory Committees and Boards.

### **Human Resources Division**

- Created client groups for our departments to have a dedicated Human Resources Business Partner to address human resource needs such as recruitment, labour and employee relations matters.
- Implemented electronic process for requesting time off through the HRIS system, providing for more self service.
- Implemented Health & Safety training online, in person and virtually; revised processes to improve health and safety inspections.
- Developed electronic monitoring and disconnecting from work policies.

### **Legal Division**

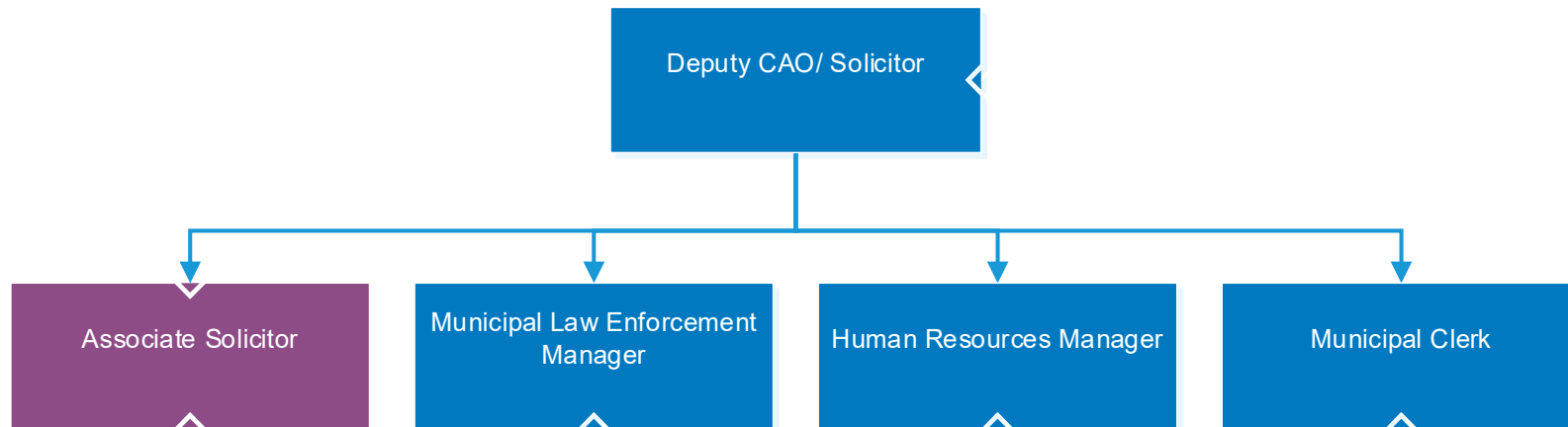
- Completed complex subdivision registrations including Foster Creek Northwest Phase 1.
- Provided legal support for land acquisitions for parks, roads and other public purposes.

## Municipal Law Enforcement Division

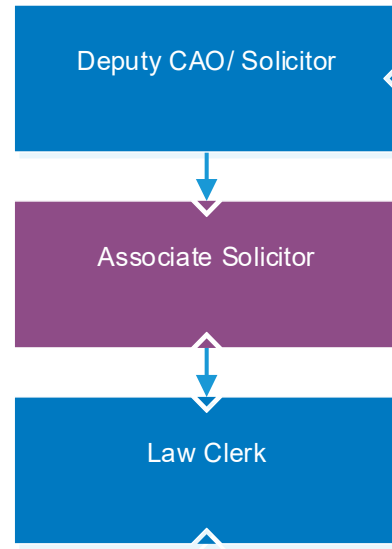
- Issued a Request for Proposal (RFP) for a mobile parking payment application to improve customer service in parking lots.
- Undertook a comprehensive review and revision of standard operating procedures for the division.
- Created an On-Farm Special Events license application process.

## Organizational Structure

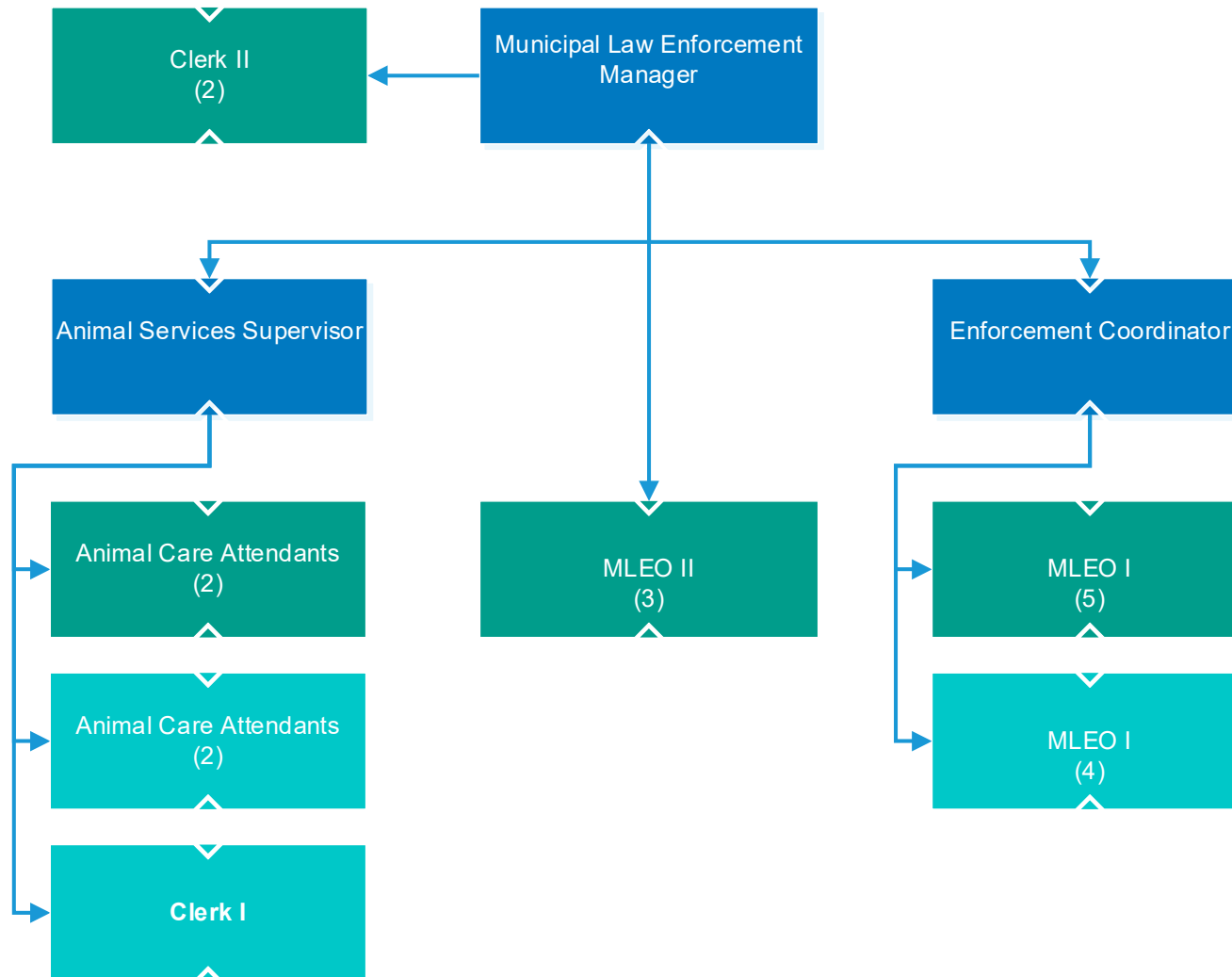
### Summary



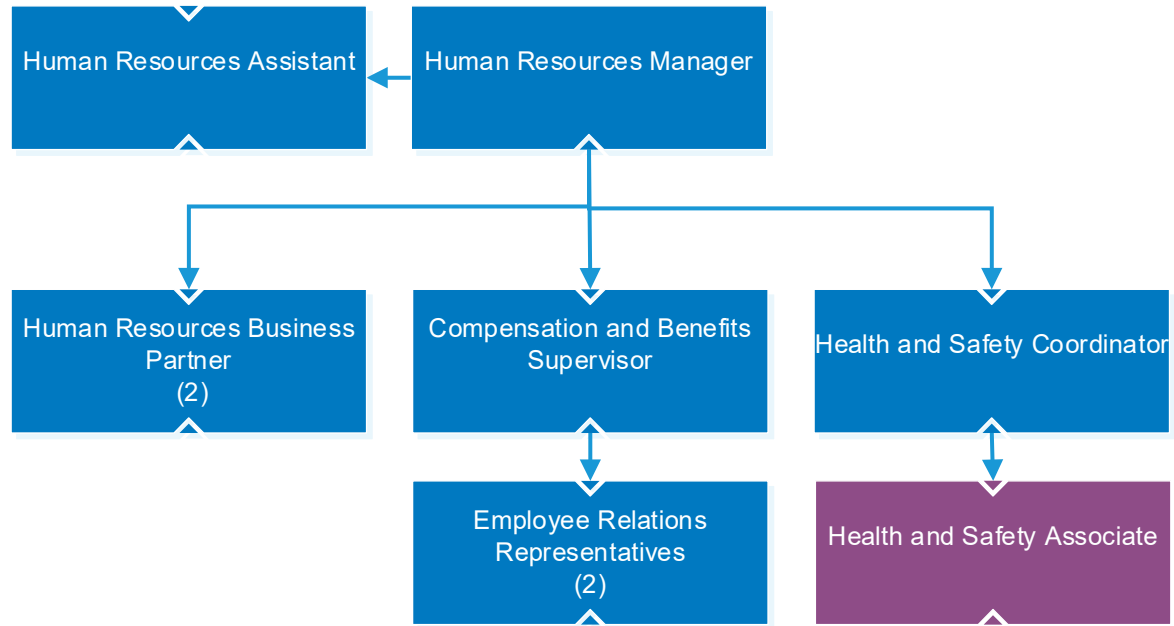
## Legal Services



## Municipal Law Enforcement

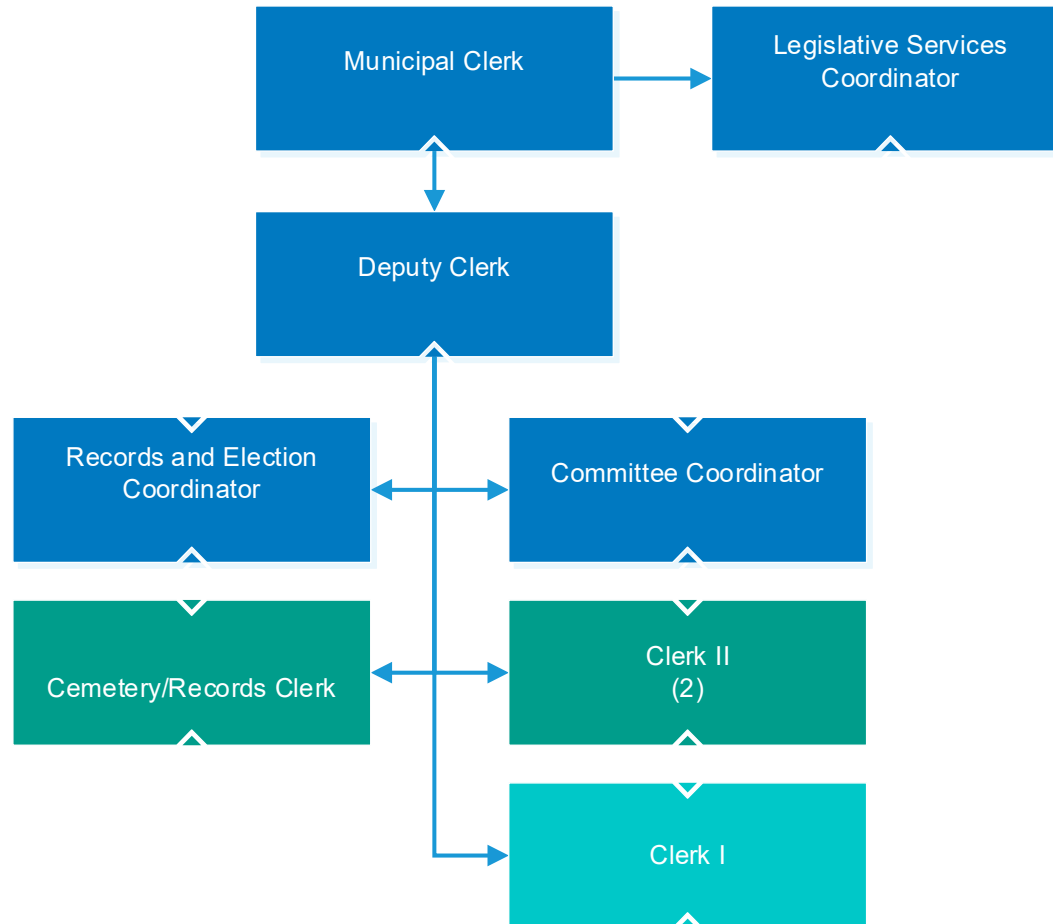


## Human Resources





## Clerk's



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Public Sector Accounting Board				
Expenditures				
Amortization Expense	\$29,765	\$0	\$0	\$0
Administration				
Revenue				
User Charges	(119,276)	(138,800)	(138,800)	0
Expenditures				
Salaries, Wages and Benefits	898,178	1,289,515	1,362,424	72,909
Materials and Supplies	70,426	87,010	84,840	(2,170)
Contracted Services	12,744	20,800	25,800	5,000
Transfers from Reserve, Reserve Fund and Capital Fund	94,801	15,000	75,000	60,000
Human Resources and Payroll				
Expenditures				
Salaries, Wages and Benefits	1,849,397	1,481,872	1,869,569	387,697
Materials and Supplies	7,093	12,600	11,900	(700)
Contracted Services	86,872	87,000	115,000	28,000
Rents/Financial Expenses	89,908	145,000	155,000	10,000
Health and Safety				
Expenditures				
Materials and Supplies	24,266	25,300	29,740	4,440
Contracted Services	6,762	0	3,000	3,000
Transfers from Reserve, Reserve Fund and Capital Fund	11,500	0	0	0
Animal Services				
Revenue				
User Charges	(93,967)	(87,800)	(87,800)	0
Donations and Contributions from Others	(9,731)	0	0	0

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Expenditures				
Salaries, Wages and Benefits	409,150	450,292	461,948	11,656
Materials and Supplies	58,430	68,340	71,240	2,900
Contracted Services	78,174	66,785	65,731	(1,054)
Transfers from Reserve, Reserve Fund and Capital Fund	10,000	10,000	10,000	0
Municipal Law Enforcement				
Revenue				
User Charges	(16,806)	(28,000)	(28,000)	0
Fines/Penalties on Interest	(16,910)	(25,000)	(25,000)	0
Expenditures				
Salaries, Wages and Benefits	881,496	871,321	905,547	34,226
Materials and Supplies	15,343	21,500	23,500	2,000
Contracted Services	42,609	60,000	65,000	5,000
Transfers from Reserve, Reserve Fund and Capital Fund	8,538	0	0	0
Parking Enforcement				
Revenue				
User Charges	(101,899)	(100,000)	(100,000)	0
Fines/Penalties on Interest	(261,835)	(250,000)	(250,000)	0
Expenditures				
Salaries, Wages and Benefits	386,703	491,116	504,550	13,434
Materials and Supplies	23,753	24,840	27,340	2,500
Contracted Services	10,802	20,000	20,000	0
Rents/Financial Expenses	9,832	10,000	10,000	0
Transfers from Reserve, Reserve Fund and Capital Fund	363,779	350,000	350,000	0
Election				
Revenue				
User Charges	0	(4,000)	0	4,000
Expenditures				
Salaries, Wages and Benefits	0	108,549	0	(108,549)
Materials and Supplies	0	139,200	0	(139,200)
Contracted Services	10,550	208,500	4,000	(204,500)

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Rents/Financial Expenses	0	13,250	0	(13,250)
Transfers from Reserve, Reserve Fund and Capital Fund	125,000	125,000	125,000	0
Legal Services				
Revenue				
User Charges	(84,136)	(58,000)	(58,000)	0
Expenditures				
Salaries, Wages and Benefits	385,674	122,166	299,638	177,472
Materials and Supplies	31,251	37,800	43,300	5,500
Contracted Services	51,530	100,000	100,000	0
Transfers from Reserve, Reserve Fund and Capital Fund	70,161	0	0	0
Grants				
Revenue				
Grants	(30,039)	(22,000)	(22,000)	0
Contributions				
Revenue				
Transfer between Funds	(556,211)	(1,002,401)	(561,890)	440,511
Cemetery				
Revenue				
User Charges	(260,474)	(208,100)	(220,100)	(12,000)
Expenditures				
Materials and Supplies	0	1,800	1,800	0
Fleet				
Expenditures				
Materials and Supplies	39,753	31,750	30,400	(1,350)
Total	<u>\$4,642,956</u>	<u>\$4,572,205</u>	<u>\$5,359,677</u>	<u>\$787,472</u>

## Budget Highlights

The following items highlight the 2023 budget submission for Legislative Services:

### Administration

- Net decrease in Materials and Supplies of \$2,170 due to a decrease in office supplies, miscellaneous operating supply, postage accounts; and an increase of a \$1,000 for a new cell phone for the new proposed Assistant Solicitor position if approved.
- Contracted Services increased by \$5,000 for Marriage Ceremony Officiant, Integrity Commissioner and Ombudsman fees.

### Human Resources and Payroll

- Materials and Supplies decreased by net \$700. This is a mix of increase and decreases of budget items. Office Supplies, Postage, Books and Periodicals, Memberships and Travel expenses decreased cumulatively by \$4,000 and Phone and Fax lines and Other Capital for items such as office chairs and furniture increased by \$3,300.
- Contracted Services Increased by \$28,000. \$5,000 for Consulting Services; the increase of \$23,000 for Professional Fees relates to Human Resource Investigations and for recruitment for example, advertising of job postings and potentially any other recruitment initiatives.
- Rent and Financial expenses increased by \$10,000 due to ADP/WFN & Recruit Right Charges.

### Health and Safety

- Materials and Supplies increased by \$4,440. Books and Periodicals budget increased by \$5,000 to purchase First Aid Training manuals. Increase of \$1,940 for expenses related to the new H&S position is approved, and a decrease of \$2,500 for miscellaneous operating supplies and travel.

### Contracted Services

- Increased by \$3,000 to provide funding for ergonomic assessments as required.

## Animal Services

- Net increase in materials and supplies of \$2,900 reflects increased costs.
- Net decrease of \$1,054 in Contracted Services includes an increase in veterinary services and a decrease in janitorial contracts there has been a reduction in the cleaning schedule from every day to three days a week.

## Municipal Law Enforcement

- Increased Materials and Supplies by \$2,000 for furniture and phones.
- Net increase in Contracted Services of \$5,000 includes a \$20,000 increase in Profession Fees budget for prosecution services which will be provided by the Region of Durham in 2023 (this used to be contracted out) a decrease of \$5,000 for janitorial contracts as cleaning schedules have been reduced. The consulting costs was reduced by \$10,000 to offset the increase to the Profession Fees budget.

## Parking Enforcement

- Materials and Supplies increased by \$2,500 to purchase two printers.

## Municipal Election

- All costs zeroed out in 2023 as it is not an election year other than the annual charge of \$4,000 for data supplies/equipment.
- Transfer to reserve is the annual contribution to the reserve for elections of \$125,000.

## Legal Services

- Increase in Materials and Supplies of \$5,500 due to an additional \$2,500 in membership and an increase of \$3,000 to the miscellaneous expense account.

## Fleet

- A decrease of \$1,350 in the overall fleet expense accounts due to the replacement of fleet and lower maintenance costs.



	1-Feb	1-Mar	1-Apr	1-May
138.21	2,757.88	0.00	0.00	1,708.00
80.64	5,950.86	25.29	1,230.59	1,066.14
31.09	5,950.86	111.34	51.68	25,430.37
4,097.07	11,243.25	179.86	22,499.88	25,171.86
1,411.98	22,449.81	17,850.74	17,371.29	10,590.08
1,440.37	21,007.81	0.00	0.00	77,302.40
22,155.29	10,540.81	439.48	1,185.43	899.85
14,786.81	0.00	14,106.63	152,789.28	176,517.05
0.00	33,116.29	165.68	120,676.20	63,148.55
0.00	1,128.65	146,711.83	68,061.21	1,711.93
0.00	106,759.39	16,369.20	5,075.13	34,791.71
33.60	60,451.15	38,703.69	0.234.49	29,791.71
26.72	1,554,111	109,547.49	22.35	21,289.83
472.87	27,580.24	63.83	101,458.50	120.6
500.54	78.28	0.00	18,350.72	0.00
62.10	22.73	0.00	20,623.77	161,990.33
0.00	-4.85	0.00	440.40	-0.00



# 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 Financial Services Department develops Municipal budgets, collects taxes, and manages the Corporation's financial assets. Financial Services is also responsible for processing insurance claims against the Municipality, procurement of goods and services, and information technology services.

## Core Activities

**Accounting Services:** The division is responsible for 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:** The division is responsible for the billing and collecting property taxes, providing assistance to taxpayers on assessment inquiries and responding to tax appeals.

**Asset Management:** The division is responsible for reporting of capital assets, corporate asset management planning, and ensuring capital project financing is available.

**Purchasing:** The division is responsible for 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.

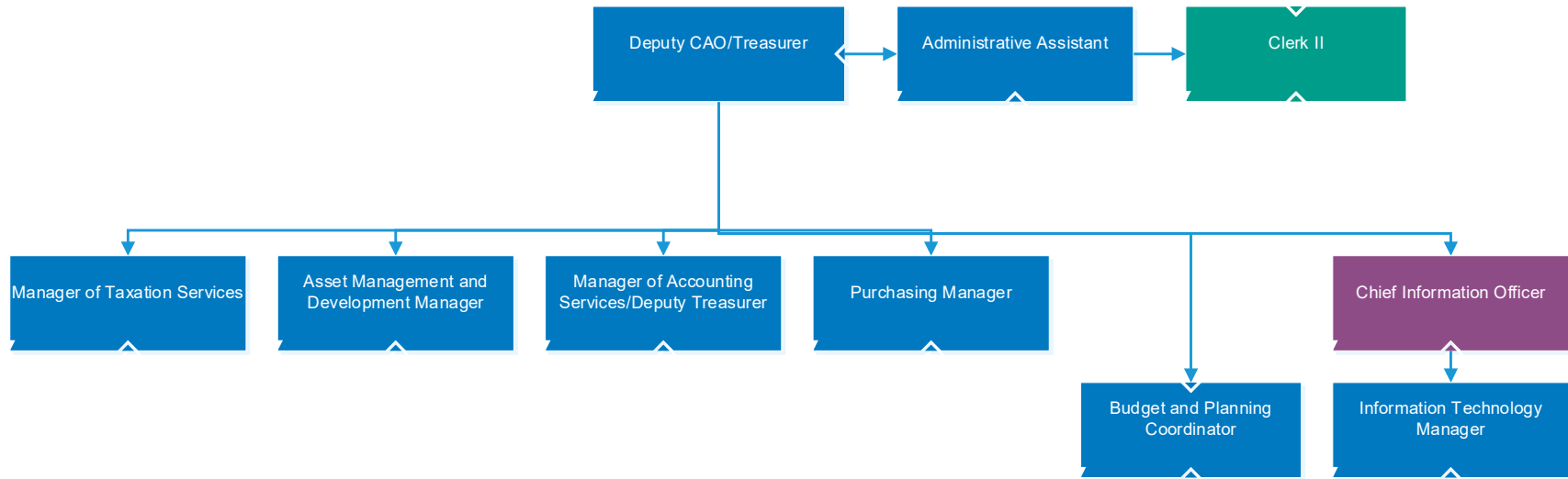


## 2022 Accomplishments

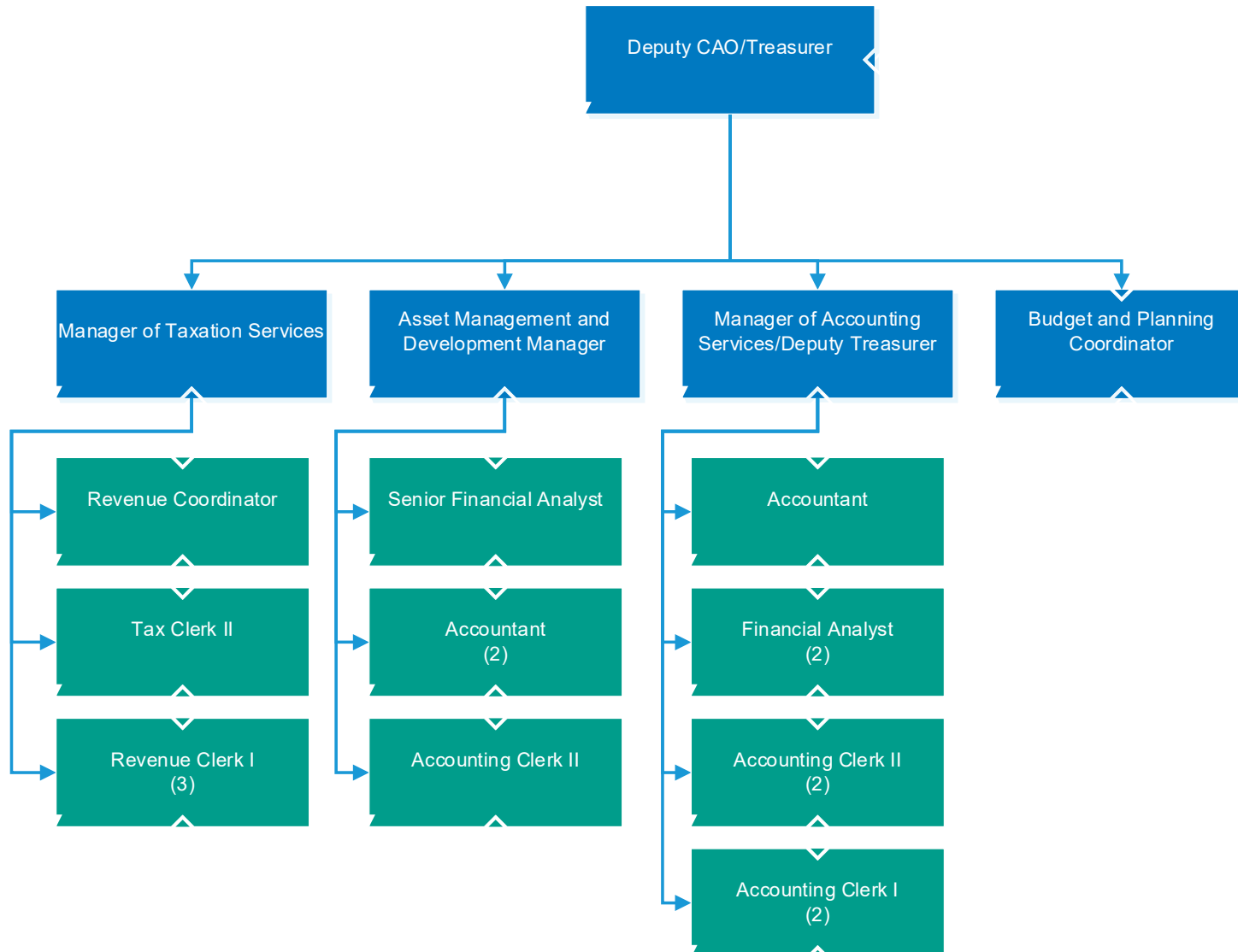
- Implemented the AMANDA software system for the corporation. The software enhances our process automation and workflow improvements, on-line applications, file upload and assignment, inspection scheduling, field updates, cross-departmental information sharing and real-time reporting.
- Created dedicated contacts for each department through a Business Partner approach to ensure that each department had a dedicated financial resource for financial assistance.
- Worked with the Climate Change Coordinator and Community Services to implement the energy management software to monitor utility consumption, waste production and greenhouse gas emissions across municipal operations.
- Adopted the 2022 Asset Management Plan for the core asset categories of roads, bridges, and sewers.
- Completed 48 bid solicitations, 45 quotations, two land disposal proposals and 19 low value or non-competitive procurements through Purchasing Services. Taxation Services completed three tax sale processes.
- Digitized purchasing processes to remove paper from ongoing and future files, scanned previous files to reduce space requirements, conducted all open solicitations through electronic processes.

## Organizational Structure

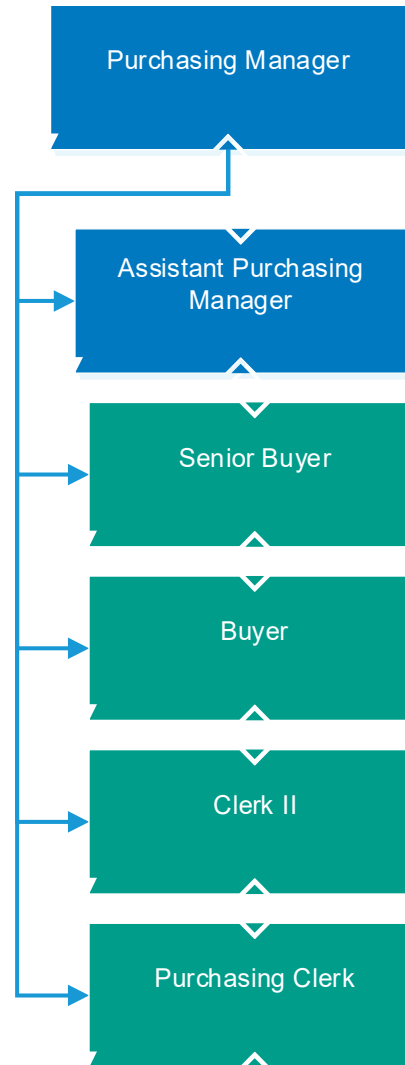
### Summary



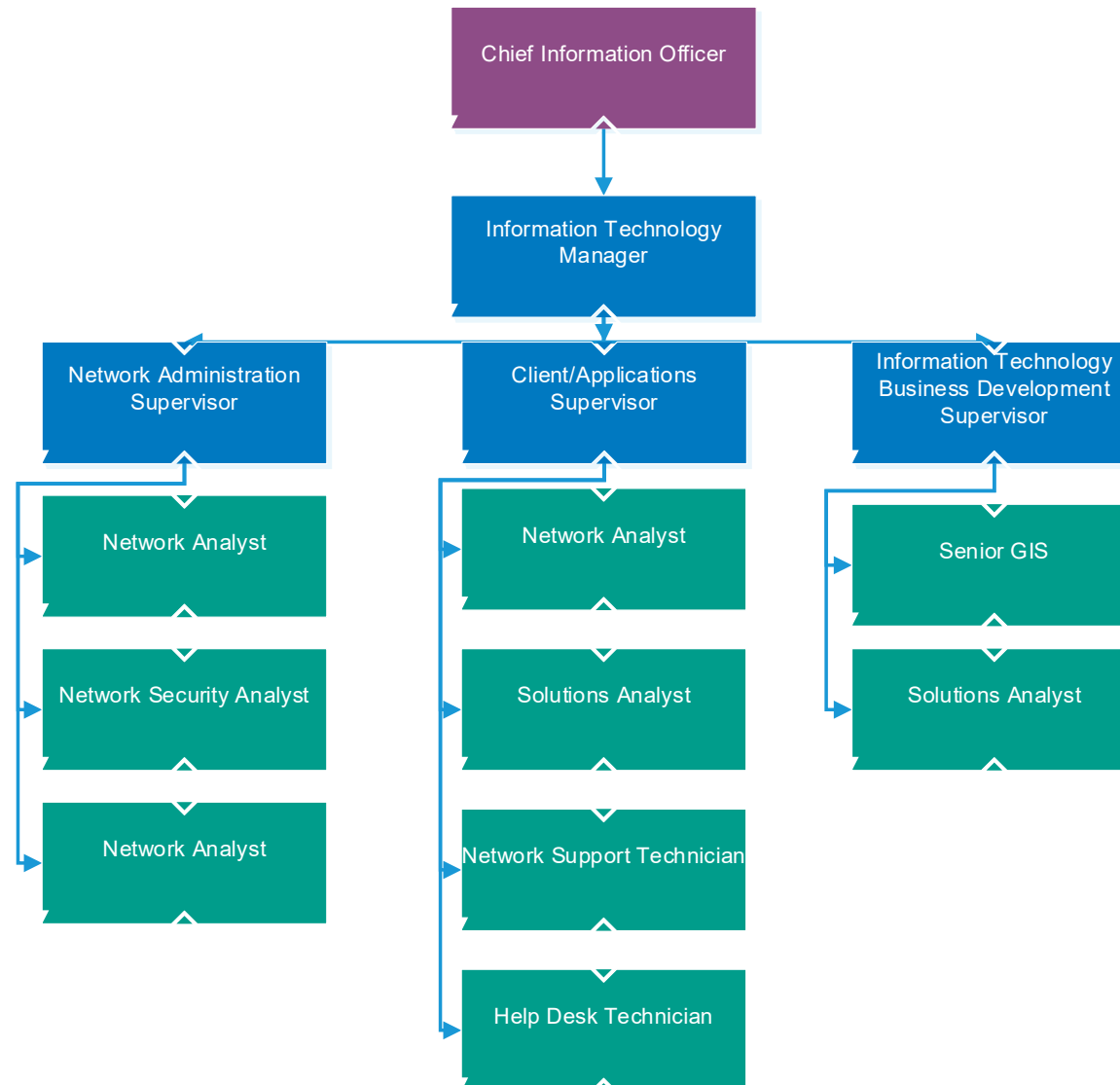
## Finance



## Purchasing



## Information Technology



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Unclassified				
Revenue				
Fines/Penalties on Interest	\$4,084	(\$13,000)	(\$3,500)	\$9,500
Public Sector Accounting Board				
Expenditures				
Amortization Expense	838,023	0	0	0
Administration				
Revenue				
User Charges	(225,431)	(400,000)	(400,000)	0
Fines/Penalties on Interest	(1,582,533)	(1,450,000)	(1,500,000)	(50,000)
Internal Audit				
Expenditures				
Salaries, Wages and Benefits	155,619	155,758	0	(155,758)
Materials and Supplies	0	300	0	(300)
Information Technology				
Expenditures				
Salaries, Wages and Benefits	1,415,002	1,546,251	1,676,719	130,468
Materials and Supplies	9,332	11,250	11,593	343
Contracted Services	6,216	55,000	55,000	0
Transfers from Reserve, Reserve Fund and Capital Fund	318,122	303,500	200,000	(103,500)
Reclass: CF (NON-TCA) to GF	685,940	930,000	1,010,000	80,000
Finance Administration				
Expenditures				
Salaries, Wages and Benefits	2,956,024	3,196,859	3,523,320	326,461

	2021	2022	2023	
		Final	Draft	
Description	Actuals	Budget	Budget	Change
Materials and Supplies	209,262	103,100	126,977	23,877
Contracted Services	86,184	56,000	65,000	9,000
Unclassified Administration				
Revenue				
User Charges	(170,729)	0	0	0
Expenditures				
Materials and Supplies	501,091	551,076	533,165	(17,911)
Contracted Services	1,331,711	1,395,600	1,590,100	194,500
Rents/Financial Expenses	(290,614)	277,000	297,000	20,000
Transfers from Reserve, Reserve Fund and Capital Fund	6,939,100	930,000	6,580,000	5,650,000
Contributions				
Revenue				
Transfer between Funds	(445,955)	(246,578)	(5,416,525)	(5,169,947)
Total	\$12,740,448	\$7,402,116	\$8,348,849	\$946,733

## Budget Highlights

The following items highlight the 2023 budget submission for Financial Services:

### Unclassified

- Decrease \$9,500 Fines and Penalties on Interest to reflect expected interest on outstanding balances which has decreased as a result of the write-off of a large outstanding balance.

### Administration

- Increased Fines and Interest revenue by \$50,000 based on anticipated interest on outstanding accounts.

## Internal Audit

- Reallocated to CAO office under Strategic Initiatives Division.

## Information Technology

- Materials and Supplies increase is nominal
- Non-TCA relates to small equipment or software expenses which do not meet the definition or threshold for tangible capital assets. Increase of \$80,000 relates to additional hardware and software maintenance contracts as we grow the technological use in the Municipality. The new EnergyCap software is included in this increase, as are increases to Microsoft licenses, and other software.

## Finance Administration

- Materials and Supplies increase of \$23,877 includes one-time furniture and equipment replacement of \$13,500 for aging furniture and equipment, \$8,000 for increased postage cost related to additional tax bills that are sent and increase in postage cost, \$1,600 for professional memberships due to increase in fees and nominal changes in other accounts.
- Contracted Services increased by \$9,000 as a result of a new contract for the printing of tax bills, this in part is a result of economic factors and volume.

## Unclassified Administration

- Decrease in Materials and Supplies due to reductions in phone costs corporately (reallocated to departments) and decrease in photocopy expenses as a result of work-from-home and digitization of processes.
- Increase in Contracted Services of \$194,500 includes provision 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; update to the Land Acquisition Study (required every five years); and nominal change in audit fees as a result of changes to audit standards.
- Transfers to reserve funds and contributions from reserve funds have increased this year as there is a change, in the process for funding capital projects as well as the required draw to balance the budget to the target rate.





*Clarington*

# Emergency and Fire Services

## Department Overview

Clarington Emergency and Fire Services 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.

Along with emergency response, the department performs various tasks to ensure public safety, including fire prevention inspections, issuing permits and public education programs.

## Core Activities

**Fire Prevention:** Responsible for various functions with one goal in mind: creating a fire-safe community. These functions are implemented 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:** Firefighters respond to various situations: medical calls, motor vehicle accidents, check calls, fire calls, specialized rescue calls such as water and ice rescues, rope rescue situations and others. To complete these tasks Fire Services has a variety of tools such as extrication tools (i.e. the Jaws of Life), defibrillators, specialized saws, rope equipment and fans. All this equipment assists in providing an effective response in suppression.

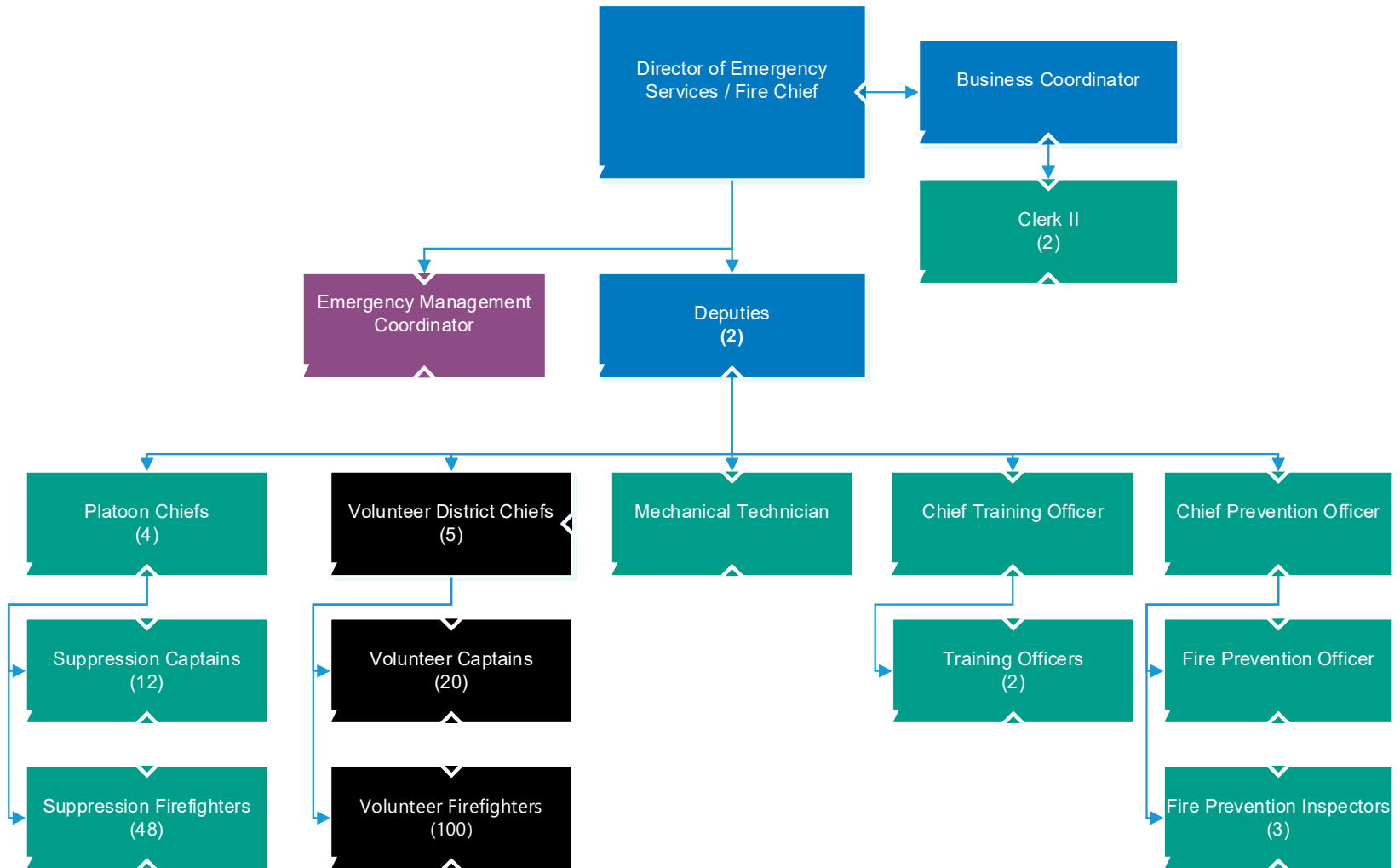
**Maintenance Division:** Provides Self-Contained Breathing Apparatus (SCBA) fit testing, repairs and maintains the SCBA and other personal protective equipment used by the department.

## 2022 Accomplishments and Success

- Expanded Incident Command presence and capacity through revising the role of the Platoon Chief to be more independent.
- Expanded officer development program to prepare personnel to assume leadership roles coupled with specialized training in fields of Auto Extrication and Hazardous Materials (HAZMAT) to meet the growing needs of the community; and

- Focused on efficiencies and removal of duplication through improved digitization of processes. Introduced mobile data terminals in primary response apparatus to provide “real time” information to crews, implemented scheduling and asset management software to streamline processes and improve data availability.

## Organizational Structure



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Public Sector Accounting Board				
Expenditures				
Amortization Expense	\$1,041,306	\$0	\$0	\$0
Administration				
Revenue				
User Charges	(374,254)	(115,000)	(165,000)	(50,000)
Expenditures				
Salaries, Wages and Benefits	950,575	966,524	1,074,959	108,435
Materials and Supplies	171,473	234,350	235,350	1,000
External Transfers to Others	7,750	10,000	10,000	0
Transfers from Reserve, Reserve Fund and Capital Fund	983,424	537,000	900,000	363,000
Contributions				
Revenue				
Transfer between Funds	(95,629)	(150,000)	(548,624)	(398,624)
Fire Prevention				
Revenue				
User Charges	(48,863)	(44,500)	(44,500)	0
Expenditures				
Salaries, Wages and Benefits	751,294	807,229	803,658	(3,571)
Materials and Supplies	28,282	45,000	45,000	0
Contracted Services	77,032	1,000	1,000	0
Fire Suppression				
Expenditures				
Salaries, Wages and Benefits	8,520,681	9,256,480	9,516,762	260,282

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Materials and Supplies	65,642	90,000	100,000	10,000
Contracted Services	58,388	80,000	90,000	10,000
Fire Training and Technical Support				
Expenditures				
Salaries, Wages and Benefits	335,998	509,092	536,626	27,534
Materials and Supplies	6,127	6,500	8,500	2,000
Fire Communications				
Expenditures				
Contracted Services	683,737	637,000	794,000	157,000
Fire Mechanical				
Expenditures				
Materials and Supplies	74,653	105,000	105,000	0
All Stations- Part-time Administration				
Expenditures				
Salaries, Wages and Benefits	858,343	881,759	901,280	19,521
Materials and Supplies	34,523	53,700	59,700	6,000
Contracted Services	12,764	23,400	23,700	300
Municipal Emergency Measures				
Revenue				
User Charges	(5,000)	(10,000)	(10,000)	0
Expenditures				
Materials and Supplies	25,109	5,950	5,950	0
287 Fire Mechanical Technical Support				
Expenditures				
Salaries, Wages and Benefits	137,990	140,683	144,984	4,301
Total	\$14,301,345	\$14,071,167	\$14,588,345	\$517,178

## Budget Highlights

The following items highlight the 2023 budget submission for Emergency and Fire Services:

### Administration

- Revenues increased by \$50,000 based on historical actuals over past five years and expected revenues for 2023
- Materials and Supplies increased by \$1,000; one time cost for a cell phone if proposed position approved

### Fire Suppression

- Materials and Supplies increased by \$10,000; \$5,000 increased costs associated with purchase of equipment and \$5,000 increased cost for cleaning, maintenance and inspection of bunker gear.
- Contracted services increased by \$10,000; additional funds required for volunteer firefighter pager replacements

### Fire Training and Technical Support

- Increase in materials and supplies of \$2,000, additional Funds for Volunteer Firefighter Recruitment

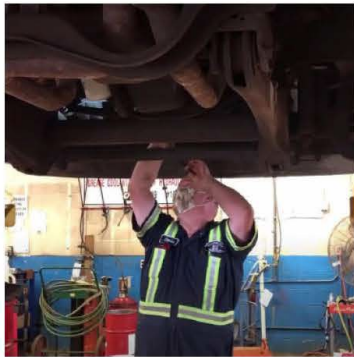
### Fire Communication

- Contracted services increased by \$157,000 this includes \$20,000 for NextGen 911 phone upgrade and an increase of \$137,000 based on the cost sharing agreement with the City of Oshawa for fire dispatch services.

### All Stations – Part-Time Administration

- Materials and Supplies increased by \$6,000 due to increase costs associated with aging infrastructure and building material costs.
- Contracted services increased by \$300; increase costs associated with EPI inspection contract and for current costs of supplies and goods for repairs.





# Public Works Department





# Public Works

## Department Overview

The Public Works Department was restructured in 2022 with the movement of the Development Engineering and Infrastructure Divisions to the Planning and Development Department (renamed Planning and Infrastructure Services).

The Public Works Department 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 (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 (e.g. Festival setup/takedown).

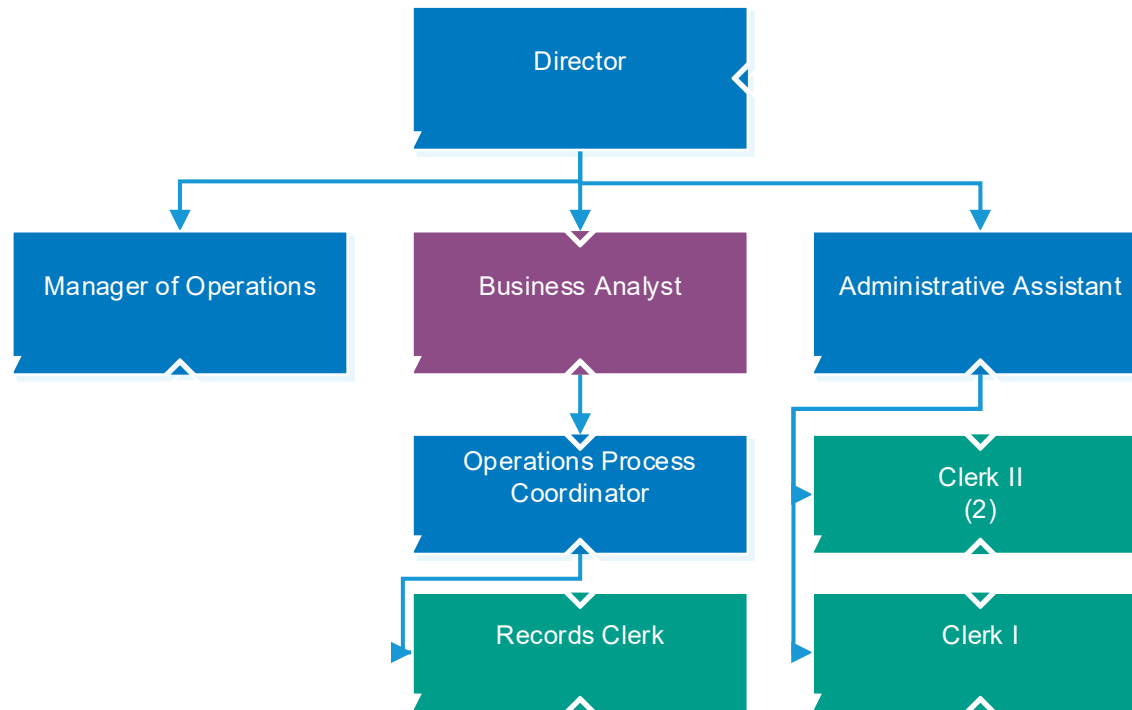
## 2022 Accomplishments

- Resurfaced a total of 38 kilometres of rural road.
- Implemented a new environmentally friendly disposal process for road sweeping materials.
- Implemented a new Geographical Positioning System (GPS) in vehicles, improved electronic documentation of circle checks, route progression and route completion.
- Developed a new on-line application process for Seniors Snow Removal program.
- Installed environmentally friendly solar lighting in both the Courtice and Bowmanville off-leash dog parks.

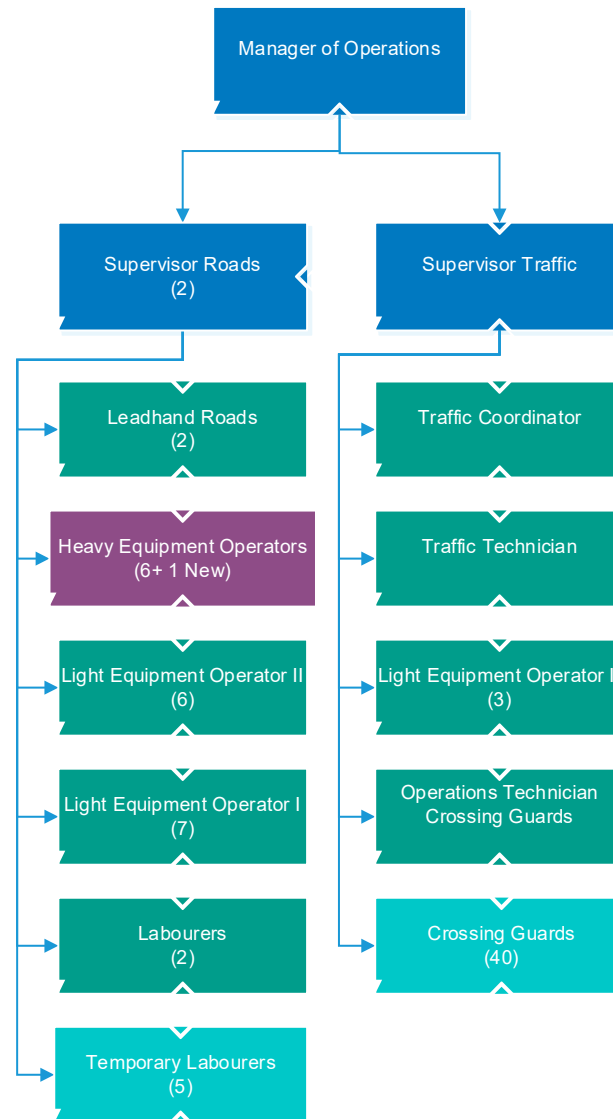
- Modernized protective equipment for crossing guards including flashing stop paddles and electronic whistles to improve public safety.
- Expanded electric vehicle green fleet initiative.
- Created an internal inventory process for streetlight fixtures to decrease repair timelines.
- Expanded traffic operations services, installed additional speed cushions, radar boards, and flex signs to address community safety concerns; and
- Developed a new internal process using Citywide software to track and modernize road patrol, pavement patching, stormwater pond inspections and fleet maintenance.

## Organizational Structure

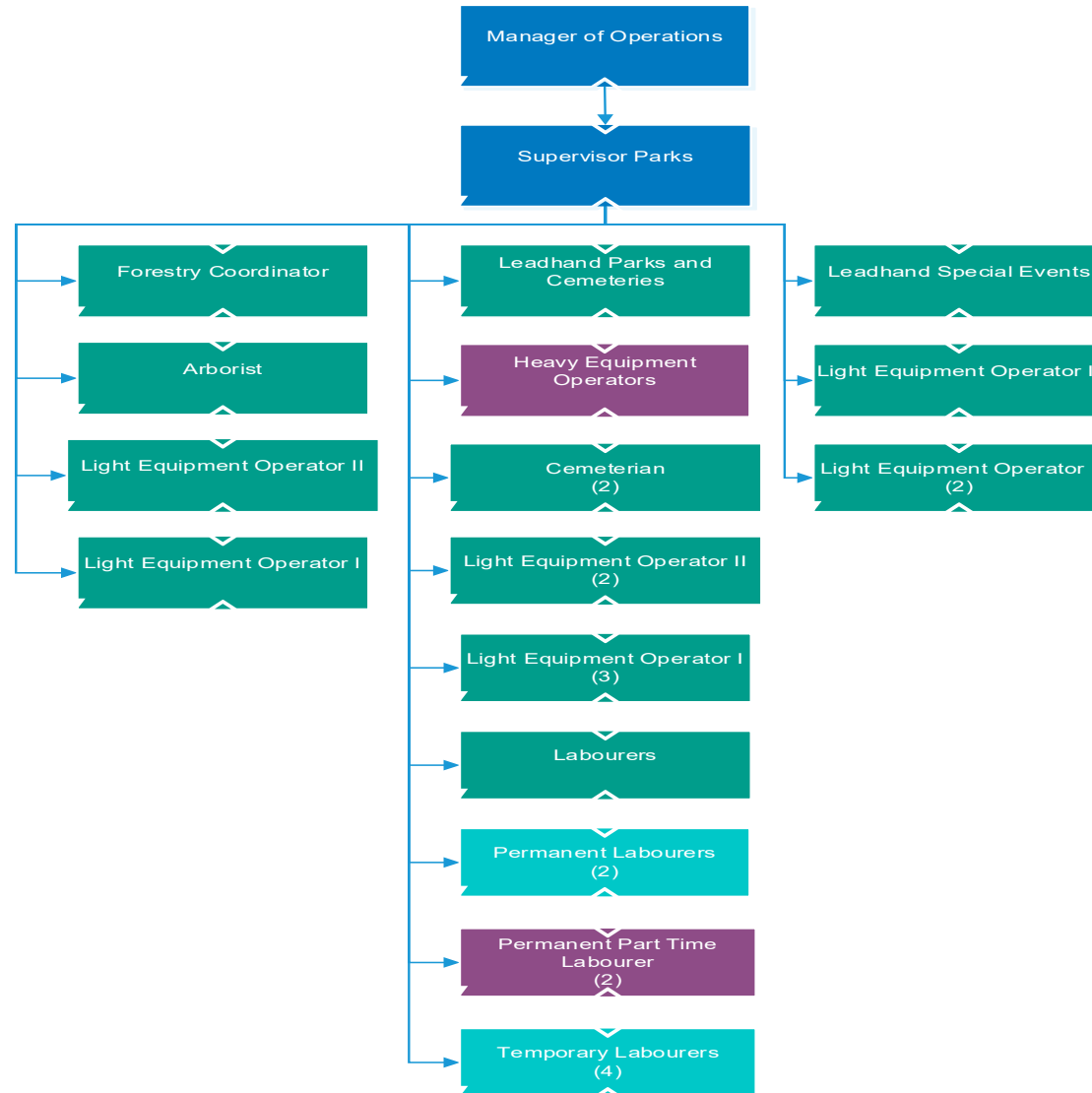
### Public Works Summary



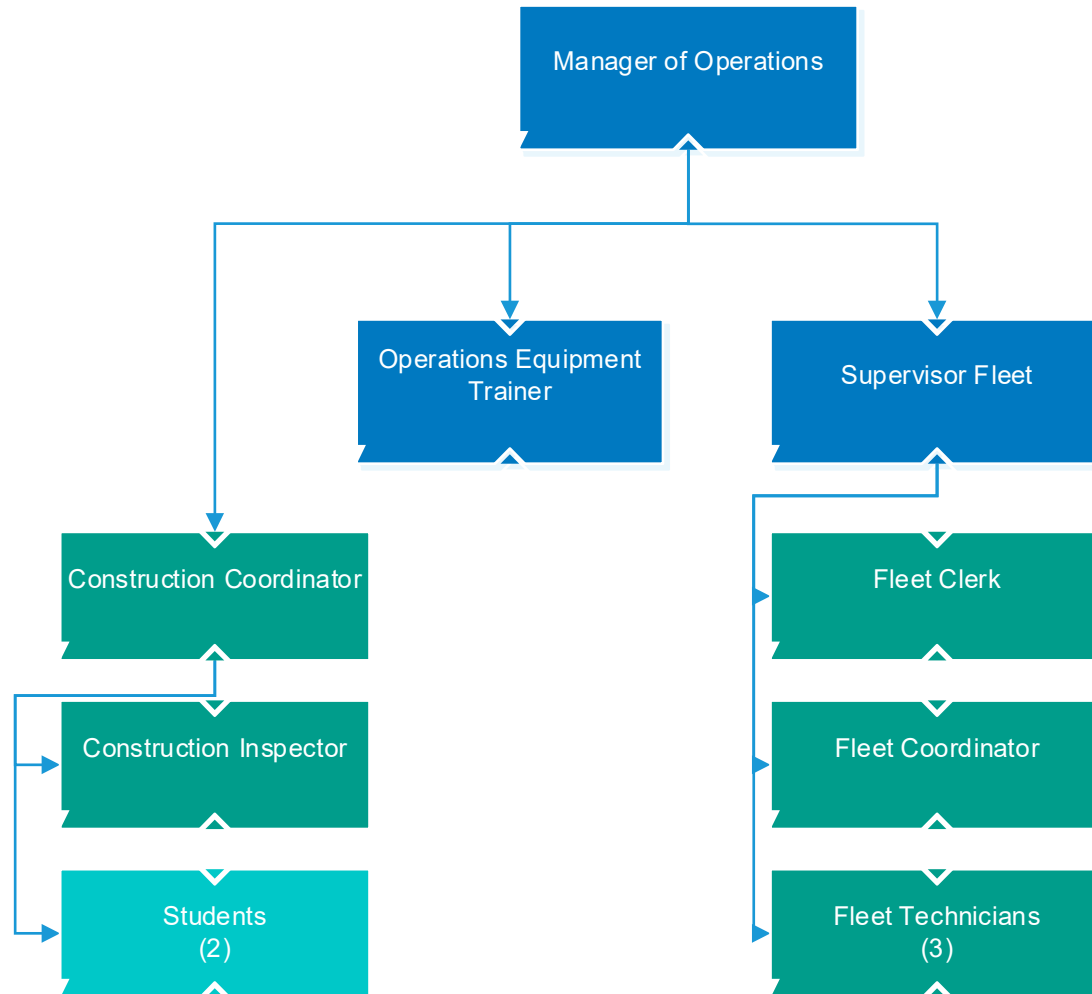
## Roads and Traffic



## Parks



## Fleet and Other



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Unclassified				
Revenue				
User Charges	(\$109,156)	(\$200,300)	(\$200,300)	\$0
Expenditures				
Salaries, Wages and Benefits	3,514	3,000	3,000	0
Materials and Supplies	102,977	85,500	83,600	(1,900)
Contracted Services	8,360	1,000	7,000	6,000
Public Sector Accounting Board				
Expenditures				
Amortization Expense	17,047,620	0	0	0
Administration				
Revenue				
User Charges	(490,281)	(433,500)	(85,000)	348,500
Expenditures				
Salaries, Wages and Benefits	4,735,717	5,375,130	3,405,316	(1,969,814)
Materials and Supplies	101,079	139,965	98,100	(41,865)
Contracted Services	36,488	170,000	35,000	(135,000)
Debt Services (Principal and Interest paid)	546,623	552,820	0	(552,820)
Transfers from Reserve, Reserve Fund and Capital Fund	6,981,104	5,498,796	0	(5,498,796)
Contributions				
Revenue				
Donations and Contributions from Others	(5,230)	0	(2,500)	(2,500)
Transfer between Funds	(1,317,936)	(1,352,820)	0	1,352,820
Street Lighting				

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Revenue				
User Charges	(4,867)	(15,000)	(15,000)	0
Expenditures				
Materials and Supplies	591,704	620,000	450,000	(170,000)
Contracted Services	193,956	125,000	200,000	75,000
Debt Services (Principal and Interest paid)	219,670	219,670	219,155	(515)
Transfers from Reserve, Reserve Fund and Capital Fund	100,000	100,000	0	(100,000)
Parks				
Expenditures				
Salaries, Wages and Benefits	1,490,232	1,195,951	1,570,079	374,128
Materials and Supplies	701,678	609,450	827,045	217,595
Contracted Services	1,103,471	1,603,210	1,658,230	55,020
Rents/Financial Expenses	122,794	55,000	60,000	5,000
Transfers from RES / RF / CAP Fund	1,151,144	1,421,000	635,000	(786,000)
Cemetery				
Revenue				
User Charges	(159,600)	(146,300)	(145,800)	500
Expenditures				
Salaries, Wages and Benefits	268,851	353,293	363,992	10,699
Materials and Supplies	165,052	107,700	113,800	6,100
Transfers from Reserve, Reserve Fund and Capital Fund	55,000	190,000	5,000	(185,000)
Parking Lots				
Expenditures				
Debt Services (Principal and Interest paid)	147,794	0	0	0
Roads and Structures				
Expenditures				
Contracted Services	0	12,000	0	(12,000)
Safe Roads				



Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Expenditures				
Materials and Supplies	12,588	13,500	11,000	(2,500)
Contracted Services	48,585	50,000	50,000	0
Waste Collection				
Revenue				
User Charges	(73)	(22,500)	0	22,500
Expenditures				
Materials and Supplies	0	22,500	0	(22,500)
Recycling Collection				
Revenue				
User Charges	(15)	(1,500)	0	1,500
Expenditures				
Materials and Supplies	0	1,500	0	(1,500)
Roads Maintenance				
Revenue				
User Charges	(26,477)	0	0	0
Expenditures				
Salaries, Wages and Benefits	603,994	649,800	714,050	64,250
Materials and Supplies	839,294	761,750	788,575	26,825
Contracted Services	533,307	751,750	774,245	22,495
Transfers from Reserve, Reserve Fund and Capital Fund	2,450	0	0	0
Hardtop Maintenance				
Expenditures				
Salaries, Wages and Benefits	385,208	424,000	419,200	(4,800)
Materials and Supplies	389,888	1,191,000	820,500	(370,500)
Contracted Services	161,045	185,000	220,000	35,000
Loosetop Maintenance				
Expenditures				

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Salaries, Wages and Benefits	66,527	66,000	66,000	0
Materials and Supplies	280,160	341,000	380,000	39,000
Winter Control				
Revenue				
User Charges	(10,947)	(32,500)	(45,000)	(12,500)
Expenditures				
Salaries, Wages and Benefits	770,359	1,034,600	1,069,200	34,600
Materials and Supplies	1,336,128	2,146,600	2,155,000	8,400
Contracted Services	60,213	885,000	850,000	(35,000)
Safety Devices				
Expenditures				
Salaries, Wages and Benefits	241,677	370,036	348,000	(22,036)
Materials and Supplies	343,848	411,900	436,900	25,000
Contracted Services	56,845	50,000	30,000	(20,000)
Stormwater Management				
Expenditures				
Salaries, Wages and Benefits	14,351	20,000	20,000	0
Materials and Supplies	8,186	13,000	13,000	0
Contracted Services	182,122	100,000	215,000	115,000
Regional Roads				
Expenditures				
Salaries, Wages and Benefits	4,306	9,000	2,000	(7,000)
Materials and Supplies	18,212	35,000	1,000	(34,000)
Fleet				
Expenditures				
Salaries, Wages and Benefits	629,363	746,712	759,622	12,910
Materials and Supplies	134,487	119,600	116,800	(2,800)
Transfers from Reserve, Reserve Fund and Capital Fund	1,085,000	1,085,000	2,835,000	1,750,000

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Total	\$41,958,389	\$27,718,313	\$22,335,809	(\$5,382,504)

## Budget Highlights

The following items highlight the 2023 budget submission for Public Works:

### Unclassified

- Materials and Supplies decreased by a nominal amount of \$1,900.
- Contracted Services increased by \$6,000 to reflect historical spending and anticipated requirements in 2023.

### Administration

- Decrease in revenues and expenditures are due to an internal restructuring where the Engineering and Infrastructure Divisions have moved to the Planning and Infrastructure Services Department.

### Streetlighting

- Materials and Supplies for Street Lighting is reduced by \$170,000. The LED conversion project is complete with the exception of a few specialty lights. The wattage has been updated with Hydro One and streetlight inventories have been updated. As a result of the investment, the Municipality is expected to see a reduction in costs for 2023.
- Contracted Services increased by \$75,000 to reflect the need to continue the locate contract. The Municipality is legislatively required to provide locates within a prescribed response time, as growth continues the number of locates each year increases.

### Parks

- Materials and Supplies increased by \$217,595, which include increased costs of \$11,500, \$5,000 allocated for splashpad washroom and the remainder of the increase is due to the cost of supplies and anticipated increase in

the number of events. An increase of \$38,000 for splashpad resurfacing. An increase of \$10,000 for waste disposal. An increase of \$128,000 in the repair and maintenance account of which \$125,000 is a one-time cost for the separation of concrete and steel pile of rubble at Depot 42 which was deferred in 2022 and is recommended to be completed in 2023.

- Contracted Services increased by \$55,020. This is a combination of reallocations between individual accounts. Park snow removal account decreased by \$75,000 as it was reallocated to Winter Maintenance- Other account. The Grass cutting contract increased by \$110,000 as it is anticipated that large additional locations will be added and the frequency of grass cutting will increase. An estimate of \$10,000 has included for grass cutting at Camp 30, which is a service enhancement resulting from the Municipality obtaining certain property for public use. The forestry contract increased by \$15,000 due to the new Leaf Program approved by Council in 2022.
- The Rent/Financial expense account increased by \$5,000 resulting from additional portable toilet locations for events, tournaments and trail heads based on complaints and servicing as required.

## Cemetery

- Materials and Supplies net increase of \$6,100. Cemetery maintenance accounts decreased by a total of \$5,900. The Miscellaneous operating supply account increased by \$12,000 to account for a temporary Trailer leased at the Bowmanville Cemetery.

## Roads and Structures

- Contracted services decreased by \$12,000; reallocated to Planning and Infrastructure Services due to internal reorganization.

## Safe Roads

- Materials and supplies decreased by \$2,500; reallocated to Planning and Infrastructure Services due to internal reorganization.

## Road Maintenance

- Materials and Supplies net increase is \$26,825. Small equipment increased by \$2,500, Fleet allocation for bridge maintenance increased by \$2,000, Fleet allocation for weed control increased by \$7,000 based on a 5-year historical average. Ditch/shoulder maintenance miscellaneous operating supplies and fleet allocation accounts decreased by \$15,000 based on 5-year historical average. Waste disposal and miscellaneous building expenses increased a net of \$19,125. An increase of \$19,000 for replacing and repairing aging fences, Radio rental increased by \$7,600 to repair and replace radios. Roadside clean up increased by \$3,000, sidewalk maintenance fleet allocation decreased by \$2,000. There were other nominal changes due to inflation.
- Contracted Services net increase is \$22,495. Contract for roadside weed control increased by \$2,000 to address additional species appearing and working with the Central Lake Ontario Conservation Authority. An increase of \$30,000 for shoulder maintenance and ditching, a decrease of \$17,500 for catch basin and storm sewer maintenance contract as this account was split with Planning and Infrastructure Services due to internal reorganization. The urban curb-cut contract increased by \$8,500 due to hiring a new contractor with higher prices, there were other small changes due to inflation.

## Hardtop Maintenance

- Materials and Supplies net decrease is \$370,500. Pavement patching net decrease is \$54,000 based on recent activity, sweeping waste disposal fees decreased by \$355,000 based on prior year actuals, miscellaneous operating supplies for pavement markings increased by \$40,000 due to growth and inflation.
- Pavement resurfacing contract services increased by \$35,000 as a result of increase in crack seal and driveway tie-in locations/work

## Loosetop Maintenance

- Materials and Supplies net increase is \$39,000. An increase of \$16,000 for dust control, as costs have increased due to warmer/drier summer conditions causing a higher demand for dust suppression. Gravel patch and resurfacing increased by \$23,000 as costs of materials, trucking and fuel costs have increased.

## Winter Control

- Net increase in revenues of \$12,500 is based on the increased cost 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 \$35,000 includes a decrease of \$235,000 for winter maintenance based on less spent in prior year. Senior snow clearing program contract increased by \$200,000 in accordance with a new contract.

## Safety Devices

- Materials and Supplies increased by \$25,000 this includes a \$15,000 increase in guide rail/posts operating supplies as a result of increasing costs, and a \$16,000 increase in operating supplies for traffic signs supplies and contractor costs
- Railway crossing maintenance contract decreased by \$20,000 based on anticipated cost sharing for the year.

## Stormwater Management

- Contracted services increase of \$115,000 is necessary for additional maintenance and survey work, part of the increase is due to completing the Stormwater Management Facility Maintenance Guidance Report Update in-house

## Fleet

- A decrease in fleet is due to costs of one vehicle moving to Planning and Infrastructure Services due to an internal reorganization

## Business Cases for 2023 Service Levels

### Public Works Operations Center

#### Overview / Background

In 2019, the Public Works Department retained the services of RPG (Resource Planning Group), an advanced planning and facilities programming consultant, to complete an Operations Depot Needs Assessment study. The detailed scope of work required that RPG provide strategic guidance on how best to prepare for projected growth rates, through fiscally responsible building investments, to properly and effectively maintain Public Works operational service levels to 2031 and beyond.

The scope of the Operations Depot Needs Assessment study required that RPG investigate and respond to each of the following questions:

1. Do the existing Operations Depots and other satellite buildings meet the Municipality's requirements based on projected growth rates into the year 2030 and beyond?
2. Does the Municipality require an additional Operations Depot?
3. Should any of the existing Operations Depots be further improved, expanded or closed?
4. Does Fleet Services require a separate building or additional re-purposed space?
5. Does Building Services require a separate building or additional re-purposed space?
6. Does Animal Control Services require a separate building or additional repurposed space?
7. Should the construction of a new Fire Training Tower and Auto Extrication Pad for Clarington Emergency and Fire Service be included in this process?
8. Is there justification that supports the construction of a new single strategically located Operations Center for any or all of the services outlined above?
9. Relative to this review are there any potential partnerships that should be investigated with other Local or Regional Municipalities, the Ministry of Transportation, Durham Transit, the Private Sector, etc.?

In May 2020, RPG provided their final report which was submitted to General Government Committee at the regular meeting held on June 22, 2020, under Operations Department Report OPD-006-20.

General Government Committee received Report OPD-006-20 and carried Resolution #GG-219-20 recommending that the Operations Needs Assessment, as prepared by RPG, be approved as the strategic guide for the development of the facility and site requirements for the future Public Works Department.

### **Project Description**

The Public Works Department currently has three Operations depots that are located at 2320 Taunton Road in Hampton, 3585 Taunton Road in Orono and at 178 Darlington-Clarke Townline Road in Bowmanville.

The Hampton Operations Depot houses the main administrative offices for the department along with a 5-bay fleet services garage, parts inventory area, washrooms, meeting space and a staff lunchroom for a total of 14,812 square feet. Also located on the property are a number of other out-buildings that includes a salt shed, sand dome, a sign building and a variety of storage trailers. The building is estimated to be of mid-20th century construction and is situated on a property of approximately 8 acres that is serviced by an inground septic system and a well that provides non-potable water. Within the foreseeable future the option to purchase additional property or the connection to a municipal water or sanitary sewer system will not be available to enlarge or upgrade the existing facility. The key service functions that are provided out of the Hampton Depot include general road maintenance and the repair of all corporate fleet assets. At this time, 34 full-time staff work out of the Hampton Depot with 6 additional temporary labourers and students being brought on during the Spring and Summer seasons.





The Orono Operations Depot was constructed around the same time period as the Hampton Depot. This facility provides 5,122 square feet of space which is utilized for an administrative area and a 5-bay equipment and material garage that is situated on approximately 13.3 acres of land. Areas throughout the property have been filled with material to have tiered sections of level ground but the property falls significantly in elevation from the north to the south limit of the property making large areas of the site unusable. Also located on the site are two small outbuildings for storage and a sand/salt dome. The depot is serviced by an in-ground septic system and a well that provides non-potable water. Availability to connect to a municipal water or a sanitary sewer system is not expected at any time in the foreseeable future. Key service functions that are provided out of the Orono Depot include heavy equipment road maintenance activities. Approximately 14 full-time staff work out of the Orono Depot with an additional 9 seasonal labourers and students during the Spring and Summer seasons.



Depot 42 is also of comparative age to Hampton and Orono. The facility provides 5,208 square feet of space that is situated on approximately 13 acres of land. The building is comprised of a small area for administrative purposes and a 4-bay equipment and material garage. Areas of the property have been filled making the grounds relatively level but there is a general slope from the north to the south limit of the property. Also located on the site is a sand/salt dome. The depot is serviced by an in-ground septic system and a well that provides non-potable water. The availability for municipal water or a sanitary sewer system is not expected anytime in the foreseeable future. Key service functions that are provided out of Depot 42 include the Municipalities Parks, Forestry and Cemetery operations. At present, approximately 18 full-time staff work out of Depot 42 with an additional 21 temporary labourers and students during the Spring and Summer seasons.



RPG's final report concluded that the Municipalities operations depots have reached the end of their useful life and that upgrades or expansions to the existing buildings would be very expensive and also limited due to property site constraints. Some of the main deficiencies that are present at the existing depots include:

- The amount of office, washroom and shop workspace does not meet required levels. Proposed growth rates in Clarington will further compound this situation as most Public Works staff cannot work from home due to the nature of their jobs.
- The lack of inside or covered storage space subjects the municipalities vehicles, equipment and other critical assets to the deteriorating effects of the environment thereby reducing their useful life.
- The well water at each depot is non-potable and is only available in limited quantities.
- There are no inside heated vehicle wash bays. The result is the ineffective outside washing of equipment particularly during harsh winter conditions.

- Fleet shop space is limited to a total of 5 service bays resulting in the requirement to outsource general equipment repairs. Continued growth in the Municipal fleet cannot be suitably accommodated.
- The electrical infrastructure within the existing depots is not able to support Council's approved action plan of greening the fleet. Much of the winter control equipment also remains unsupported by block heaters.
- Workspaces for staff including areas for mustering, lunch and the fleet shops do not have air-conditioning.
- Existing measures to properly store and contain hazardous materials on-site such as road salts do not meet current environmental standards.
- Facility fencing and on-site security measures are inadequate resulting in loss from break and enter.
- Depots have areas that are completely inaccessible for persons with disabilities.
- There are limitations with internet connectivity as service is provided by towers and line of sight.

In RPG's final report it was concluded that the construction of a new Operations Facility would be the preferred scenario to meet the current and future service levels that are provided by Public Works. A new Operations facility would replace the Hampton Depot as the main administrative building and also serve to bring all staff together under one facility thereby fostering improved communication and enhancing operational efficiencies. The Orono and Depot 42 locations would continue to be retained by Public Works for the storage of equipment and construction materials but also serve as strategic staging sites to achieve quicker response times during winter control events.

### **Stakeholders and Impacts**

Public Works staff are the main stakeholders that will be impacted by the construction of a new Operations depot. When compared to other Municipal and industry standards, the age and condition of the existing buildings are unsuitable for the staff that report to and work out of these locations each day. The existing facilities and limited washroom spaces do not represent a clean, healthy and respectful workplace for the expanding and changing demographic. The effects of Covid 19 further heightened the awareness and limitations on the amount of available space within the Public Works depots as staff attempt to follow minimum social distancing recommendations.

Clarington's Emergency and Fire Services Department also represent an important stakeholder in the development of a new Operations center. The Fire Department is currently seeking to establish a new firehall location in the northern area

of Bowmanville to accommodate future growth and meet legislated response times. The Hampton depot site is of interest to the Emergency and Fire Services Department thereby eliminating their need to acquire a new property location.

The residents of Clarington should also be considered stakeholders in the construction of a new Operations Center. Although it is recognized that Public Works depots are typically not facilities that the general public regularly access, the condition and age of the existing buildings represents a poor standard of asset management. The existence of clean, accessible and modern municipal facilities, regardless of their administrative or service function type, are investments that taxpayers of Clarington will recognize and be proud of.

### **Resource Requirements / Project Costs**

Costs to construct a new facility to support the current and future operational service requirements of Clarington will represent a significant capital investment. Based on the earlier growth projections of 140,000 people that were forecasted for Clarington to the horizon year of 2031 and beyond, a building envelope size of at least 7,300 m<sup>2</sup> (79,000 ft<sup>2</sup>) was recommended by RPG. Class D building construction calculations that were submitted by RPG and the Altus Group, an architectural estimator, for the scope and the proposed size of facility were estimated to carry development costs of approximately \$37.0 million (2020 rates) based on new construction at a new property site. In today's dollars, the estimated costs are expected to have at very least doubled based on area wide shortages in materials and labour and current inflationary pressures.

The property required for the development of a new operations center was acquired in February 2021. The lands known as 2656 Concession Road 4 are situated on the northeast corner of Liberty Street and Concession Road 4 in Bowmanville. This parcel of 66.53 acres, that is currently zoned agricultural, has an area of 25-29 acres that is presently being worked for crops. Pursuant to the location is the availability of hydro, natural gas, telecommunications and a regional water service that is within 200 metres of the site. Prior to the purchase of the land the property was approved in principle by Clarington's Planning Department staff and colleagues from Central Lake Ontario Conservation Authority (CLOCA).

### **Relationship to Council's Strategic Priorities**

RPG was required in accordance with the Strategic Plan (2015-2018) to provide specific relevance to the deliverables expected from the space needs assessment. Of priority, there was an emphasis on Strategic Priority 2 - Ensure and demonstrate good Governance and Value for the Tax Dollar.



Relationships to the current Strategic Plan (2019-2022) can be recognized in Goal C. - Sustainable Infrastructure Growth. Specific references can be made to Item C.2. – Develop strategies for infrastructure investments, including employment lands.

### **Climate Change Considerations**

The existing Public Works Depots are inherently energy inefficient due to their age. Interior walls, ceilings and doors in large areas of the facilities are uninsulated making workspaces cold and drafty in the winter and excessively hot in the summer. Ventilation and plumbing systems are also limited with their ability to provide fresh circulated air and to supply adequate quantities of heated water. The on-site containment of hazardous materials that are collected from road sweeping, fleet shop activities and the storage and transport of road salts are also deficient when compared to current day environmental standards.

Modern buildings are constructed with systems that are designed to conserve energy and water. In the comparative case of Ajax's Operation Center it has been constructed to a LEED standard by using solar panels, capturing water in cisterns, facilitating green roof growth and by heating and cooling the building with geothermal technology. Facility design and site layout by covering large areas of the property with paved impervious surfaces also aid in the capture and treatment of contaminants that are typically associated with Public Works operations.

The construction of a new Public Work Operations Center would utilize new building materials and design elements that would aid in the reduction of greenhouse gas emissions. New electrical systems would also provide for the on-going greening of Clarington's fleet.

### **Comparative Analysis**

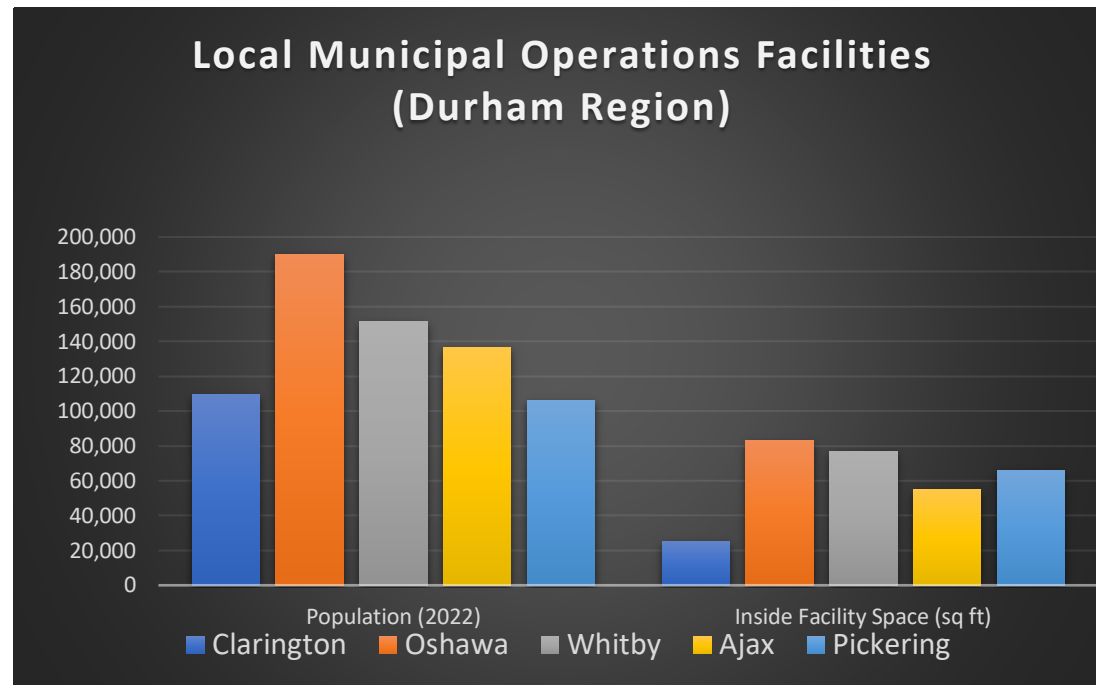
Within the past twelve years, all of the other local area Municipalities across the lakeshore in Durham Region have made significant investments into their Public Works facilities. These upgrades have included the construction of two brand new facilities (Ajax and Pickering), the acquisition and renovation of a vacant commercial property (Oshawa) and the completion of a large expansion to an existing facility that was originally built in 2000 (Whitby). A third phase of proposed expansion to the Whitby Operations Center is currently being planned that will add a further 22,000 sq ft of space.

Development of these facilities occurred to replace older, smaller, buildings that could no longer accommodate the needs of the Departments and to prepare for the proposed growth rates within each Municipality. The Region of Durham is also

currently in the process of acquiring a new development site to construct a new Operations Center in east Oshawa to accommodate the expansive rate of growth occurring in that area.

Each of the new Municipal facilities have been constructed with current day technology and modern building systems that either meet or exceed minimum requirements. Amongst the list of important building enhancements; staff are provided with modern facilities that are clean and accessible, inside heated vehicle wash bays, large capacity drive through salt storage and liquid brine loading stations, air-conditioned fleet services garages, potable drinking water, safe and respectful washroom and lunch areas, inside heated storage as well as outdoor covered areas that are well secured to reduce risk and loss. Workplaces of this nature not only provide staff with the tools necessary to perform their jobs well but greatly enhance their feeling of engagement and appreciation.

For simplicity reasons, the graph below compares populations in each Municipality against the amount of depot space that is available. For perspective, Clarington has a total inside facility space of 25,000 square feet for a current population of 109,400. This value represents a shortfall of approximately 54,000 square feet when considering the outcome of the needs assessment completed by RPG. Further details regarding other comparator values and facility amenities may be found in the Needs Assessment Study submitted by RPG or can be provided upon request.



A photograph along with the basic building size and construction costs are provided for each new facility in the City of Oshawa, Town of Whitby, Town of Ajax and City of Pickering as follows.



## City of Oshawa



New Operations Center Completed in 2015

Population (2022) – 191,150

New Facility Size – 83,000 ft<sup>2</sup> (7,700 m<sup>2</sup>)

Construction Cost - \$27 Million

## Town of Whitby



Operations Center Expansion Completed in 2019

Population (2022) – 151,500

Expansion – 14,284 ft<sup>2</sup>

Construction Cost - \$7.9 million

New Facility Size – 77,000 ft<sup>2</sup> (7,200 m<sup>2</sup>)

*Clarington*

## Town of Ajax



New Operations Center Completed in 2010

Population (2022) – 136,650

New Facility Size – 55,000 ft<sup>2</sup> (5,100 m<sup>2</sup>)

Construction Cost - \$19 million

*Clarington*



## City of Pickering



New Operations Center Completed in 2019

Population (2022) – 106,050

New Facility Size – 66,000 ft<sup>2</sup> (6,100 m<sup>2</sup>)

Construction Cost - \$27 million

## Conclusion and Recommendation

The Province of Ontario's Bill 23, More Homes Built Faster Act, 2022, may result in an even faster rate of development in Clarington than what was previously forecasted. This rate of growth will need to be supported by adding additional public works staff and other pieces of equipment in order to properly maintain new and existing areas of public infrastructure. To continue meeting required service levels and to protect these future investments, additional work and storage space will be required.

Population forecasts currently estimate that an additional 21,000 people will call Clarington home by 2027. Development at this rate and further into the future will create a critical situation for the Public Works Department. Additional levels of staff and equipment cannot be sustained at the existing depots with the older infrastructure that exists.

The construction of a new Public Works Operations Center will take years to complete as the process includes obtaining the necessary approvals, undertaking detailed design and managing a lengthy construction phase. Although the level of funding that is currently available through development charges of approximately 10.1 million will represent a significant shortfall from the actual costs incurred to construct a new facility it is strongly recommended that consideration be given towards approving the project.

In an effort to demonstrate the short-term need to construct a new Public Works Operations Center arrangements will be made for members of Council and the Senior Leadership Team to tour various facilities.



# 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. 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.

Additionally, the department 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, through both registration and drop-in methods.
- Operate fitness centre and older adult centre at Courtice Complex.
- Manage access to recreation for low-income participants through internal and external funding assistance programs.
- Allocate and permit indoor and outdoor rental space to both 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.

## 2022 Accomplishments and Successes

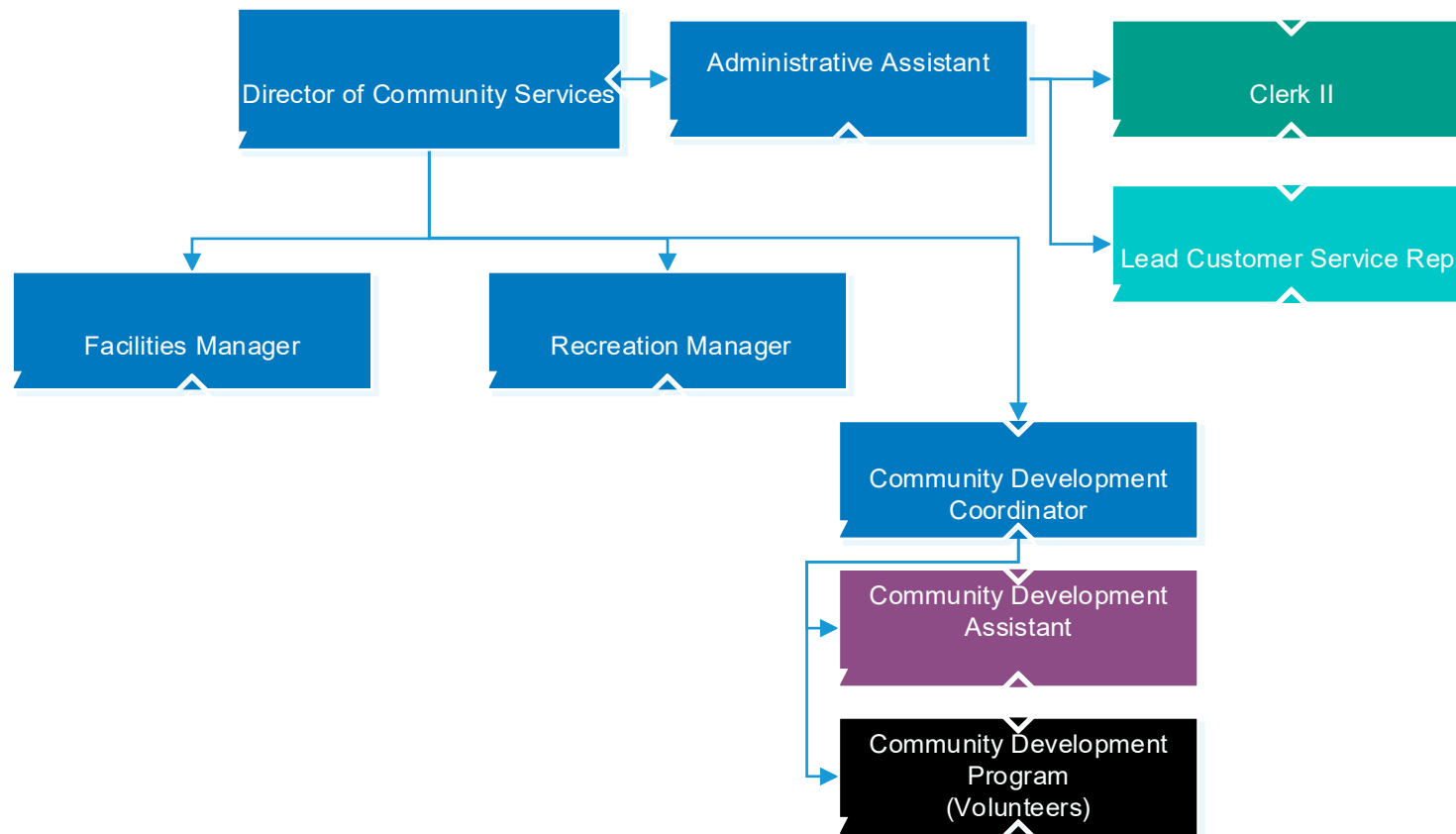
- Following Public Health and Provincial restrictions to start 2022, have seen a steady increase in activity levels across all business areas as operations normalized.
- Worked with Durham Region Public Health to host a Community Vaccination Clinic at Garnet B. Rickard Complex. Other facilities hosted mobile GOVAXX clinics to focus on areas with low vaccination rates.
- Transitioned from the Red Cross swim program to the Lifesaving Society program.



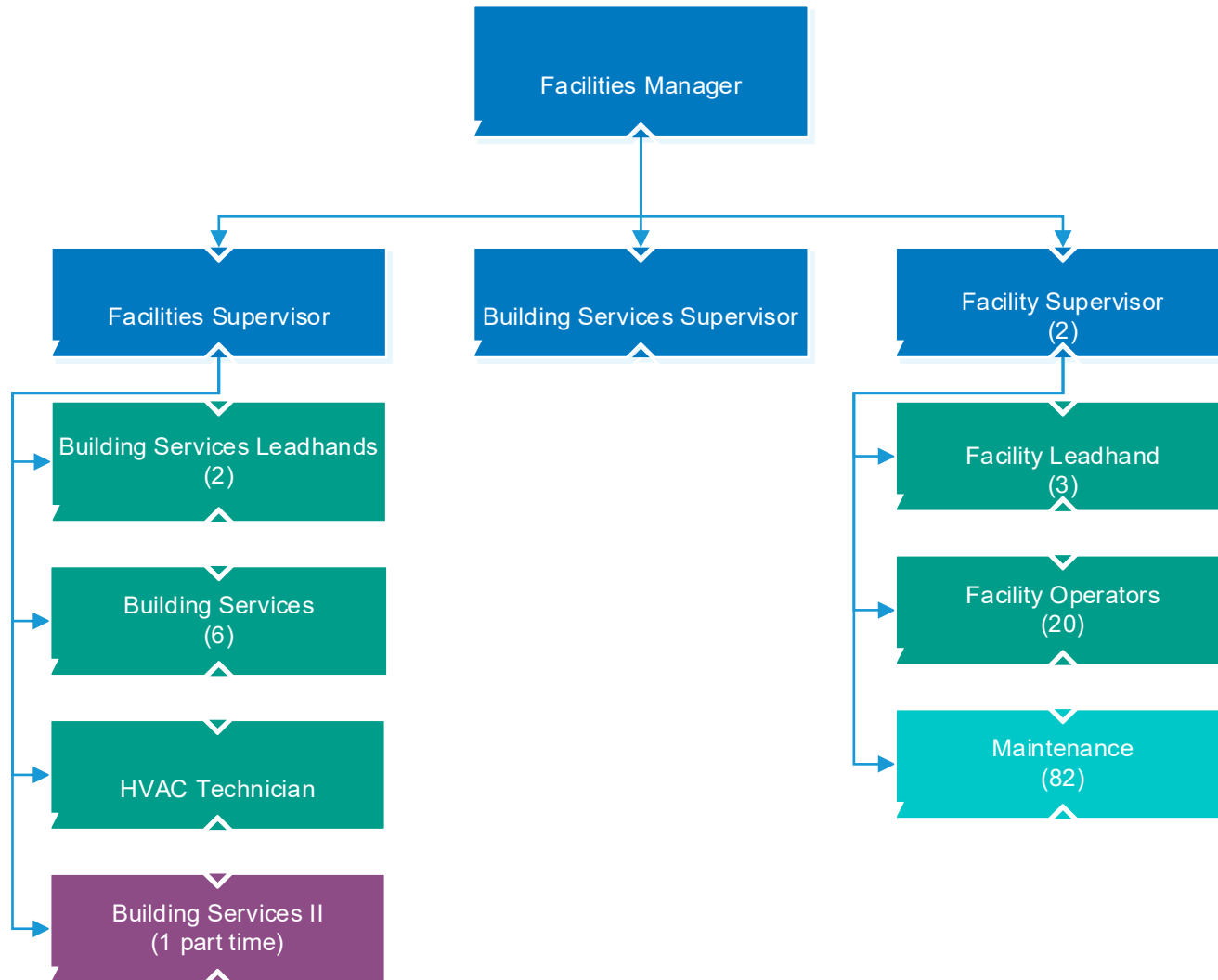
- Collaborated with Emergency and Fire Services to align the Junior Firefighter Camp with the variety of camp opportunities offered by Community Services. New options such as Girls on Fire and a partnership with Grandview Children's Centre provided increased inclusion and diversity options to an already successful program.
- Renovated the former Tourism Office on Liberty Street to provide additional recreation program space.
- Mitigated rising costs and a volatile construction marketplace by developing an in-house team of operational staff to project manage and complete renovation work on municipal projects, reducing the reliance on outside contractors. The approach used on the MAC citizen-centric lobby project will be continued into 2023 on other facility projects.
- Implemented a corporate-wide energy management system to track and monitor usage, billings and energy efficiencies. Partnered with Elexicon to track and monitor buildings to set a baseline for energy usage and identify future efficiencies.
- Expanded 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

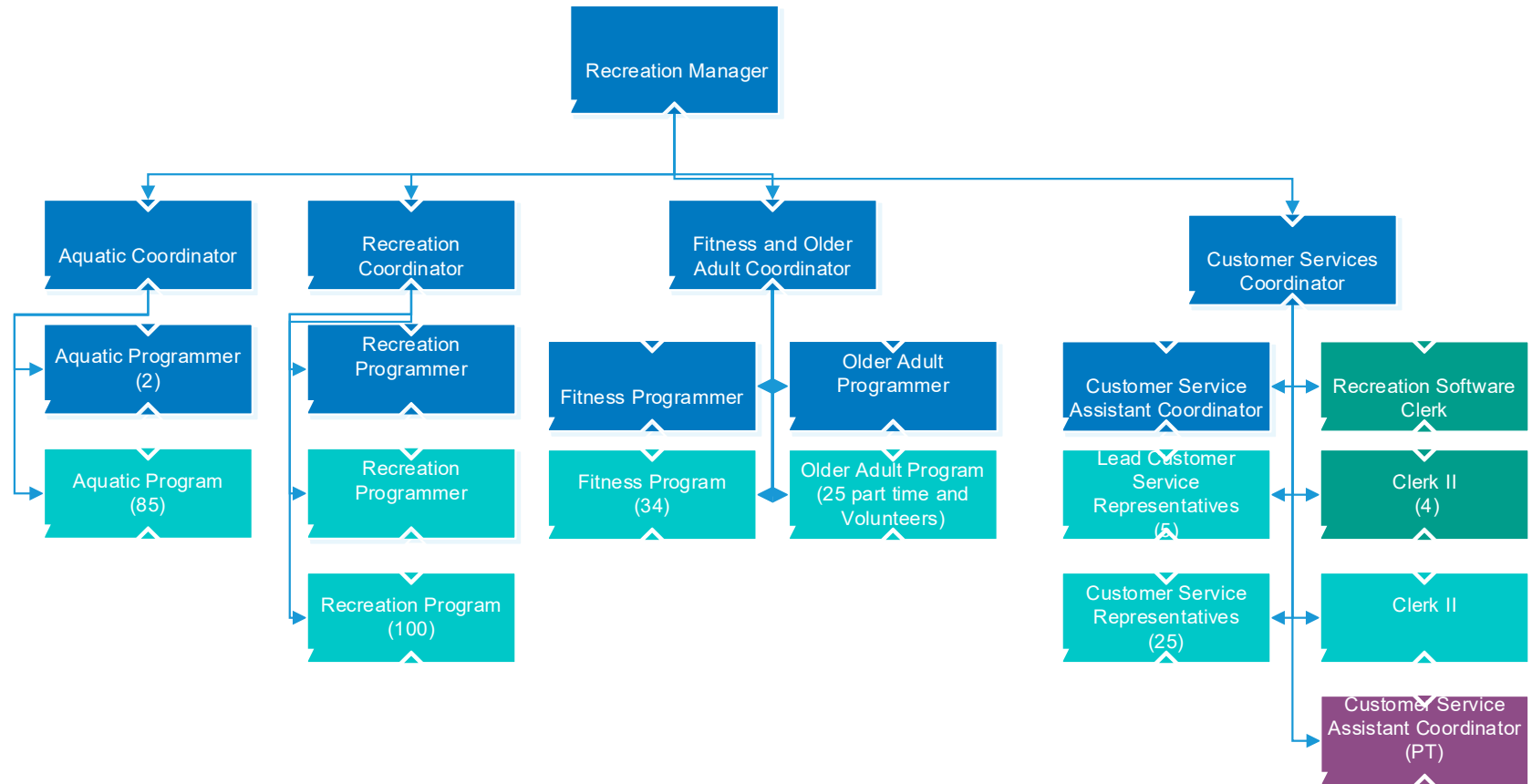
### Community Services Summary



## Facilities



## Recreation



## Operating Budget

### Budget Summary

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Public Sector Accounting Board				
Expenditures				
Amortization Expense	\$2,080,972	\$0	\$0	\$0
Administration				
Revenue				
User Charges	(35,866)	(43,500)	(64,000)	(20,500)
Expenditures				
Salaries, Wages and Benefits	920,015	958,416	1,054,407	95,991
Materials and Supplies	25,236	50,125	62,555	12,430
Contracted Services	279,052	0	240,000	240,000
Transfers from Reserve, Reserve Fund and Capital Fund	1,762,201	1,734,200	1,342,500	(391,700)
Contributions				
Revenue				
Transfer between Funds	(1,696,392)	(2,399,282)	(1,635,754)	763,528
Expenditures				
Recreation Services Administration				
Revenue				
User Charges	(121)	(1,230)	0	1,230
Expenditures				
Salaries, Wages and Benefits	1,115,978	1,014,381	1,283,727	269,346
Materials and Supplies	12,219	22,600	31,000	8,400
Facilities				
Revenue				
User Charges	(1,143,774)	(2,205,200)	(2,286,300)	(81,100)
Expenditures				

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Salaries, Wages and Benefits	3,884,704	4,526,850	4,924,434	397,584
Materials and Supplies	2,637,419	3,051,624	3,267,940	216,316
Contracted Services	256,694	634,788	717,595	82,807
Debt Services (Principal and Interest paid)	1,514,261	1,381,967	2,896,065	1,514,098
Transfers from Reserve, Reserve Fund and Capital Fund	1,148,621	360,000	0	(360,000)
Concessions				
Revenue				
User Charges	(5,932)	(38,440)	(60,240)	(21,800)
Expenditures				
Salaries, Wages and Benefits	8	0	0	0
Aquatic Programs				
Revenue				
User Charges	(275,596)	(798,800)	(911,350)	(112,550)
Expenditures				
Salaries, Wages and Benefits	296,192	854,403	1,169,428	315,025
Materials and Supplies	21,383	55,760	52,360	(3,400)
Fitness Programs				
Revenue				
User Charges	(75,474)	(390,100)	(458,900)	(68,800)
Expenditures				
Salaries, Wages and Benefits	146,416	295,348	314,351	19,003
Materials and Supplies	5,849	25,600	25,800	200
Rents/Financial Expenses	0	700	2,100	1,400
Recreation Programs				
Revenue				
User Charges	(140,232)	(332,215)	(647,950)	(315,735)
Expenditures				
Salaries, Wages and Benefits	134,296	311,146	651,011	339,865
Materials and Supplies	9,481	42,300	78,300	36,000

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Contracted Services	3,271	27,800	31,800	4,000
Rents/Financial Expenses	0	1,000	0	(1,000)
Community Development				
Revenue				
User Charges	(131,700)	(138,600)	(172,330)	(33,730)
Expenditures				
Salaries, Wages and Benefits	58,384	84,146	5,510	(78,636)
Materials and Supplies	140,657	186,830	189,010	2,180
Contracted Services	28,008	43,000	47,200	4,200
55+ Active Adults				
Revenue				
User Charges	(27,027)	(121,500)	(98,875)	22,625
Expenditures				
Salaries, Wages and Benefits	31,887	100,669	102,388	1,719
Materials and Supplies	2,832	10,300	10,300	0
Contracted Services	0	8,500	8,500	0
Rents/Financial Expenses	0	1,500	4,000	2,500
Customer Service				
Revenue				
User Charges	(17,479)	(8,300)	(16,500)	(8,200)
Expenditures				
Salaries, Wages and Benefits	753,620	1,024,581	1,158,390	133,809
Materials and Supplies	58,695	90,200	135,500	45,300
Smallboards Consolidated				
Expenditures				
Contracted Services	5,869	17,000	17,000	0
External Transfers to Others	12,188	0	0	0
Debt Services (Principal and Interest paid)	0	0	791,395	791,395
Smallboards Non-Consolidated				

Description	2021 Actuals	2022 Final Budget	2023 Draft Budget	Change
Expenditures				
Contracted Services	2,329	19,500	19,500	0
External Transfers to Others	9,412	0	0	0
Libraries (Facilities)				
Expenditures				
Materials and Supplies	3,319	23,460	24,850	1,390
Contracted Services	4,424	14,657	15,140	483
Debt Services (Principal and Interest paid)	78,466	78,702	78,663	(39)
Client Services				
Expenditures				
Salaries, Wages and Benefits	538,336	598,307	0	(598,307)
Materials and Supplies	9,689	16,800	0	(16,800)
Tourism				
Expenditures				
Salaries, Wages and Benefits	232,952	236,916	0	(236,916)
Materials and Supplies	69,920	65,800	0	(65,800)
Contracted Services	26,607	21,000	0	(21,000)
Museum (Facilities)				
Expenditures				
Materials and Supplies	13,764	19,600	20,100	500
Contracted Services	8,378	8,300	8,800	500
Community Grant Program				
Expenditures				
External Transfers to Others	38,500	99,000	99,000	0
Municipal Sponsorships				
Expenditures				
External Transfers to Others	135,920	0	0	0
Total	\$14,968,831	\$11,640,609	\$14,528,420	\$2,887,811



## Budget Highlights

The following items highlight the 2023 budget submission for Community Services:

### Administration

- Revenue increased by \$20,500 which includes \$20,000 for a new account for sponsorship revenue received by Community Services.
- Materials and Supplies increased by \$12,430 for miscellaneous nominal amounts.
- Contracted services increased by \$240,000 to 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.

### Recreation Services Administration

- User charges revenue decreased by \$1,230, eliminated as of January 1, 2023.
- Materials and Supplies increased by \$8,400 including an increase of \$400 in phone line account for a new phone for a new proposed position; \$9,300 increase in memberships/association dues as a result of new Life Saving Society (LSS) license fees (\$2,600), addition of Entandem/Resound which is collecting fees for music played at facilities (\$7,100) from Client Services. A reduction of \$2,300 in the travel account due to reduced mileage claims because of hybrid work (teams meetings).

### Facilities

- Revenue increased by \$81,100 due to a gradual increase to pre-COVID revenues.
- Materials and Supplies overall increase by \$216,316 due to several nominal changes at each facility. Differences greater than \$30,000 include an increase of \$35,000 for repairs and maintenance for all municipal buildings for "one off" or non-annual inspections/repairs. Previous allocation of funds for recreation facilities was not adequate for annual needs. An increase of \$33,338 to reflect proposed 2023 agreement for Automated External Defibrillators (AED) based on 30 AED sites and associated certifications, \$28,400 of this amount was reallocated from Hall Board buildings account.
- Contracted services increased by \$82,807 due to an increase in contract service agreements overall.

## Concessions

- Increase in revenues of \$21,800 due to returning to pre-COVID revenues.

## Aquatic Programs

- Revenue estimated to increase by \$112,550 as a result of returning to pre-COVID revenues, addition and increase of leadership courses (courses required to become a lifeguard/instructor), by adding these courses and the associated manuals to Diane Hamre Recreation Centre and the Allan Strike Centre revenue is expected to increase.
- Materials and Supplies reduced by \$3,400 as a result of the removal of stickers and badges resulting from the change in swim instruction program.

## Fitness Programs

- Increase in revenues of \$68,800 due to returning to pre-COVID revenues and the addition of the 55+ Active Adults fitness membership revenue.
- Materials and Supplies net increase is \$200, \$800 reduction in program supplies at Courtice Community Complex as a result of the elimination of extra Covid related supplies, \$1,000 increase in program equipment purchases at Courtice Community Complex.
- Rents and Financial expenses increased by \$1,400 due to additional rural programming.

## Recreation Programs

- Increase in revenues as a result of the returning to pre-COVID levels and increased demand.
- Materials and Supplies increased due to phased/added back in summer bussing and admission costs. Added supply costs for Junior Fire Fighter Camp. Added program supply money to return to normal service levels, and addition of 181 Liberty Street.
- Contracted services increased by \$4,000 due to higher costs
- Rents and Financial expenses decreased as there is a reduced need for school rentals.

## Community Development

- Increase in revenue by \$33,730 which includes an increase in revenue of \$26,050 related to the Sports Hall of Fame event in 2023 that was eliminated in 2022.
- Increase for materials and supplies of \$2,180 is the net of an increase in Hall of Fame \$40,000, a decrease of \$38,000 in miscellaneous operating supplies as Inclusion services has moved to Recreation services, and a reduction of \$15,000 as Diversity/Accessibility Advisory committee has moved to the CAO's office under Corporate Performance.
- Contracted services for Canada Day contract increased by \$4,200 to reflect an increase in paid duty, sound and fireworks.

## 55+ Active Adults

- Revenue decreased by a net of \$22,625, this includes a reallocation of \$22,200 for fitness membership revenue that was moved under Fitness program revenue section.
- Rents and Financial expenses increased by \$2,500 due to increased rental costs at Orono, Hampton and Haydon Hall.

## Customer Service

- Revenues increased by \$8,200, expecting increased merchandise sales.
- Materials and Supplies increased by \$45,300 primarily for ACTIVE NET transaction fees which are expected to increase with a return to pre-pandemic operational levels.

## Smallboards Consolidated

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

## Smallboards Non-Consolidated

- This is sub-department is for non-consolidated hallboards, 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.

## Libraries (Facilities)

- Materials and Supplies increased by \$1,390 as a result in increased repair and maintenance costs due to inflationary costs, aging infrastructure and higher demand to complete in house.
- Contracted services increased by \$483 which includes an increase of \$1,100 for snow removal at the Newcastle Library, and a decrease of costs at the Clarke Public Library as in-house HVAC technician is doing preventative maintenance work.

## Client Services

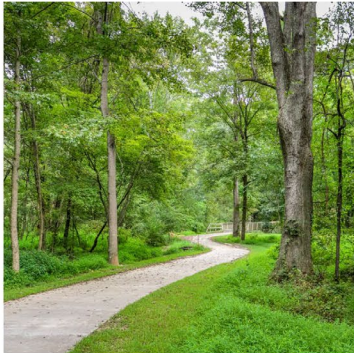
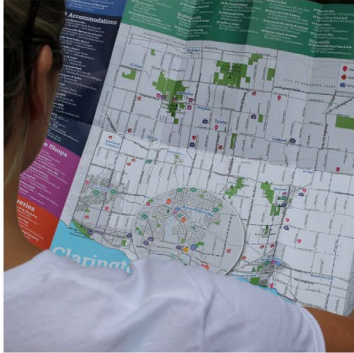
- Has been disbanded, Community Development Coordinator, Diversity Equity and Inclusion, and Accessibility Coordinator moved to CAO's Office; Customer Service Coordinator and Customer Service Assistant Coordinator moved to Recreation Services Administration; Community Development Coordinator moved to Administration.

## Tourism

- Tourism has moved to Planning and Infrastructure services within the Economic Development Division.

## Museum (Facilities)

- Increase in materials and supplies is nominal and includes utility increases and anticipated repair and maintenance costs for a total of \$500.
- Contracted services increase of \$500 includes contracts for fire equipment, elevators and other miscellaneous contracts for the Sarah Jane Williams building.



# Planning and Infrastructure Services



*Clarington*



# Planning and Infrastructure Services

## Department Overview

The Planning and Infrastructure Services Department is responsible for managing the growth of the Municipality. In 2022, the Department was reorganized to streamline the development and infrastructure processes into one department.

Planning and Infrastructure Services 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, community engagement.

**Development Review:** Oversees land use planning implementation, subdivision 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.

**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 (Clarington Board of Trade) for job attraction and retention, Tourism services supports local tourism businesses and events to promote Clarington in and outside of the Region.

## 2022 Accomplishments and Success

### Building Inspection

- Rolled out a new fleet of electric vehicles for building inspectors to be environmentally friendly.
- Implemented the AMANDA Inspector App to streamline the inspection process and take advantage of software enhancements.
- Issued a building permit for Clarington's first 12-storey building.
- Created a Building Inquiry Portal to track citizen enquiries and provide a faster response to public enquiries.
- Created permit tracking and backlog sheet to coordinate planning, engineering and building inspection divisions to avoid delays in issuance or building permits.
- Created the position of Deputy Chief Building Official to support and facilitate the building permit processes at all stages.

### Development Review

- Began the review process of approximately 70 new development applications.
- Implemented an updated Parkland Dedication By-law.
- Provided the final approval for 1,055 residential units in Clarington.
- Held 50 pre-consultation meetings for development projects.
- Responded to 2,300 public inquiries.
- Composed 200 zoning clearance and agreement compliance letters.
- Conducted a review of the development process to improve efficiencies and meet the new legislative requirements in the Planning Act.
- Developed a new process to deal with impacts of Bill 109 and reduce the risk of returning fees for development applications and meet Province of Ontario timeframes.

## Community Planning

- Provided final approval of the Southeast Courtice and Southwest Courtice Secondary Plans which includes approximately 6,500 units.
- Hosted seven information centres for secondary plans and subwatershed studies.
- Held statutory public meetings for the Energy Park and Courtice Waterfront Strategy.
- Began the design of the Courtice Waterfront Master Plan.
- Started the Waterfront Strategy and hosted 11 public and stakeholder sessions.
- Processed development applications for over ten commercial and mixed-use sites.
- Briefed Council on the impacts of Bill 109, Bill 23 and the Greenbelt Plan.

## Infrastructure

- Completed the construction of Lake Road extension.
- Reconstructed Old Scugog Road.
- Started the Bowmanville Cemetery expansion.
- Completed construction of the Toyota Trail in Bowmanville and the Lion's Trail in Newcastle.
- Installed 16 electric vehicle charging stations to support climate change initiatives and the Municipality's electric fleet vehicles.
- Commenced planning of Bowmanville Zoo Lands in partnership with Valleys 2000 for the redevelopment of that property.

## Development Engineering

- Authorized the commencement of five developments.
- Reviewed, inspected and assumed seven subdivisions.



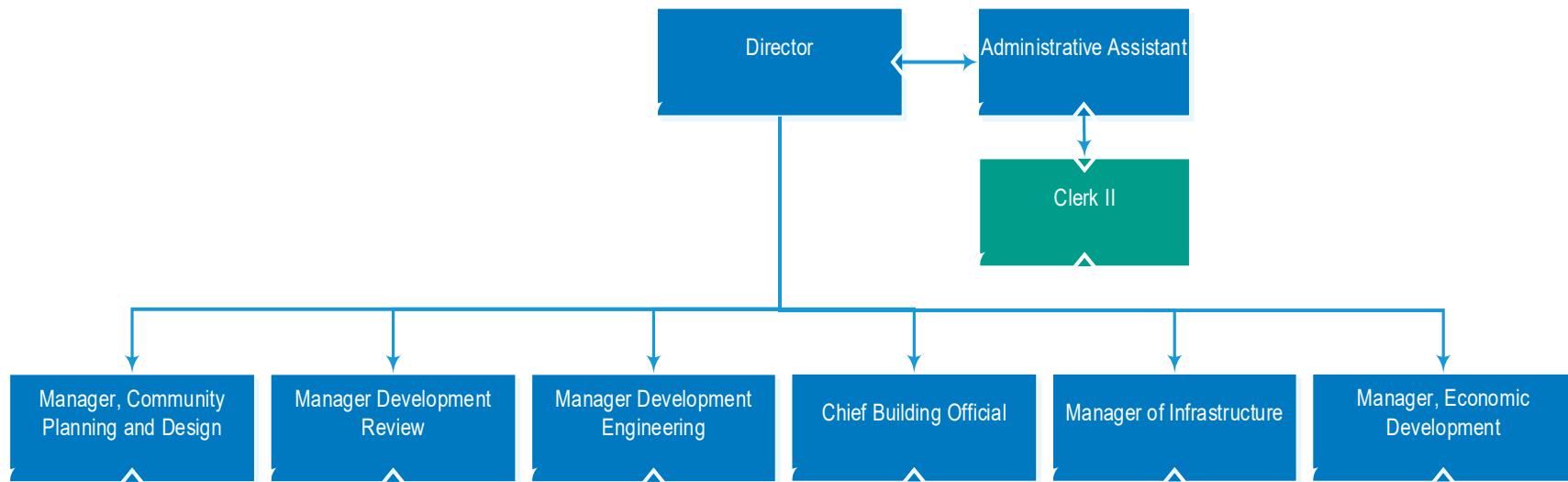
- Issued 63 municipal consents, 12 site alteration permits and 707 building permits.
- Provided detailed engineering comments for 50 pre consultations and 70 development applications.
- Provided engineering input for secondary plans.

## Economic Development

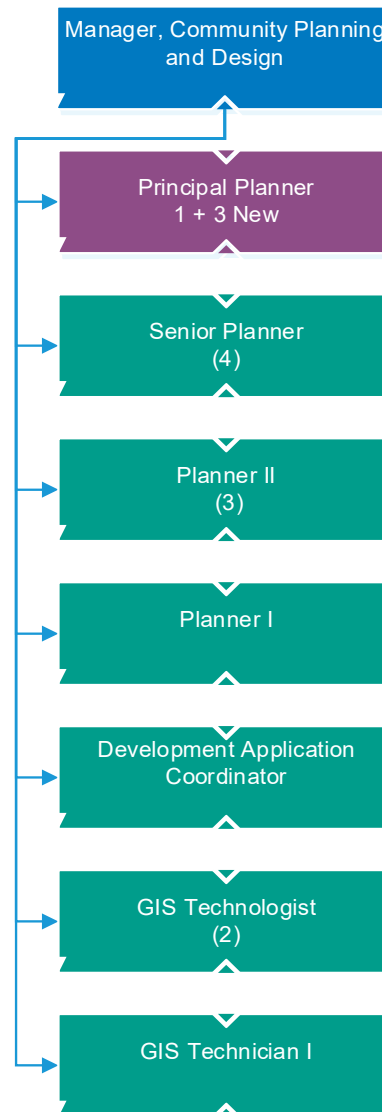
- Presented the first Economic Development Strategy for the community which was adopted in principle by Council.
- Worked with OPG to streamline approvals for their projects in Clarington including the OPG Headquarters and Small Modular Reactor sites.
- Joined the Regional Economic Development Partnership.
- Responded to 20 long-range investment enquiries for both commercial and industrial projects.
- Started the Clarington Tourism Strategy; and
- Launched the Holiday Campaign to support local businesses.

## Current Organizational Structure

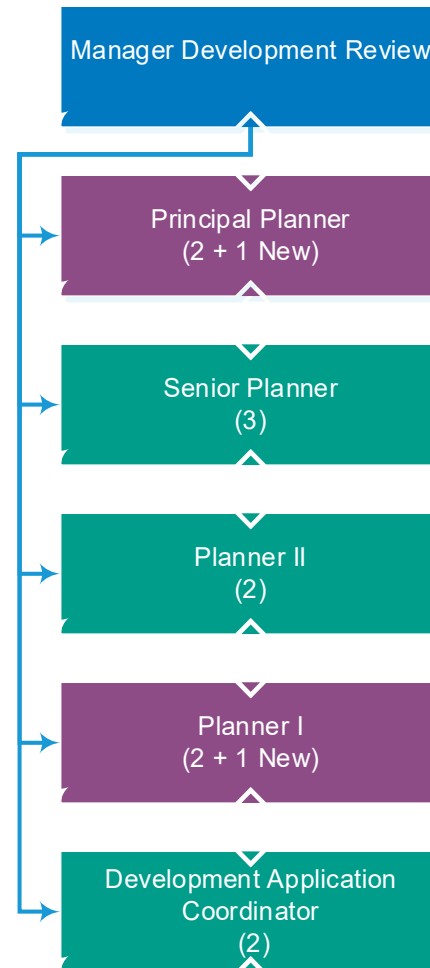
### Summary



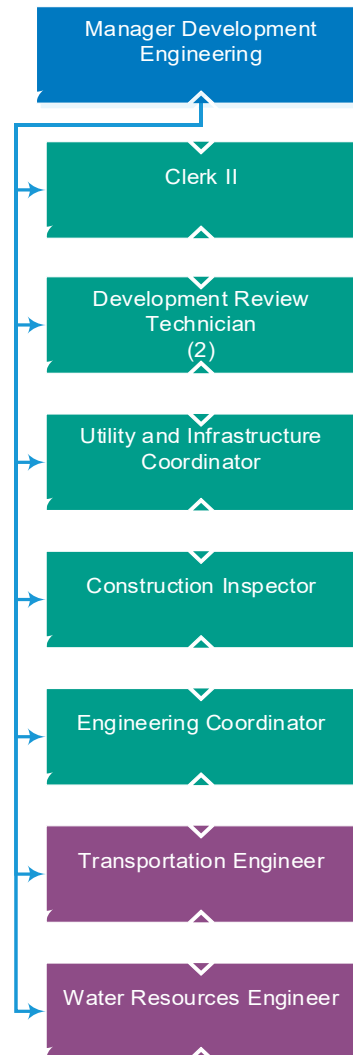
## Community Planning



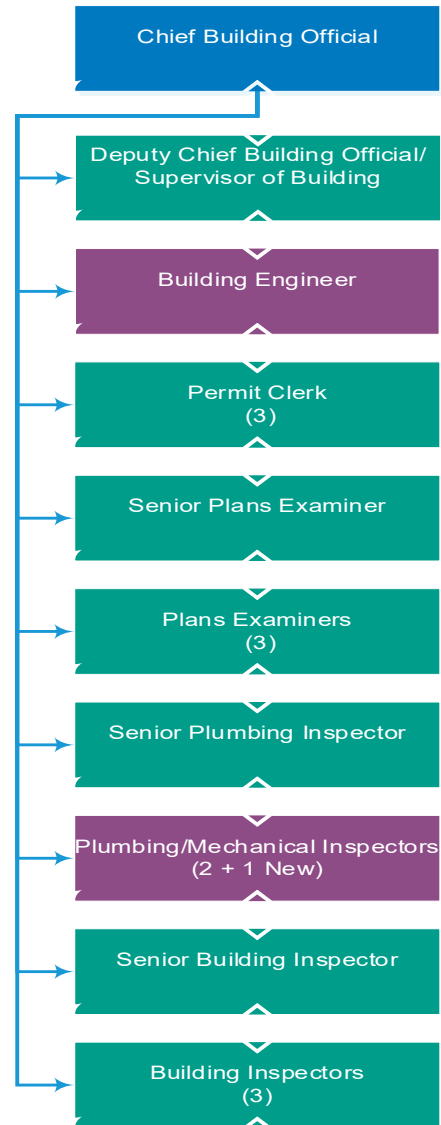
## Development Review



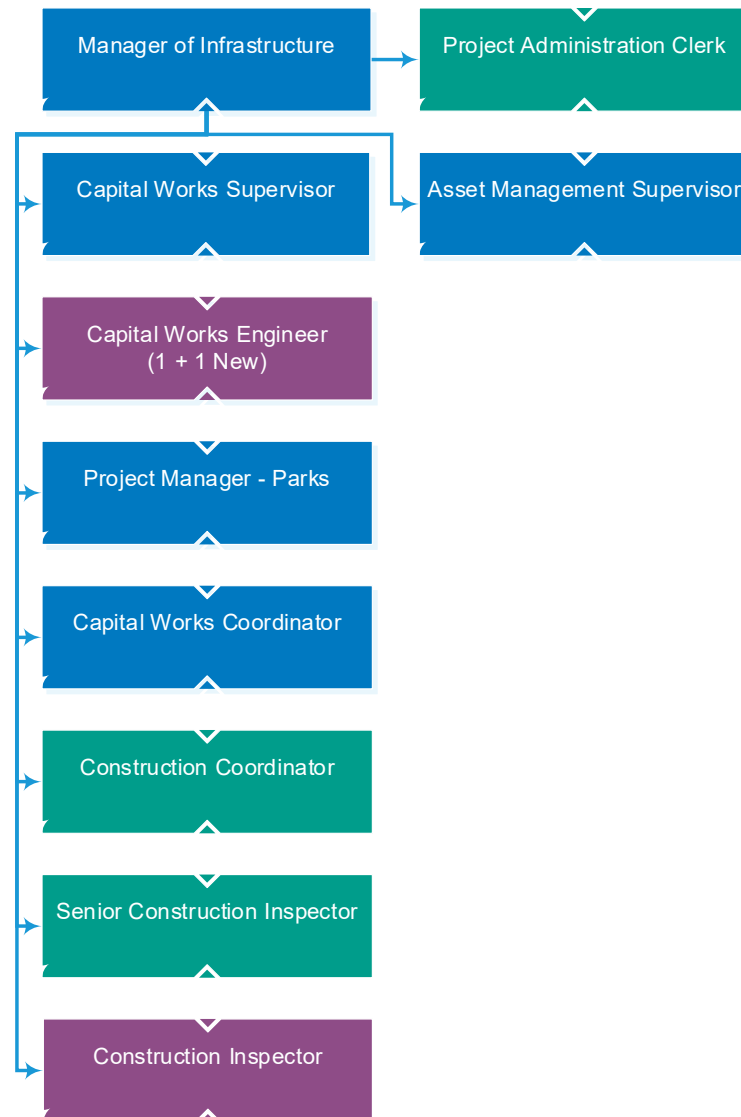
## Development Engineering



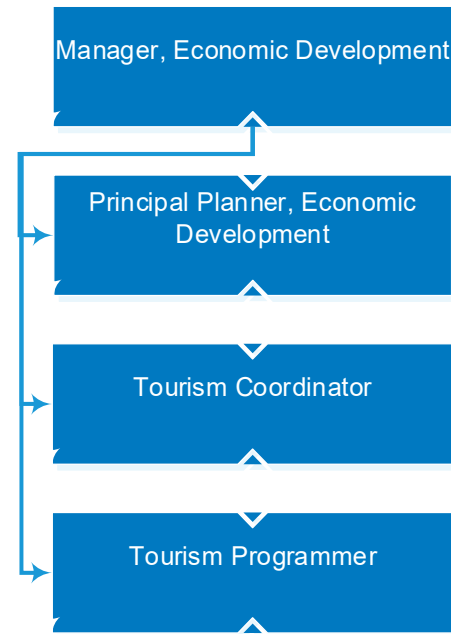
## Building Inspection



## Infrastructure Services



## Economic Development





## Operating Budget

### Budget Summary

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Unclassified				
Expenditures				
Salaries, Wages and Benefits	\$3,918	\$6,710	\$6,872	\$162
Materials and Supplies	70,974	251,250	253,750	2,500
Transfers from Reserve, Reserve Fund and Capital Fund	640,375	646,075	650,000	3,925
Public Sector Accounting Board				
Expenditures				
Amortization Expense	2,863	0	0	0
Planning				
Expenditures				
Salaries, Wages and Benefits	0	0	4,846,728	4,846,728
Infrastructure				
Expenditures				
Salaries, Wages and Benefits	0	0	1,515,949	1,515,949
Materials and Supplies	0	0	33,540	33,540
Contracted Services	0	0	125,000	125,000
Debt Services (Principal and Interest paid)	0	0	553,160	553,160
Administration				
Revenue				
User Charges	(1,057,437)	(1,256,800)	(1,855,800)	(599,000)
Other Income - Sale of Assets (NON-TCA)	(280,000)	0	0	0
Expenditures				
Salaries, Wages and Benefits	3,264,186	3,715,514	451,935	(3,263,579)
Materials and Supplies	86,927	113,350	153,390	40,040

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Contracted Services	200,416	241,000	867,000	626,000
Transfers from Reserve, Reserve Fund and Capital Fund	1,598,557	12,500	377,500	365,000
Contributions				
Revenue				
Transfer between Funds	(268,390)	(420,716)	(2,488,677)	(2,067,961)
Building Inspection				
Revenue				
User Charges	(3,038,510)	(1,774,500)	(1,774,500)	0
Fines/Penalties on Interest	0	(500)	(500)	0
Expenditures				
Salaries, Wages and Benefits	1,430,979	1,570,538	2,031,617	461,079
Materials and Supplies	60,472	102,400	43,900	(58,500)
Contracted Services	64,708	304,500	195,000	(109,500)
Transfers from Reserve, Reserve Fund and Capital Fund	939,545	0	0	0
Parks				
Expenditures				
Contracted Services	0	0	10,000	10,000
Roads and Structures				
Expenditures				
Contracted Services	0	0	12,000	12,000
Safe Roads				
Expenditures				
Materials and Supplies	0	0	2,500	2,500
Roads Maintenance				
Expenditures				
Contracted Services	0	0	17,500	17,500
Environmental				
Revenue				

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
User Charges	(1,170)	(1,170)	(84,670)	(83,500)
Expenditures				
Materials and Supplies	0	0	3,500	3,500
Contracted Services	0	0	80,000	80,000
Fleet				
Expenditures				
Materials and Supplies	0	0	2,800	2,800
Smallboards Consolidated				
Expenditures				
Materials and Supplies	(40)	1,500	1,500	0
Tourism				
Expenditures				
Salaries, Wages and Benefits	0	0	244,296	244,296
Materials and Supplies	0	0	68,600	68,600
Contracted Services	0	0	21,500	21,500
Development Review				
Revenue				
User Charges	(289,743)	0	0	0
Expenditures				
Materials and Supplies	23,289	0	0	0
Contracted Services	289,651	0	0	0
Economic Development				
Expenditures				
Salaries, Wages and Benefits	0	120,370	314,333	193,963
Materials and Supplies	0	1,000	50,000	49,000
Contracted Services	0	325,000	573,000	248,000
Total	\$3,741,570	\$3,958,021	\$7,302,723	\$3,344,702

## Budget Highlights

The following items highlight the 2023 budget submission for Planning and Infrastructure Services:

### Unclassified

- Materials and Supplies increased by \$2,500 related to the Clarington Heritage Committee expenses for courses, plaques and mileage anticipated in 2023.

### Planning

- New Sub-department created in Planning and Infrastructure Services which includes Community Planning, Development Review and Development Engineering.

### Infrastructure

- New Sub-department created in Planning and Infrastructure Services which came from Public Works as a result of an internal reorganization in September 2022.
- Contracted services is budgeted at \$125,000 for unforeseen design assistance such as economic development related, Geotech work and the Toyota Trail to name a few.

### Administration

- Revenues increased by \$599,000 due to Development Engineering division reallocating from Public Works to Planning and Infrastructure Services. Also, it is anticipated that there will be an influx of applications with the recent approvals of the Southeast Courtice, Southwest Courtice and Brookhill Secondary Plans.
- Materials and Supplies increased by \$40,040 which includes an increase in mileage by \$11,000 as more staff are doing inspections and claiming mileage, also includes a \$15,000 increase in furniture and fixtures related to new proposed staff.
- Contracted services increase by \$626,000. A \$650,000 increase is based on the business case submitted for the Comprehensive Zoning Bylaw update review. \$50,000 was reallocated to the CAO's Office under Corporate Performance for Climate change professional fees.

## Building Inspection

- 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.

## Parks

- Contracted Services budget of \$25,000 is due to the reallocation from Public Works to Planning and Infrastructure Services.

## Roads and Structures

- Contracted Services budget of \$12,000 is due to the reallocation from Public Works to Planning and Infrastructure Services.

## Safe Roads

- Materials and Supplies budget of \$2,500 is the result of the reallocation from Public Works to Planning and Infrastructure Services.

## Roads Maintenance

- Contracted Services budget of \$17,500 is due to the reallocation from Public Works to Planning and Infrastructure Services.

## 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.

## Fleet

- Materials and Supplies budget of \$2,800 is for the repair and maintenance, and fuel for the infrastructure vehicle that was reallocated from Public Works to Planning and Infrastructure Services.

## Tourism

- Tourism was reallocated from Community Services to Planning and Infrastructure Services due to internal reorganization. They will administratively be reporting to the Manager of Economic Development.

## Economic Development

- Materials and Supplies increased by \$49,000 for the Economic Development Strategy proposed in the 2023 business case Clarington's Economic Development Strategy – Short Term Objectives. Part of \$322,000 - contingent on approval (see table below)
- Contracted services increased by \$248,000 which includes \$273,000 for the Economic Development Strategy proposed in the 2023 business case Clarington's Economic Development Strategy – Short Term Objectives -part of \$322,000 – contingent on approval (see table below) and, a reduction of \$25,000 for the Board of Trade Contract compared to last year.

## Business Cases for Changes in 2023 Services

### Municipal Comprehensive Zoning By-law Update

#### Overview / Background

In Clarington, two Zoning By-laws are currently in place. Zoning By-law 84-63 regulates the development of land between Lake Ontario and the Oak Ridges Moraine and Zoning By-law 2005-109 applies to all lands that are located on the Oak Ridges Moraine. A Municipal Comprehensive Zoning By-law Update is required to review, consolidate and update (where appropriate) municipal zoning regulations into one, new, Comprehensive Zoning By-law that conforms with and implements the Clarington Official Plan. Staff acknowledge that a comprehensive review of the Municipality's zoning by-laws was initiated following Council's approval of OPA 107. The years of work that have gone into the Zone Clarington project are notable. The current business case incorporates the work completed to date on that project as background, but acknowledges Staffs limited ability to complete the project with current internal resources.

#### Project Description

The Municipal Comprehensive Zoning By-law Update will review and update our current Zoning By-laws to implement the policies and goals of the revised Official Plan, update zoning regulations to reflect current progressive planning regulations and best practices and modernize and improve its usability.

#### Stakeholders and Impacts

The Comprehensive Zoning By-law Update will impact all residents of Clarington. Benefits and impacts include, but are not limited to:

- Improved clarity, consistency and usability,
- Clearer zone categories,
- Better explanation of Holding Symbols,
- Eliminate duplication within the existing by-laws,
- Permit for process improvements, and

- Include additional uses and regulations related to:
  - On-Farm Diversified uses
  - Short-term rentals
  - Cannabis processing
  - Breezeways

### **Resource Requirements / Project Costs**

Currently, the Zone Clarington project has spent nearly \$450,000. It is understood that there is \$100,000 left in the existing budget for the Zone Clarington project. Considering the amount spent to date, the budget remaining and the comparative analysis we are recommending a budget of \$650,000 to complete and implement a Comprehensive Zoning By-law Update for the Municipality of Clarington.

### **Relationship to Council's Strategic Priorities**

The project is integral to the Planning and Infrastructure Services Departments ability to focus on Council priorities in a timely manner.

### **Climate Change Considerations**

N/A

### **Comparative Analysis**

Whitby: in 2017, the town of Whitby allocated \$1,530,000 to start a comprehensive zoning by-law review. Consultants are completing a majority of the work. The project is anticipated to be done in 2024.

Ajax: in 2017 had budgeted \$150,000 for consultants. They also had all 13 planning staff members working on the project in some capacity. The project was scheduled to be done in 2017 and has not been completed to date.

East Gwillimbury: hired external consultant. Project began in 2015 with a budget of \$210,000.

Vaughan: \$3.9 million overall estimated budget to fund the comprehensive review and preparation of the new city-wide



consolidated Zoning by-law.

Markham: Over 2-million-dollar budget to complete the project over 5 years. No indication on staff allocations or external consultants to complete the work.

### **Analysis of Alternative Approaches**

The Municipality has been attempting to complete this project internally for over 5 years (Zone Clarington). As a result of staff resources and shifts in priorities because of Bill 109, there is no longer the capacity to continue the project internally.

For these reasons, alternative approaches were evaluated and ruled out.

### **Cost and Benefit Analysis**

The implication of Bill 109 on the Planning and Infrastructure Services Department are imminent (January 1, 2023). The result is that applications will need to be processed in a timely, and efficient manner, in order to avoid refunding application fees. The current Zoning By-law review process initiated in 2016, relies entirely on internal, senior staff to complete. This is no longer a feasible option for the Planning and Infrastructure Services Department. To date, considering staff time as well as other costs associated with the project there has been approximately \$450,000 spent on Zone Clarington. To continue this way, the PIS Department will need to allocate a minimum of two full-time senior/principal staff resources to complete the project for a minimum of two years.

Considering the project is not yet at its halfway point, it is safe to assume there will need to be at minimum, an additional \$450,000 spent to complete the project. Further, should we continue this way, it is likely that many development applications will not be able to be processed in an efficient and timely manner. As a result, the Municipality may be required to refund development application fees, further impacting the municipalities revenue streams. As a result, hiring external consultants to complete a comprehensive Zoning By-law Review would better position the municipality for the implication of Bill 109 and to ensure the project is completed in a timely manner.

### **Conclusion and Recommendation**

To ensure that the Municipality is positioned in the best way to combat any negative implications of Bill 109, it is recommended that funding be received to complete the Comprehensive Review and update of Clarington's Zoning By-laws. It is recommended that this amount be a minimum of \$650,000.

## Clarington's Economic Development Strategy – Short Term Objectives

### Overview / Background

To ensure that the Municipality is best positioned to capitalize on the expected growth in our community, staff have worked with MDB Insight Inc. (now Deloitte) to develop a robust economic development strategy. To develop the strategy and objectives, feedback was received from stakeholders, and research done to highlight areas in which Clarington should focus on to drive future economic development growth.

The Strategy was presented and adopted in principle by Clarington Council on June 20<sup>th</sup>, 2022 by resolution [# C-155-22](#). The Strategy reinforces much of the work currently being done by the Municipality and our community partners, while at the same time highlighting the areas of improvement to build our community's capacity to support economic development initiatives. It also puts a spotlight on major catalyst projects, which have the potential to drive further economic prosperity in our community.

### Project Description

Clarington's Economic Development Strategy is an evolving document that will assist in shaping the local economy in the years to come. The successful implementation of the Economic Development Strategy and its associated short-, medium-, and long-term objectives requires adequate funding and the support and cooperation of organizations, companies, and individuals to work in tandem with Clarington staff to ensure a strong and vibrant community.

### Stakeholders and Impacts

The Economic Development Strategy and associated objectives was developed to ensure the Municipality will collaborate and coordinate with its partners: local business owners, residents, the Clarington Board of Trade, and community partners to ensure the effective implementation of the plan. Effective collaboration and implementation of the objectives will positively drive economic growth in Clarington.

### Resource Requirements / Project Costs

See table below.

## Relationship to Council's Strategic Priorities

As part of the [2019 – 2022 Municipality of Clarington Strategic Plan](#), Council directed staff to “explore an economic development strategy/framework in collaboration with the business community and other stakeholders.”

Council's Strategic Plan, under the “Strong Economy” priority, has several other key economic development goals such as:

- a) completion of our downtown plans.
- b) creation of partnerships in broadband expansion, working towards one hundred per cent connectivity.
- c) creation of partnerships to promote investment in infrastructure to make natural gas more accessible; and
- d) expansion of our transportation network into commercial and industrial areas.

By supporting the short-term objectives listed in Clarington's Economic Development Strategy we can drive Clarington's economy and ensure support of Council's Strategic Priorities.

## Climate Change Considerations

Growing a prosperous community presents the main Council policies and objectives for economic development in Clarington. It is with the short-term economic objectives that we can incorporate climate change considerations. As we accomplish more short-term economic development objectives, we will have a stronger ability to integrate and achieve the municipality's climate change objectives.

## Comparative Analysis

The Region of Durham, Pickering, Ajax, Whitby, and Oshawa all deliver their economic development services in-house. The northern municipalities have a contract with the Region. The Municipality of Clarington is well positioned to assume responsibility for attracting strategic investment in the wake of all the anticipated growth in our community spurred by key economic development catalysts. Supporting the facilitation of the short-term economic development objectives will help accelerate this.

## Analysis of Alternative Approaches

The following alternative approach was evaluated and ruled out:

- Outsourcing all objectives noted in the Economic Development Strategy: total cost upwards of \$100,000 per each type of objective (short, medium, and long term). This is not a sustainable and/or long-term approach, especially as the Municipality works towards developing an Economic Development Branch in the Planning and Infrastructure Services Department.

### **Cost and Benefit Analysis**

The funding for the economic development strategy – short term objectives is \$322,000 for the coordination of the Business Retention and Expansion program (BR+ E). This cost is in general keeping with the other local area municipalities that service economic development functions in house. Completing the short-term objectives of the economic development strategy will assist in preparing Clarington to best attract business to Clarington and drive economic growth.

### **Conclusion and Recommendation**

To ensure that the Municipality is positioned to capitalize on the anticipated growth in our community an economic development strategy was developed with short-, medium-, and long-term objectives. It is recommended that funding be received to implement the short-term objectives as they will begin to drive future economic development growth in Clarington.

Number	Deliverable	No Cost	One Time Cost	Operational Cost
1.	Update municipal land-use policies to ensure farm operators and agri-businesses can easily understand the options available to them and expedite their business plans.	No Cost ( <i>covered under the Zoning by Law and Official Plan Review</i> ).		
2.	Establish a Corporate Calling Program with performance measurement targets on outreach, visits, and engagement activities.		\$50,000 ( <i>external consultant to develop this program</i> ).	
3.	Collaborate to enable the positioning of the downtowns and rural areas as destinations for residents and visitors.			\$30,000 ( <i>research on signature events, delivery evaluation, feasibility of showcase spaces</i> ).
4.	Develop a local business ambassador program with industry leaders who can meet potential investors during site-selection visits and/or to whom site selectors can be confidentially referred for positive testimonials about Clarington.		\$80,000 (create a benchmarking report & scorecard, develop an investment readiness analysis status for each prominent section in Clarington).	
5.	Meet bi-annually with local business representatives to share major initiatives and provide a discussion forum for general concerns (e.g., Mayor's breakfast meeting).			\$5,000 ( <i>marketing for each event/event materials</i> ).

Number	Deliverable	No Cost	One Time Cost	Operational Cost
6.	Educate elected representatives and community groups about the importance of economic development efforts.			\$2,500 ( <i>workshop materials, advertising</i> ).
7.	Collaborate on the annual regional Business Count program to update Clarington's business directory.	No Cost ( <i>program run and financed through the Region's Planning and Economic Development Department</i> ).		
8.	Provide support and referrals to assist, advise, and mentor start-ups and existing small businesses and business associations.			\$2,500 ( <i>materials used to assist/mentor businesses</i> ).
9.	Report key findings systematically and annually to drive policy needs.	No Cost ( <i>done internally by Economic Development staff</i> ).		
10.	Publish a flow chart or dashboard outlining the steps and timeframes associated with local land-use planning and development approvals.	No Cost ( <i>Can be done internally by Planning staff</i> ).		
11.	Establish regular information-sharing sessions between municipal planning staff and economic development staff.	No Cost ( <i>Can be done internally through Planning and Economic Development staff</i> ).		
12.	Convene an advisory working group to support the creation of a high-tech energy hub in Clarington and to explore new best practices for a cluster-focused high-tech energy hub in North America.		\$8,000 ( <i>outsourcing a best practices review</i> )	\$2,000 ( <i>creating and running the advisory group</i> ).

Number	Deliverable	No Cost	One Time Cost	Operational Cost
13.	Development of lead generation system for intake of investment inquiries.			\$10,000 ( <i>develop new leads, new investment opportunities, tracking/response database</i> ).
14.	Explore the benefits of joining or increased collaboration with other regional marketing alliances, such as Ontario East Economic Development, Ontario Food Cluster, RTO6, etc.	No Cost ( <i>can be done internally by Economic Development staff</i> ).		
15.	Ensure economic development personnel respond in a substantive way to inquiries within the same workday as they are received.	No Cost ( <i>Clarington's IT Department can build a portal for responding to inquires</i> ).		
16.	Assess options for an economic development service delivery model and recommended structure (e.g., status quo, full service in-house, arms-length economic development corporation).		\$30,000 ( <i>retained consultant to develop a service delivery model</i> ).	
17.	Provide core economic development services with an organizational business plan that aligns with Durham Region's Planning and Economic Development Department Business Plan.	No Cost ( <i>can be done internally by Economic Development staff</i> ).		
18.	Increase per-capita funding for municipal economic development to remain competitive with other communities in terms of investment readiness and programming.			\$75,000 ( <i>based on other lakeshore municipalities economic</i>

Number	Deliverable	No Cost	One Time Cost	Operational Cost
				<i>development budgets).</i>
19.	Maintain and regularly update datasets of reliable community economic indicators tailored to respond to investor inquiries, published in the Community Profile and on website pages, and shared with partners.			\$20,000 <i>(businesses assisted, workshops offered, upkeep of the datasets, external consultants).</i>
20.	Region of Durham Economic Development Partnership			\$7,000
Total			\$168,000	\$154,000
Total Cost				\$322, 000





## Clarington Public Library, Museums and Archives

The Clarington Public Library Board oversees the governance of the Library, Museums and Archives under the provisions of the Public Libraries Act and the Standards for Community Museums in Ontario.

Clarington Public Library, Museums and Archives (CPLMA) is the community destination that ignites curiosity and inspires lifelong learning. Clarington Public Library, Museums and Archives is an equalizer that connects residents to culture, literacy, heritage, and learning. Access to information, literacy skills and tools is the foundation of our organization. Residents can freely access print and digital collections, special lending collections, multilingual resources, digital literacy supports, programming for all ages, genealogy, and archival research.

Clarington Public Library, Museums and Archives provides direct 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
- Waverley Place

The Clarington Public Library Board oversees the strategic direction of the Library, Museums and Archives under the provisions of the Public Libraries Act and the Standards for Community Museums in Ontario.

### Core Activities

**Loaning Services:** Offering a robust and curated physical and digital collection of books, science and technology kits, newspapers, movies, comic books and resource kits that support the spectrum of learning styles to everyone through free library cards. Quiet study spaces and videoconferencing services are also freely available.

*Clarington*

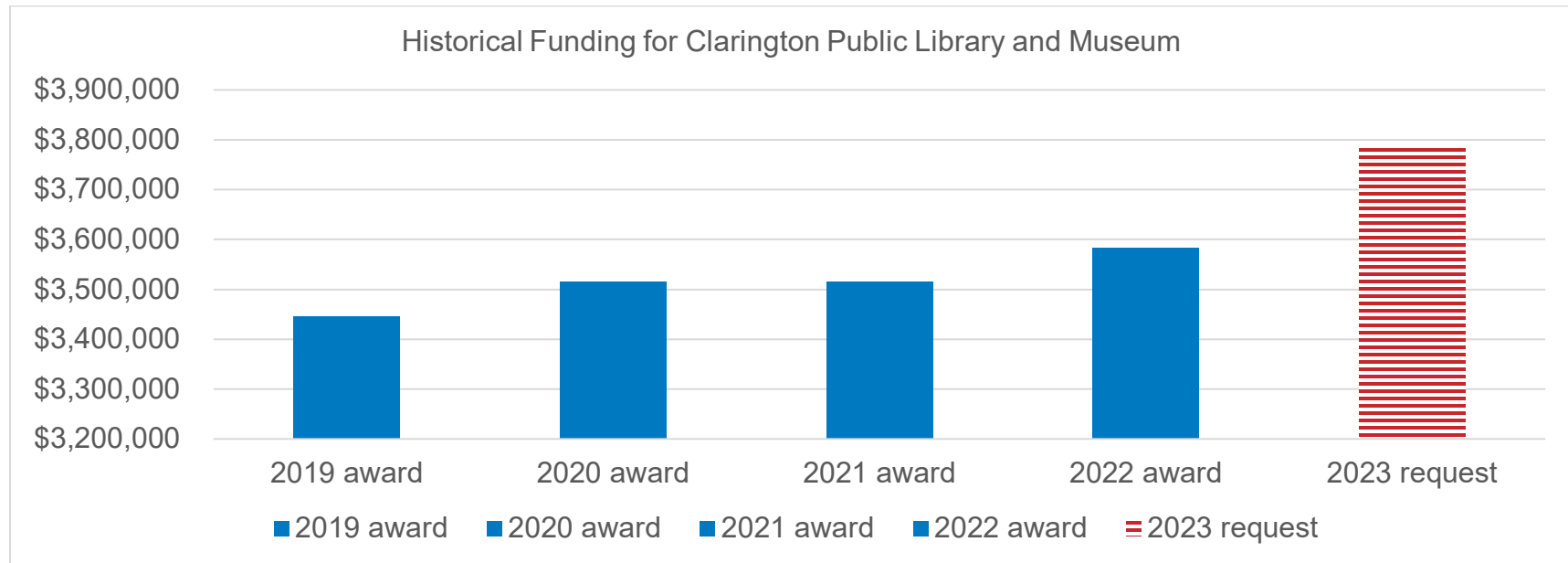
**Literacy Development:** Supporting the development of literacy in its various forms, including digital literacy, financial literacy, reading and writing skills, and cultural literacy. The Clarington Public Library, Museum and Archives provides literacy outreach services to older adult facilities, schools, childcare facilities and at community events.

**Heritage:** Acts as 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.

## 2022 Accomplishments and Success

- Introduced accessibility reading collection including decodable books for readers with dyslexia and readers in early stages of literacy
- Improved convenience of accessing literacy materials by removing fines for overdue materials and offering automatic renewals
- Launched Clarington's first multilingual collection and first Local Author Showcase
- Expanded the "Library of Things" to include sports equipment, light therapy lamps, and home theatre equipment
- Completed the restoration of the Charles Bowman painting, the only known image of Bowmanville's namesake

## Historical Funding



## Operating Budget

### Budget Summary

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Libraries				
Expenditures				
Materials and Supplies	\$0	\$12,750	\$12,750	\$0
Contracted Services	0	4,250	4,250	0

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
External Transfers to Others	3,624,432	3,265,384	3,460,624	195,240
Transfers from Reserve, Reserve Fund and Capital Fund	70,000	110,000	40,000	(70,000)
Museum				
Expenditures				
External Transfers to Others	314,242	317,699	326,524	8,825
Transfers from Reserve, Reserve Fund and Capital Fund	6,000	6,000	6,000	0
Total	\$4,014,674	\$3,716,083	\$3,850,148	\$134,065

The Clarington Public Library Board approved the 2023 Budget at its meeting of October 27, 2022. The following is provided by the Library:

Category	2022	2023	Difference 2022-2023 \$	Difference 2022-2023 %
<b>Income</b>				
Municipal Tax Levy	\$3,265,384	\$3,460,624	\$195,240	5.6%
Library- Operating Reserve	57,624	250,000	192,376	
Non- Municipal Revenue	106,958	126,570	19,612	15.5%
<b>Total Income</b>	<b>3,429,966</b>	<b>3,837,194</b>	<b>407,228</b>	<b>10.6%</b>
<b>Expenses</b>				
Salaries and Wages	2,128,646	2,403,685	275,039	11.4%
Benefits	470,826	607,221	136,395	22.5%

Category	2022	2023	Difference 2022-2023 \$	Difference 2022-2023 %
<b>Subtotal Salaries, Wages and Benefits</b>	<b>2,599,472</b>	<b>3,010,906</b>	<b>411,434</b>	<b>13.7%</b>
Library Materials	327,114	327,114	0	0.0%
Facility Services	192,686	170,686	(22,000)	(12.9) %
Product and Supplies	32,393	32,393	0	0.0%
Public Programs	18,480	23,060	4,580	19.9%
Purchased Services	100,181	107,235	7,054	6.6%
Computer Expenses	133,368	136,800	3,432	2.5%
Staff Development	26,273	29,000	2,727	9.4%
Transfer to Capital	0	0	0	0.0%
<b>Subtotal Other Service Areas</b>	<b>830,495</b>	<b>826,288</b>	<b>(4,207)</b>	<b>(0.5) %</b>
<b>Total Expenses</b>	<b>\$3,429,967</b>	<b>\$3,837,194</b>	<b>\$407,227</b>	<b>10.6%</b>

The following represents the approved museum budget:

Category	2022	2023	Difference 2022-2023 \$	Difference 2022-2023 %
<b>Income</b>				
Municipal Tax Levy	\$317,699	\$326,524	\$8,825	2.7%
Library- Operating Reserve	5,656	17,000	11,344	
Non- Municipal Revenue	32,731	41,151	8,420	20.5%
<b>Total Income</b>	<b>356,086</b>	<b>384,675</b>	<b>28,589</b>	<b>7.43%</b>

Category	2022	2023	Difference 2022-2023 \$	Difference 2022-2023 %
<b>Expenses</b>				
Salaries and Wages	193,906	219,200	25,294	11.5%
Benefits	80,688	81,000	312	0.39%
<b>Subtotal Salaries, Wages and Benefits</b>	<b>274,594</b>	<b>300,200</b>	<b>25,606</b>	<b>8.53%</b>
Library Materials	7,500	7,650	150	1.96%
Facility Services	52,405	52,405	0	0.00%
Product and Supplies	7,365	7,800	435	5.58%
Public Programs	8,750	9,000	250	2.78%
Purchased Services	1,895	3,500	1,605	45.86%
Computer Expenses	937	1,000	63	6.30%
Staff Development	2,640	3,120	480	15.38%
Transfer to Capital	0	0	0	
<b>Subtotal Other Service Areas</b>	<b>81,492</b>	<b>84,475</b>	<b>2,983</b>	<b>3.53%</b>
<b>Total Expenses</b>	<b>\$356,086</b>	<b>\$384,675</b>	<b>\$28,589</b>	<b>7.4%</b>

## Budget Highlights

The following items highlight the 2023 budget submission for the Clarington Public Library, Museums and Archives:

- Included in the additional request from the Library and Museum are resources to support the three key outcomes based on the core belief that the Library and Museum is an inclusive and welcoming destination to ignite curiosity and inspire lifelong learning. The three key outcomes are:



- **Equity, Diversity and Inclusion:** Providing services and resources to support the spectrum of learning styles. Ensuring physical and virtual spaces are easy to access, intuitive to navigate and support in place to assist customers and staff
  - **Technology and Digital Literacy:** Providing tools and spaces to improve digital literacy and technology skills. Enhancing confidence in playing with new technology
  - **Circular Economy and Sustainability:** Partnering with community groups and members to offer programs and services that promote sustainability. Promoting the Library and Museum's role in the circular economy. Establishing procedures and financial strategies to ensure the organization will thrive.
- The 2023 operating budget, new staff requests (two full time positions as Public Service Leads) and capital requests are reflective of post-pandemic services operating at 2019 levels.
  - This budget incorporates the pressures of inflation and bargaining and positioning the organization as a destination of choice in the community and an employer of choice in the competitive labour market. Several budget lines are matching 2020 budget lines reversing back to pre-pandemic budget levels.
  - A harmonized Library and Museum, with a new library board, ushers in a new and exciting chapter for the organization. Reviewing the organizational structure and re-allocating funds within reserve accounts will allow the organization to position its resources in the most efficient and effective way. A new strategic vision and newly aligned priorities will be charted to set the direction for the organization for the next four years.



## Business Cases for 2023

### Public Service Lead

#### Overview

#### Executive Summary

The Clarington Public Library, Museums and Archives seeks to add 2 new full time staffing positions of Public Service Leads. These positions will provide operational oversight to the entirety of the organization and will lead to the following outcomes:

- Dedicated planning and implementation opportunities in the management group
- Dedicated planning opportunities towards the outcome of cultivating culture in Clarington
- Consistent service across the organization
- An initial point of contact for branch staff, facility needs, and customer concerns
- A back-up in case of front-line staff shortages/vacations

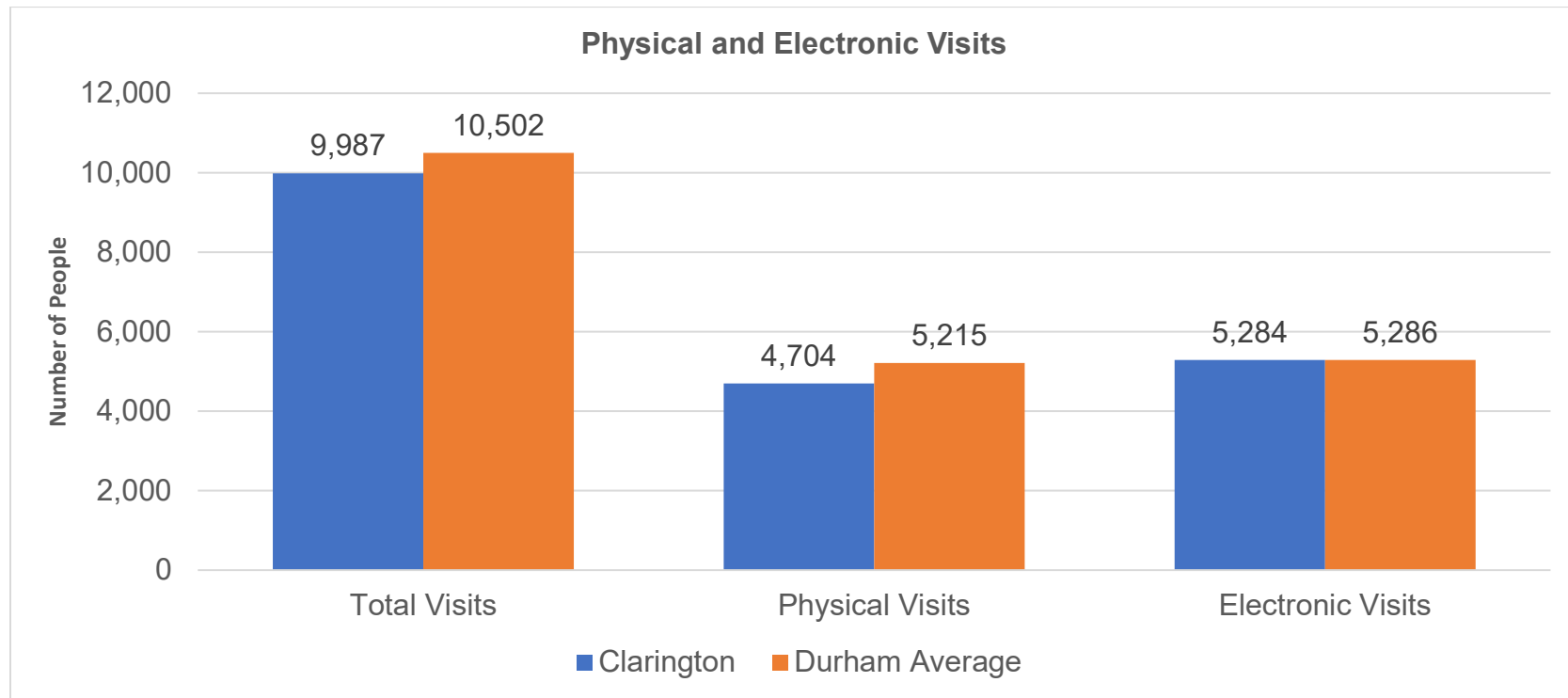
#### Background

The Library and Museum's current organizational structure is structured to sustain day-to-day operations. The coordinator group are currently assigned both a Strategic Area and oversee the operations of at least one branch. Operational duties include resolving customer concerns, facilitating branch operations, and address facility needs. Strategic area duties include oversight and management of the Library and Museum's collections, programs, IT, marketing, and community engagement initiatives.

Due to the natural split of responsibility and focus between operations and strategy, full dedication cannot be given to either responsibility. As a result, both areas cannot currently reach their full potential of providing the best possible service to the Municipality of Clarington. Clarington Public Library, Museums & Archives welcomes 1,100 customers each day (2019) and the population in Clarington has increased by 10% since 2016 and growing.

Currently, 4% of the population speak a non-official language at home and this percentage is expected to rise. Cultural opportunities are integral to make Clarington feel like home to our residents. The addition of 2 Public Service Leads builds capacity within the organization to fulfil its role in the community as the place that promotes learning, culture and heritage.

Clarington is the lowest funded library system in Durham per capita but has the largest percentage of library card holders and similar number of visits. The below chart is the average of annual visits from 2019 and 2020 combined.



## Risks to the Municipality and Other Departments

- As the population continues to increase, there will be significant strain in each tier of the organization to maintain base level services. The municipality risks being seen as out-of-date and unable to meet resident expectations if the Library is not able to manage demand
- The Library is the community leader in promoting and preserving heritage and learning. Other municipal departments rely on the Library to provide heritage services, extended service as seen through the 2022 Municipal election, and a partner in large events. Without adequate resourcing, the Library will revert to a transactional place which jeopardizes community well-being as the Library is positioned as a trusted and beloved community institution.

## Program Description

### Timeline

The positions are desired to commence in Q1 2023.

### Position Summary

Reporting to the Public Service Coordinator, Public Service Leads would be responsible for providing day-to-day operational support to the Library branches, including acting as the initial point of contact for branch staff, addressing facility needs, and customer concerns.

Key projects and services will include implementing public service initiatives to serve the community's increasingly diverse population, launching and overseeing a live chat on the Library and Museum's website, providing support with the Library's Makerspace, and facilitating community specific Library and Museum outreach throughout the Municipality of Clarington.

### Key Duties and Responsibilities

- Implement in-branch public service initiatives and programs
- Facilitate culture and community specific community outreach opportunities
- Act as a liaison to Municipal Tourism branch for consistent messaging
- Act as initial point of contact for branch staff

- Provide customer service support and address customer concerns
- Address and report facility issues
- Act as person-in-charge in absence of branch site manager
- Act as back-up in case of front-line staff shortages

### **Relationship to Council's Strategic Priorities**

This position will seek to:

- Engage communities by enhancing communication and strategic responsiveness to Library members and the greater Clarington population (Goal: Engaged Communities)
- Implement and enhance the Library and Museum's role in environmental sustainability (Goal: Environmental Sustainability)

### **Climate Change Considerations**

The 2023 Library & Museum Business Plan highlights 3 key outcomes, one of which being Circular Economy & Sustainability. As a Library and Museum staff member this role would be involved in partnering with community groups and members to offer programs and front-line services that promote sustainability, such as sustainable and ethical resource consumption, climate change education and environmentalism, as well as promote the Library and Museum's roles in the circular economy.

This position would also provide relief to Strategic Area Coordinators in other operational capacities, so that these Coordinators can provide more focus to strategic development of long-term sustainability measures, projects, and initiatives.

### **Comparative Analysis**

It is common practice to have staff leads in locations, as seen in neighbouring communities of Oshawa, Whitby, and Pickering. These 3 library systems have branch leads, supervisors, or managers, who's entirety of job is focused on in-branch services and do not have a dual-role focus of branch services and strategic area.

The role of staff leads in these communities allows for extended public services to be offered, including those listed in the Position Summary. It also provides operational relief to management, who can then predominantly focus on their strategic area.

Public libraries utilize the Ontario Public Library Guidelines (OPLG) as a tool for long-term planning. The recommending staffing ratio is 0.6 FTEs per 1,000 residents. The Library and Museum currently have 43 FTEs in a population of 101,427. According to the OPLG, the appropriate FTE count should be 60.8, a deficit of 17 FTEs. The Library and Museum are requesting 2 FTEs, bringing our total to 45 FTEs.

Libraries are also leaders and established in supporting multicultural programs and services, as seen in the matrix below.

	Clarington	Durham							York								Peel			
		Ajax	Brock	Oshawa	Pickering	Scugog	Uxbridge	Whitby	Aurora	East Gwillimbury	Georgina	King Township	Markham	Newmarket	Richmond Hill	Vaughan	Whitchurch-Stouffville	Brampton	Caledon	Mississauga
Chat Reference		Y			Y			Y	Y	Y			Y	Y	Y	Y		Y		
Homebound Delivery	Y	Y		Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Volunteer Opportunities	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Reading Buddies		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y		
Math Buddies									Y	Y		Y	Y	Y	Y	Y		Y		
Senior 1:1 Technology Help			Y		Y	Y		Y	Y	Y		Y	Y	Y	Y	Y		Y	Y	Y
Technology Help			Y		Y	Y		Y	Y	Y		Y	Y	Y	Y	Y		Y	Y	Y
Repair Café				Y				Y	Y	Y			Y	Y	Y	Y		Y	Y	Y
Maker Space				Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Girls Who Code									Y	Y			Y	Y	Y	Y		Y		
Coding Workshops	Y	Y		Y	Y	Y		Y	Y	Y		Y	Y	Y	Y	Y	Y	Y	Y	Y
STEM/Maker Family Nights		Y			Y				Y	Y		Y	Y	Y	Y	Y		Y		Y
Multicultural Programs and Collections	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

## Analysis of Alternative Approaches

The alternative approach to this position is to maintain current staffing levels at the Library and Museum. This will result in the continued inherent inability to provide strategic focus and will require the organization to continue to be sustained on a day-to-day operational structure, which will ultimately not assist in moving the organization forward. As such, it is not recommended that the alternative approach is used.

## Cost and Benefit Analysis

The salary compensation for the Public Service Lead is \$56,536 - \$70,504 (Band 5) (2020 Rate).

Salary	Benefits	Total	Total 2 FTEs
\$56,536	\$16,391	\$72,927	\$145,854

The Library monitors its Economic Impact and for every \$1.00 invested in the library results in \$6.57 in economic benefit. Therefore, the economic benefit to these positions can be monetized to \$958,000. The average library card holder saves \$645.00 annually by using their library.

With a full-time, affiliated staff member available onsite, they will be able to cover front-line staff sicknesses or other emergency absences. This will reduce the cost of calling in another staff member to provide coverage, while also paying for the employee's sick time. In addition, by providing full-time career development opportunities for front-line staff, it is anticipated that it will increase staff retention and overall reduce the costs involved with onboarding new hires.

Libraries are places and spaces that inherently promote belonging. Cultural experiences must be woven into the community fabric to ensure our newcomers feel like they belong. There is a community expectation for the Municipality of Clarington to take the lead on championing culture in the community, and libraries can help support. Local economies benefit from cultural experiences, consider our neighbour to the West, Oshawa. Each year, Oshawa hosts Fiesta Week, where cultural clubs host food pavilions encouraging residents to try cuisine from around the world. Fiesta Week brings in visitors from all over the GTA, who are investing in Oshawa's local economy.

## Conclusion and Recommendation

Libraries are transformative. It is rare to come across an individual who doesn't have fond memories of the public library as a child and looks forward to the day where they can bring their own child in to experience the wonders of browsing, borrowing, playing, reading, and learning. It is the wish of the Library that this experience is met, but those that did not have that experience can now have it and furthermore, that this experience doesn't just happen in childhood but that it is a lifelong love (and use) of libraries.

To reach our community, both young and old, new and practiced, it is imperative to both strategically plan for the future and provide staffing that creates connections and fosters community and culture. The introduction of Public Service Leads to the Library's service model will ensure that these goals are achieved.





# Art and Culture



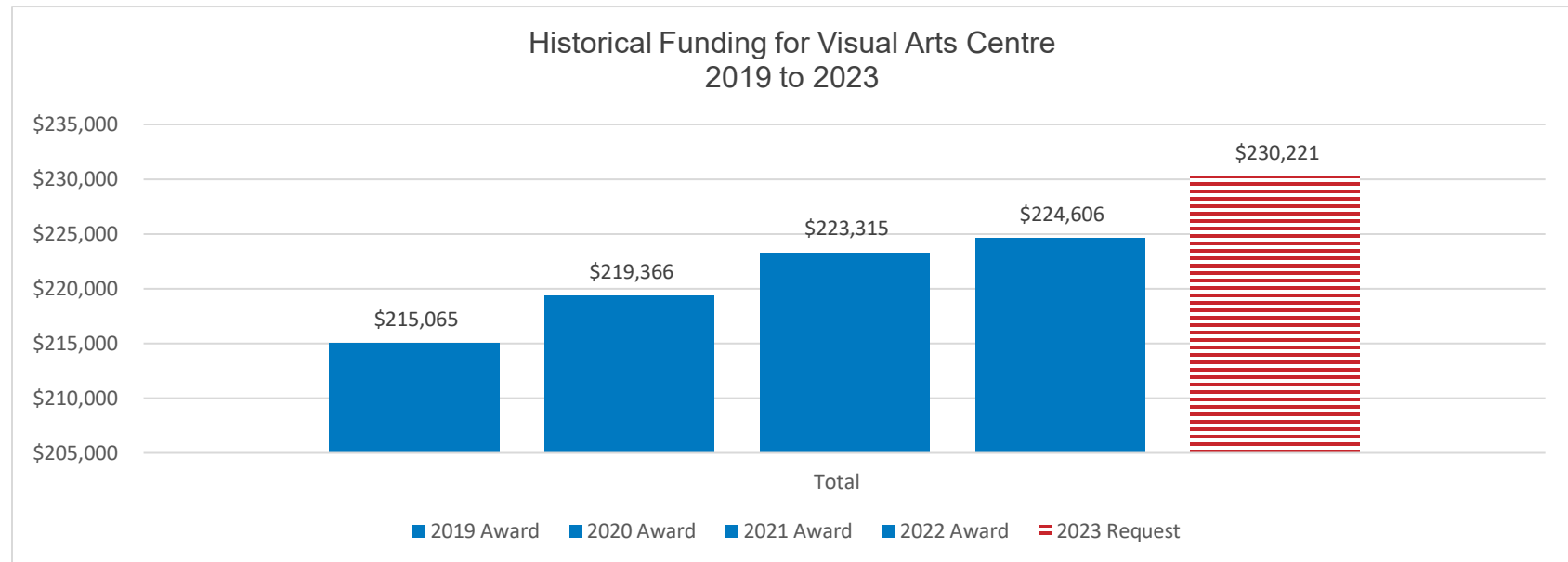
## Arts and Culture

### Overview

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 operating budget for the Visual Arts Centre in the Municipality of Clarington's annual contribution to this organization.

### Historical Contribution



## Operating Budget

### Budget Summary

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Culture				
Expenditures				
External Transfers to Others	\$222,223	\$224,606	\$230,221	\$5,615
Total	\$222,223	\$224,606	\$230,221	\$5,615

### Budget Highlights

The following items highlight the 2023 budget submission for the Visual Arts Centre:

- This request is within the 2.5 per cent target and provides ongoing support for programs at the Visual Arts Centre.

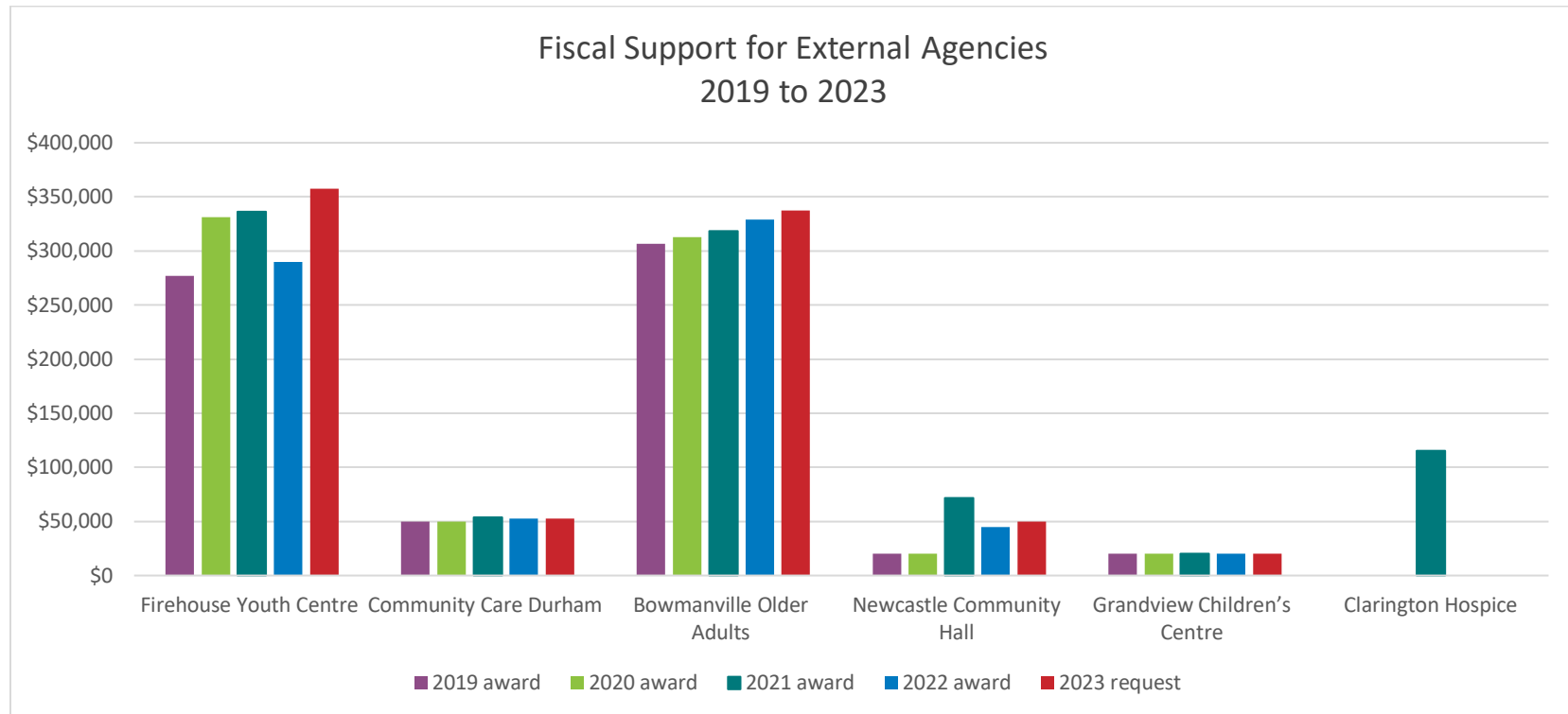


# External Agencies



## External Agencies Overview

External agencies operate outside of the Municipality's operational functions and are not consolidated into the Municipality's financial statements for reporting purposes. The operating grants provided to these organizations are presented below:



## Operating Budget

### Budget Summary

	2021	2022	2023	
Description	Actuals	Final Budget	Draft Budget	Change
Contributions				
Revenue				
Transfer between Funds	\$0	(\$23,900)	\$0	\$23,900
Municipal Grants-Others				
Expenditures				
External Transfers to Others	803,557	736,503	816,989	80,486
Total	<u>\$803,557</u>	<u>\$712,603</u>	<u>\$816,989</u>	<u>\$104,386</u>

### Budget Highlights

The following items highlight the 2023 budget submission for the external agencies:

- Firehouse Youth Centre (John Howard Society) is asking for an increase of \$67,412 (23.3 per cent) to \$357,253; however, the 2022 request was reduced due to prior year surpluses used to offset the funding need in 2022. If compared to the 2022 request, the increase is only \$8,700 (2.5 per cent). The Firehouse Youth Centre will continue to operate three youth centres in Clarington (Bowmanville, Courtice and Newcastle) in 2023.
- Community Care Durham - Clarington is requesting a decrease of \$153 to \$52,427.
- Bowmanville Older Adults is requesting an increase of \$8,227 (2.5 per cent) to \$337,309.
- Newcastle Community Hall is requesting \$50,000, an increase of \$5,000 from the 2022 awarded amount. In 2023, the \$50,000 includes a \$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. Funding in 2021 and 2022 were higher than prior years as the Hall requested support due to COVID-19 impacts to their operations. The

requested funding, net of the one-time request for the centennial would be \$35,000 which is \$15,000 more than in 2020 and prior years.

- Grandview Children's Centre is 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 is \$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 provides municipalities with the Annual Repayment Limit (ARL), the Municipality's calculation of revenues and debt servicing costs. For the year 2022, the Municipality of Clarington's ARL statement indicates that it has a repayment limit of approximately \$21,536,700 with available space of roughly \$18,848,300.

As a percentage of net revenues, the Municipality's debt servicing costs are not projected to exceed the ARL in 2023. 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 2023 ARL statement has not been provided to the Municipality at the time of writing. It is expected to be higher than the 2022 limit as tax revenues increased and there were no new debt repayments in 2022 (the first payment for 2022 issued debt will be in June 2023).

## Existing Debt

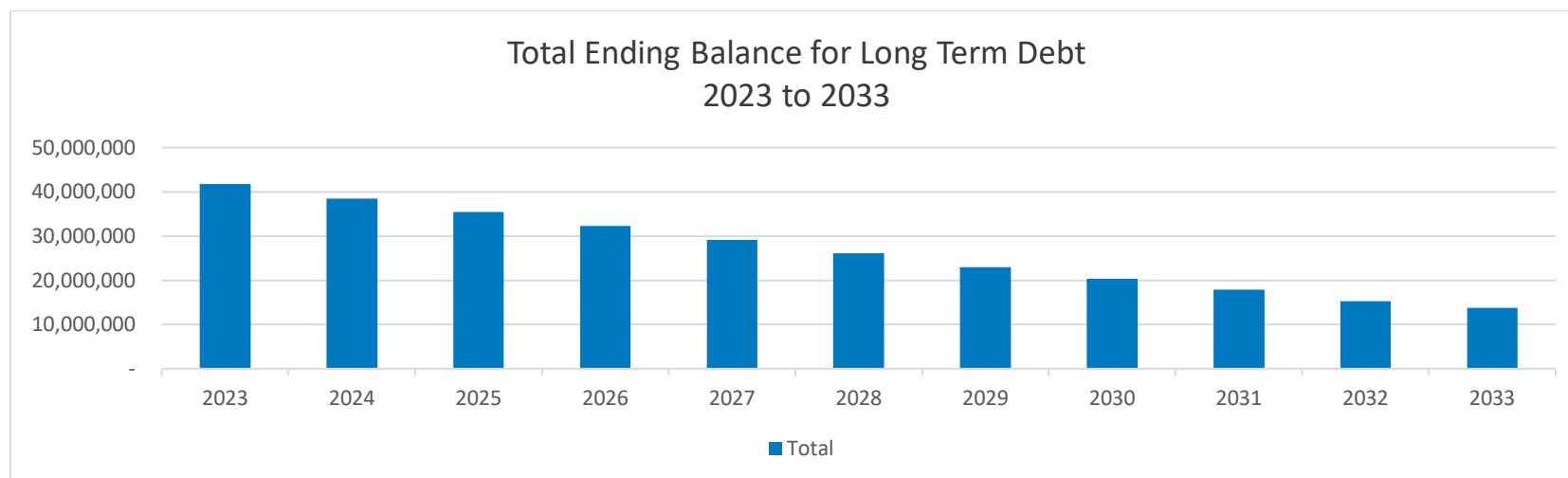
The Municipality currently has external debt, issued through the Region, related to:

- **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 South Bowmanville Recreation Centre and is funded approximately 70 per cent by development charges. The debt was issued in two phases, the second phase will be issued in 2024.
- **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.

The following chart shows the projected ending balances for the existing external debentures:



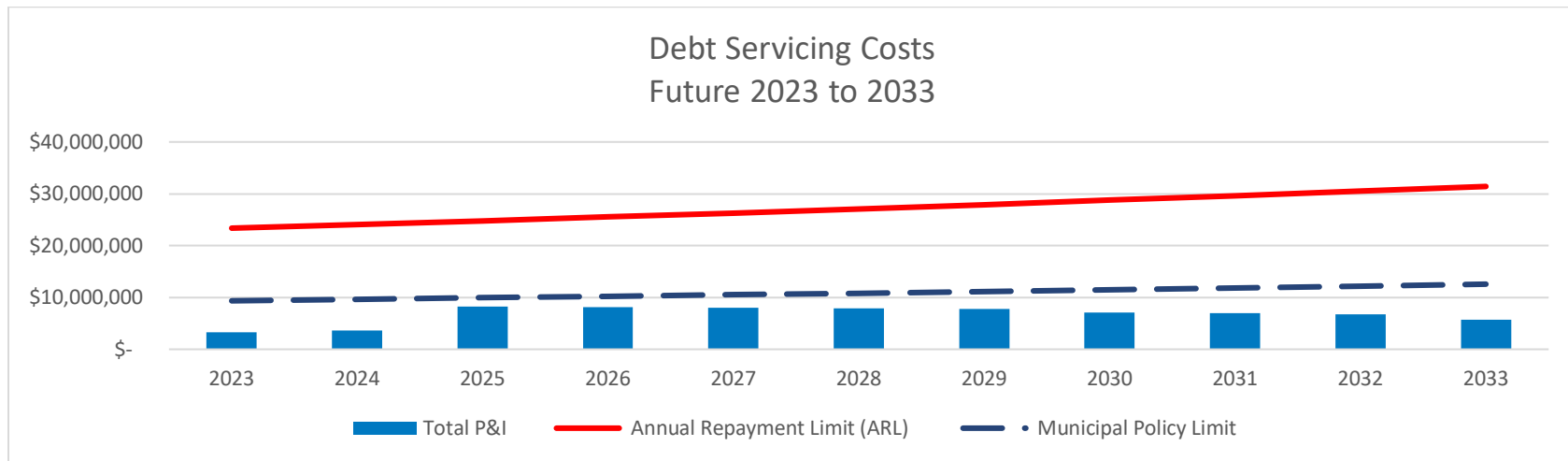
The following table summarizes the debt servicing costs for the existing debt for the taxation year 2023:

Debenture	Principal Payments	Interest Payments	Total
Bowmanville Indoor Soccer	\$155,000	\$10,253	\$165,253
Green Road	435,000	118,160	553,160
Courtice Library	64,000	14,663	78,663
Rickard Recreation Centre Improvements	62,677	21,529	84,206
Municipal Administration Centre Improvements	80,426	27,625	108,051
South Bowmanville Recreation Centre	639,000	875,805	1,514,805
Newcastle and Orono Arena Improvements	539,000	252,395	791,395
Total	\$1,975,103	\$1,320,430	\$3,295,533

## Proposed New Debt

The Municipality of Clarington is not proposing new long-term debt be issued in 2023. In 2024, the Municipality will be issuing the second phase of financing for the South Bowmanville Recreation Centre as well as potential other projects identified through the Development Charges Study and Asset Management Plans. This will be based on cash flow needs, which could be significantly impacted by recent changes in legislation. Included in the forecasted debt is the second phase for South Bowmanville Recreation Centre, Newcastle Community Park, and the Courtice Shores grade crossing

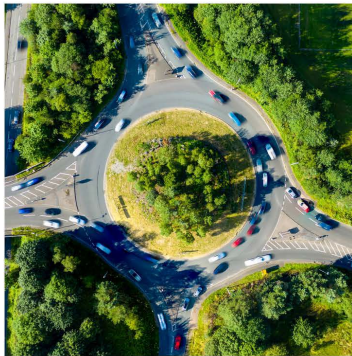
The following chart shows the debt servicing costs for the Municipality with legislated ARL for the years 2023 to 2033:



## 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.



## Capital Investments

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

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

Infrastructure is costly to build, renew or replace and often takes years to plan, design and complete. 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 items that the Municipality owns or controls that have some form of financial value, for example, the Diane Hamre Recreation Centre; and
- Municipal Infrastructure: The equipment and systems that provide the Municipality with roads, bridges, culverts, stormwater systems, and recreation facilities.

As further development occurs, the capital budget will become a well scheduled process, relying heavily on the asset management plans of a municipality to help make decisions regarding project priorities and timing.

Many municipalities face an infrastructure gap/deficit, the difference between the work that needs to be done to keep municipal assets and infrastructure in good working condition, and the funds available to do so. The realization of this gap has led to various asset management changes, the most recent of which is Ontario Regulation 588/17.

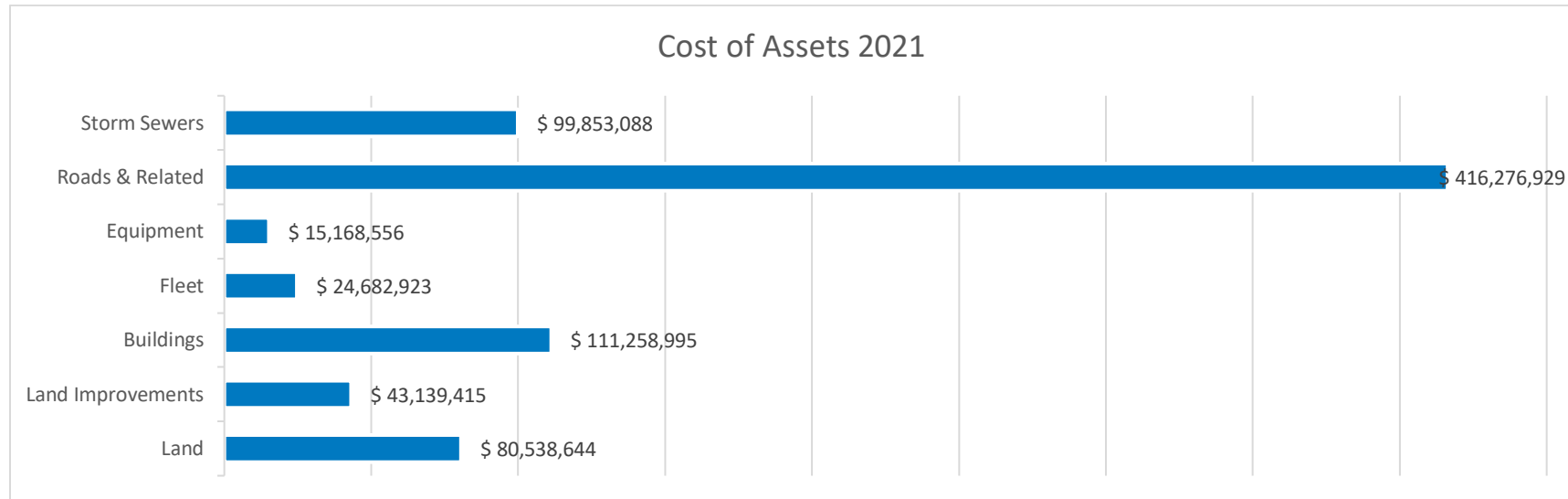
Under Ontario Regulation 588/17, all Ontario municipalities are required to have:

- A [strategic asset management policy](#) by July 1, 2019, reviewed and updated at least every five years (completed);
- An [asset management plan](#) for water, wastewater, storm, roads, bridges and culverts by July 1, 2022 (completed); and
- An asset management plan for all municipal infrastructure assets by July 1, 2024.



The Municipality is working towards the development of asset management plans to meet the regulation's requirements.

The following chart breaks down the cost of assets owned by the Municipality at December 31, 2021; this chart shows that over half of the assets owned by the Municipality relate to roads



## Summary of 2023 Capital Budget

Each year, the Municipality budgets for capital projects that could be as simple as purchasing a piece of equipment or as complex constructing a bridge. Funding for these projects comes from various sources, such as tax levy, development charges, external grants, or debt. The 2023 capital budget proposes an investment of approximately \$26,915,200 in assets used to provide services to taxpayers.

## Sources of Financing

The two main sources of funds for the 2023 capital investment are through reserve funds and development charges. Approximately \$21.4 million in investment will be funded through reserve funds; these reserve funds include those that are

supported by tax levy as well as senior government grants. Investment in growth-related infrastructure of \$5.2 million is supported through the use of development charges. There are no new investments that are funded by debt in 2023.

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 2023 budget is as follows:

Department	Gross Cost	Revenue Fund	Reserves	Reserve Funds	Development Charges
Legislative Services	\$74,800	\$0	\$0	\$74,800	\$0
Financial Services	482,700	0	0	482,700	0
Emergency and Fire Services	2,912,500	0	0	1,912,500	1,000,000
Public Works	10,344,000	0	100,000	8,576,000	1,668,000
Community Services	4,234,900	0	76,600	2,425,800	1,732,500
Planning and Infrastructure Services	9,293,230	0	140,000	7,853,890	1,299,340
Libraries and Museums	323,075	40,000	0	40,000	243,075
Total	<u>\$27,665,205</u>	<u>\$40,000</u>	<u>\$316,600</u>	<u>\$21,365,690</u>	<u>\$5,942,915</u>

The Municipality's 2023 capital budget by asset type and funding source is summarized as follows:

Asset Type	Gross Cost	Revenue Fund	Reserves	Reserve Funds	Development Charges
Bridges & Culverts	\$2,500,000	\$0	\$0	\$2,500,000	\$0
Buildings	4,810,600		76,600	2,251,500	2,482,500
Cemeteries	575,000	0	0	575,000	0
Fleet	6,747,500	0	0	4,829,500	1,918,000
Information Technology	482,700	0	0	482,700	0

Asset Type	Gross Cost	Revenue Fund	Reserves	Reserve Funds	Development Charges
Miscellaneous Equipment	678,175	40,000	0	395,100	243,075
Parking Lots	330,000	0	0	330,000	0
Parks	2,712,000	0	0	1,902,000	810,000
Roads and Related	8,324,230	0	240,000	7,728,230	356,000
Storm Water and Erosion	505,000	0	0	371,660	133,340
Total	<u>\$27,665,205</u>	<u>\$40,000</u>	<u>\$316,600</u>	<u>\$21,365,690</u>	<u>\$5,942,915</u>

## Capital Projects 2023

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 the escalating price of construction, several projects in 2023 are requests for additional funds for already approved projects. The projects which are requests for additional funds are highlighted in the following table.

Department/Project	Revenue Fund	Reserves	Reserve Funds	Development Charges
Legislative Services				
MLE Vehicle - replace 2013 Chevy Equinox 029-13	\$0	\$0	\$60,000	\$0
Coin Sorter/Counter	0	0	7,100	0
Central Parking Meter	0	0	7,700	0
Total	<u>0</u>	<u>0</u>	<u>74,800</u>	<u>0</u>



Department/Project	Revenue Fund	Reserves	Reserve Funds	Development Charges
Financial Services				
Computer Hardware	0	0	229,000	0
Computer Software	0	0	253,700	0
Total	0	0	482,700	0
Emergency and Fire Services				
Station Improvements	0	0	10,000	0
S.C.B.A.	0	0	50,000	0
Bunker Gear	0	0	67,000	0
Leather Bunker Boots	0	0	10,000	0
Fitness Equipment	0	0	3,500	0
Fortuna	0	0	5,500	0
Tablet Command Hardware	0	0	10,000	0
Training Aids	0	0	10,000	0
Car 18 - Prevention	0	0	46,500	0
Aerial 11	0	0	1,700,000	0
Rescue Truck	0	0	0	1,000,000
Total	0	0	1,912,500	1,000,000
Public Works				
New Operations Centre	0	0	0	750,000
Various Park Upgrades	0	0	700,000	0
Splash Pad Retrofit	0	0	150,000	0
South Courtice Artificial Turf Improvements and Dog Park				
Pathway	0	0	215,000	0
Orono Ball Diamond Lighting	0	0	250,000	0
Tyrone Park Post & Wire Fence Replacement	0	0	52,000	0
Columbarium	0	0	130,000	0

Department/Project	Revenue Fund	Reserves	Reserve Funds	Development Charges
Cemetery Fence Replacements	0	0	135,000	0
Steel Shed Relocation	0	0	50,000	0
Bowmanville Cemetery Road Paving Phase 1	0	0	260,000	0
Rural Road Resurfacing	0	100,000	3,400,000	0
Clarington Stormwater Pond Cleanout	0	0	305,000	0
Fleet Replacement - Roads	0	0	2,829,000	0
Fleet New - Roads	0	0	0	918,000
Fleet Replacement - Parks	0	0	100,000	0
Total	0	100,000	8,576,000	1,668,000
Community Services				
FAC Admin - Interior Improvements	0	0	25,000	0
DHRC - Interior Improvements	0	0	91,200	0
Buildings & Property - Accessibility Improvements	0	0	134,800	0
Buildings & Property - Building Improvements	0	0	729,400	0
Buildings & Property - Interior Improvements	0	0	65,500	0
Buildings & Property - Roof Replacements	0	0	862,800	0
FAC Admin - Interior Improvements	0	76,600	0	0
RRC - Building Improvements	0	0	262,800	0
DSC - Building Improvements	0	0	10,000	0
Fire HQ Expansion	0	0	0	1,732,500
FAC Admin Environmental	0	0	60,000	0
EV Charging Stations	0	0	184,300	0
Total	0	76,600	2,425,800	1,732,500
Planning and Infrastructure Services				
Parking Lot Resurfacing	0	0	330,000	0
Electric Vehicles for Building Inspectors	0	0	94,000	0
Street Light Installation	0	0	120,000	0

Department/Project	Revenue Fund	Reserves	Reserve Funds	Development Charges
Highway 2 Streetlighting (Haines St to Bennett Rd)	0	0	0	20,000
Highway 2 Streetlighting (Hwy 35 to Fire Hall)	0	0	0	20,000
Newtonville Estates Parkette	0	0	0	100,000
South Courtice Arena Tennis Courts	0	0	0	135,000
Port Darlington Boat Launch Rehabilitation	0	0	500,000	0
Soper Creek Baseball Diamond Upgrade	0	0	35,000	0
Northglen East Neighbourhood Park (Middle Rd)	0	0	0	300,000
Soper Creek Trail Phase 3	0	0	0	175,000
Farewell Creek Trail Phase 2B	0	0	0	100,000
Structures Rehabilitation	0	0	2,500,000	0
Pavement Rehabilitation Program	0	140,000	2,948,500	0
Roadside Protection Program	0	0	250,000	0
George St Reconstruction (Mill St to Beaver St)	0	0	15,000	0
Concession Rd 7 and Liberty St N Intersection Improvements	0	0	50,000	0
Longworth Ave. Extension EA (Green Rd to Holt Rd)	0	0	0	200,000
Sidewalk Improvements	0	0	200,000	0
Church Street and Temperance Street Sidewalk Improvements	0	0	160,730	0
Baseline Rd MUP (Spicer Square to Bowmanville Ave)	0	0	0	50,000
Accessible Signal Upgrade (Nash Rd at Trulls Rd)	0	0	200,000	0
Accessible Signal Upgrade (Longworth Ave at Scugog St)	0	0	200,000	0
Newcastle Streetscape Improvements - Phase 1	0	0	184,000	66,000
Various Erosion Protection Works	0	0	66,660	133,340
Total	0	140,000	7,853,890	1,299,340
Library				
Library Technology	40,000	0	40,000	0
Library Collection	0	0	0	243,075
Total	\$40,000	\$0	\$40,000	\$243,075

## Highlights of 2023 Capital Investment

The following provides additional information on select capital projects, where there may be several similar projects grouped together.

### Fire and Emergency Services

- **Rescue Truck** – this is the addition of a new rescue/command vehicle to the fleet to accommodate the growing population in Clarington. This vehicle is funded through development charges.

### Public Works

- **New Operations Centre** – this project is identified in the business case in Public Works for the design of the new Operations Centre.
- **Various Park Upgrades** – this project includes the upgrade of existing park infrastructure based on safety, accessibility, user/population base and equipment requiring replacement. In 2023, the parks to be upgraded include Rhonda Park, Solina Park, Argent Park and Elephant Hill Park
- **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 2023 based on condition assessment.
- **Fleet Replacement – Roads** – several pieces vehicles and heavy equipment pieces are subject to replacement in 2023 based on the approved criteria in Resolution #GPA-475-93
  - 2009 International Tandem Truck
  - 2009 John Deere Loader
  - 2004 Gradall
  - 2009 John Deere Loader
  - 2012 John Deere Tractor with side mower
  - 2009 Ford 1-ton crew-cab truck with dump

- 2011 Chevrolet ¾ ton regular cab with lift gate
- 2010 Chevrolet ½ ton long box truck
- 2010 Chevrolet ½ ton truck
- 2010 Sioux Steamer with trailer
- **Fleet New – Roads** – several growth-related vehicles and equipment are required and funded by development charges
  - Small equipment upgrades
  - Slide-in water tank (sweeping /anti-icing)
  - Mini sweeper
  - Bobcat rotary mower attachment
  - Herder tractor with boom mower
- **Fleet Replacement – Parks** – replacement of equipment in accordance with Resolution #GPA-475-93 for the Parks Division
  - 2011 John Deere Mower (2)
  - Pressure washer/trailer

## Community Services

- **Facility Administration Interior Improvements** – use of card access system for greater control of security and knowledge of staffing levels in buildings.
- **Diane Hamre Recreation Centre Interior Improvements** – engineering design and scope for the replacement of pool deck dehumidification system, replacement of unit to be included in 2024 budget.
- **Buildings & Property Accessibility Improvements** – work to be completed at Sarah Jane Williams Heritage Centre and Waverley Place to improve the grounds, including path of travel between buildings and installation of a heritage accessible ramp. The works will address public safety concerns and risk mitigation.

- **Buildings & Property Building Improvements** – this project includes work at several locations to improve the building envelope
  - Newcastle Community Hall: curtain replacement, replacement of failed window units, plaster repairs and painting
  - Orono Town Hall: structural reinforcement and code compliance to utilize balcony to allow occupancy for the entire building
  - Newtonville Hall: front entrance improvements
  - Tyrone Community Hall: waterproofing basement to mitigate risk caused by grading issues around the building
  - Tyrone Community Hall: contribution of 50 per cent funding for installation of air conditioning
  - MAC: rehabilitation project to include stairs, ramps, railings and ground on the east and north side of the MAC, not included in the scope of the Veteran's Square project
  - South Courtice Arena and Rickard Recreation Centre: replacement of concrete flooring in arena ice resurfacing rooms
  - MAC Courtyard (Veterans Square): Additional scope to the Veteran's Square Project to include repair and rehabilitation of stairs to original constructed performance, railings and stucco wall finish on south façade of the MAC
- **Buildings & Property Interior Improvements** – replacement of incandescent and fluorescent lights at various community halls and fire halls, review/design of Council Chamber for Council, Staff and Press furnishings to accommodate technology, ergonomics and safety
- **Buildings & Property Roof Replacements** – replacement of the main roof at the MAC to mitigate leaks and protect the building from further damage and public safety
- **Facility Administration Interior Improvements** – Additional funds to complete 2022 project to design and renovate Courtice Community Complex hot tub and deck area
- **Rickard Recreation Centre Building Improvements** – Additional funds for dehumidification system replacement for Pad A and Pad B.

- **Darlington Sports Complex Building Improvements** – Replacement of mechanical equipment (boilers, furnaces) which are end of useful life. In 2023, the work will be the design and engineering for the replacement of equipment, in 2024 funds will be budgeted for replacement of equipment.
- **Electric Vehicle Charging Stations** – the installation of electric vehicle charging stations and infrastructure at various locations throughout the Municipality
  - Alan Strike Aquatics and Squash Centre
  - Newcastle Library
  - Shaw Building
  - Courtice Community Complex
  - Orono Library

### Planning and Infrastructure Services

- **Parking Lot Resurfacing** – part of the annual program to resurface municipally owned parking lots, including drainage and minor operational improvements as required. In 2023, the Division Street Parking Lot will be resurfaced.
- **Structures Rehabilitation** – this is an annual project for replacement, rehabilitation and maintenance of structures resulting from the legislated inspections every two years. Locations will be determined based on priority identified in the legislated inspections.
- **Pavement Rehabilitation Program** – this is 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 Fund.

### Asset Management Planning

The Municipality has completed a comprehensive asset management plan (AMP) for core assets (roads, bridges, and storm water assets) in 2022. The current state of assets, replacement values, key performance indicators and life cycle activities were included in the last AMP. The remaining asset categories will be included in the AMP in 2024.

The five-year forecast for asset replacement were sourced from our asset management financial database. The figures represent both end of life replacement and life cycle activities of a capital nature. Assets can either be purchased/constructed and maintained during their useful until fully disposed and replaced and the end of that useful life; or, purchased/constructed and maintained/rehabilitated to ensure the condition is maintained at a targeted level to ensure safety and extended useful life.

The backlog of replacement is at \$84 million. Historically, municipalities plan capital work for future years based on a target budgetary figure, thus creating a backlog of work that still needs to be completed. Conversely, the annual replacement requirement is unobtainable financially as a five-year capital average approved by Council has been approximately \$29 million. Under the new Asset Management Plan regulations, Council will be required to approve an asset management plan that includes a financial strategy to meet the asset management requirements of the Municipality. As the Municipality progresses through the asset management plan development, the estimates will be refined and may change as condition assessments are updated.

Asset Category	Backlog	2023	2024	2025	2026	2027
Bridges & Culverts	\$249,561	\$1,091,400	\$3,229,402	\$3,975,285	\$5,561,536	\$9,868,274
Buildings	38,067,824	770,417	5,331,679	2,806,222	628,135	4,489,366
Fleet	12,983,215	1,693,526	1,586,773	1,731,533	3,751,252	2,126,528
Information Technology	484,653	195,227	91,003	191,859	9,375	745,578
Miscellaneous Equipment	1,857,799	358,855	1,519,484	465,964	357,827	525,381
Parking Lots	556,611	0	1,241,248	325,432	0	51,419
Parks	9,186,132	543,211	1,392,562	1,117,989	1,431,379	1,699,709
Roads	21,061,439	62,595,066	51,445,243	39,318,531	24,992,963	2,449,085
Storm Sewers	782,221	13,998	0	0	31,505	189,228
<b>Total</b>	<b>\$85,229,455</b>	<b>\$67,261,700</b>	<b>\$65,837,394</b>	<b>\$49,932,815</b>	<b>\$36,763,972</b>	<b>\$22,144,568</b>



# Reserves and Reserve Funds



## Reserves and Reserve Fund

Reserves and reserve funds allow for long-term financial planning, internal financing of non-recurring operating or capital projects and mitigation of unknown situations that may arise during business that could otherwise result in tax levy fluctuations. Reserves and reserve funds 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

Obligatory reserve funds form part of the Municipality's deferred revenue. 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 as described in the applicable legislation or agreement.

#### 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

Reserve Name	2022 Available Balance	2023 Expenditures Capital	2023 Expenditures Operating	2023 Contributions from General	2023 Balance (Estimated)
Self Insured Losses	\$435,483	(\$76,600)	0	0	\$358,883
Municipal Acquisition of Property	683,272	0	0	650,000	1,333,272
Records Maintenance	71,707	0	0	10,000	81,707
Fire Prevention Reserve	304,552	0	0	0	304,552
Secondary Plans	0	0	0	0	0
General Capital	748,638	0	0	0	748,638
Pits and Quarries	240,425	(240,000)	0	0	425
Rural Road Rehabilitation	52,168	0	0	0	52,168
Legal Fees	222,692	0	0	0	222,692
Consulting / Professional Fees	364,351	0	(355,000)	0	9,351
Park Development	812	0	0	0	812
Election Expenses	6,888	0	0	125,000	131,888
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
<b>Total</b>	<b>\$3,143,757</b>	<b>(\$316,600)</b>	<b>(\$355,000)</b>	<b>\$785,000</b>	<b>\$3,257,157</b>

## Reserve Definition

The following outlines the purpose of the reserves and the anticipated activity for the 2023 fiscal year.

### Self-Insured Losses

This reserve was established when the Municipality amended our 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 / 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 fourth 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 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 Pits and Quarries Act and to purchase another site upon depletion of the existing location.

## Reserve Fund Summary

Reserve Fund Name	2022 Available Balance	2023 Expenditures Capital	2023 Expenditures Operating	Contributions from General	Revenues	2023 Balance (Estimated)
Parking Lot	\$894,278	(\$14,800)	(\$561,890)	\$350,000	\$0	\$667,588
Economic Development	652,707	0	0	50,000	0	702,707
Roads Capital	634,398	0	0	200,000	0	834,398
Parkland Cash in Lieu	6,345,892	0	0	0	0	6,345,892
Engineering Fleet	137,842	0	0	5,000	0	142,842
Newcastle Waterfront	44,609	0	0	0	0	44,609
Strategic Capital	2,209,331	0	0	0	0	2,209,331
Municipal Capital Works	4,803,924	(8,025,190)	0	6,300,000	0	3,078,734
General Municipal	3,939,670	0	0	0	0	3,939,670
Engineering Inspection	1,257,402	0	(625,000)	0	0	632,402
Roads Contributions	134,530	0	0	0	0	134,530
Debenture Retirement	484,362	0	(16,525)	0	0	467,837
Facilities/ Parks Maintenance	550,089	(760,000)	0	635,000	0	425,089
Engineering Parks Capital	196,871	0	0	0	0	196,871
Community Services Capital	651,846	(95,000)	0	425,000	0	981,846
Cemeteries Capital	39,578	0	0	5,000	0	44,578

Reserve Fund Name	2022 Available Balance	2023 Expenditures Capital	2023 Expenditures Operating	Contributions from General	Revenues	2023 Balance (Estimated)
Computer Equipment	305,558	(279,000)	0	200,000	0	226,558
Fire Equipment	2,163,779	(1,882,500)	0	900,000	0	1,181,279
Animal Services Capital	216,788	0	0	10,000	0	226,788
Operations Equipment	359,114	(2,929,000)	0	2,835,000	0	265,114
Clerk Fleet	4,455	(60,000)	0	65,000	0	9,455
Port Granby LLRW Agreement	294,158	0	0	0	0	294,158
Municipal Government Enterprise	27,466,126	0	0	0	0	27,466,126
Older Adults Programming	38,311	0	0	0	0	38,311
Library Capital	1,056,723	0	0	30,000	0	1,086,723
Library Computer Equipment	272,633	(40,000)	0	0	0	232,633
Museum Capital - Bowmanville	71,178	0	0	3,000	0	74,178
Museum Capital - Clarke Bowmanville B.I.A.	82,427	0	0	3,000	0	85,427
Newcastle B.I.A.	15,273	0	0	0	0	15,273
Newcastle B.I.A.	82,363	0	0	0	0	82,363
Newcastle Arena - Operating	2,532	0	0	0	0	2,532
Perpetual Care & Hampton Union	113,743	0	0	0	0	113,743
Rate Stabilization	8,910,396	0	(5,400,000)	0	0	3,510,396
Community Improvement Plan	143,409	0	0	12,500	0	155,909
Canada Community Building Fund	1,004,376	(3,840,600)	0	0	3,045,085	208,861
Building Division	2,570,101	(94,000)	(745,517)	0	0	1,730,584



Reserve Fund Name	2022 Available Balance	2023 Expenditures Capital	2023 Expenditures Operating	Contributions from General	Revenues	2023 Balance (Estimated)
CSD Building Refurbishment	1,960,424	(1,005,600)	0	887,500	0	1,842,324
Beautification/ Tree Planting	9,130	0	0	0	0	9,130
Stormwater Management Pond Maintenance	33,075	0	0	0	0	33,075
Engineering Review	1,233,816	0	(150,000)	0	0	1,083,816
Community Emergency Management	472,712	(10,000)	(98,624)	0	0	364,088
Parking Lot Rehabilitation	689,940	(330,000)	0	310,000	0	669,940
ASO Benefits	1,303,411	0	0	0	0	1,303,411
Municipal Government Enterprise- Other	1,742,972	0	0	30,000	0	1,772,972
Future Staffing	495,361	0	(450,000)	0	0	45,361
Provincial Infrastructure	1,742,227	(2,000,000)	0	0	3,286,821	3,029,048
Continuous Improvement	203,455	0	0	50,000	0	253,455
Orono B.I.A.	38,699	0	0	0	0	38,699
DC General Government	57,927	0	(258,000)	0	0	(200,073)
DC Public Library	1,864,381	(243,075)	(78,663)	0	0	1,542,643
DC Emergency Services	7,494,740	(2,732,500)	0	0	0	4,762,240
DC Indoor Recreation	5,365,332	0	(1,389,091)	0	0	3,976,241
DC Engineering - Park Development and Facilities	568,769	(810,000)	0	0	0	(241,231)
DC Operations	3,303,970	(918,000)	0	0	0	2,385,970
DC Roads and Related	8,994,000	(1,239,340)	(553,160)	0	0	7,201,500
DC Parking	582,006	0	0	0	0	582,006
<b>Total</b>	<b>\$106,307,119</b>	<b>(\$27,308,605)</b>	<b>(\$10,326,470)</b>	<b>\$13,306,000</b>	<b>\$6,331,906</b>	<b>\$88,309,950</b>



## Reserve Fund Definitions

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

### 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 as well as 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. This includes land acquisition.

## Newcastle Waterfront

These funds are remaining 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 Federal Government 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 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 Federal Government 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 it was the investment in 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 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 (CSD) 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 Ontario Power Generation (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.

## 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 Administrative Services Only 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 are 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 Business Improvement Areas (BIA) 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 reserve funds for each service level category identified in our development charges 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.:

- General Government DC Reserve Fund
- Public Library DC Reserve Fund
- Emergency Services DC Reserve Fund
- Indoor Recreation DC Reserve Fund
- Engineering Park Development and Facilities DC Reserve Fund
- Operations DC Reserve Fund
- Roads and Related DC Reserve Fund
- Parking DC 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 proposed contributions to reserve funds for 2023:

Reserve Fund	Purpose	Contribution
Computer Equipment	Annual contribution	\$200,000
Clerk's Fleet	Annual contribution	65,000

Reserve Fund	Purpose	Contribution
Animal Services	Annual contribution	10,000
Parking Lot	Budgeted meter revenue	350,000
Municipal Capital Works	Annual contribution	6,300,000
Economic Development Reserve Fund	Annual contribution	50,000
Municipal Government Enterprise	Energy Master Plan savings	30,000
Fire Equipment	Annual contribution	900,000
Continuous Improvement Reserve Fund	Annual contribution	50,000
Engineering Fleet	Annual contribution	5,000
Parking Rehabilitation	Annual contribution	310,000
Cemeteries Capital	Annual contribution	5,000
Facilities / Parks Maintenance	Annual contribution	635,000
Operations Equipment	Annual contribution	2,835,000
Community Services Capital	Annual contribution	425,000
Community Services Capital Building Refurbishment	Annual contribution	917,500
Community Improvement	Annual contribution (not for CIP grants)	12,500
Bowmanville Museum	Annual contribution	3,000
Clarke Museum	Annual contribution	3,000
Roads Capital	Annual contribution	200,000
Total		<u>\$13,306,000</u>

The contributions for 2023 include amounts for capital projects that previously would have been shown tax levy capital support. Starting in 2023, the capital program is funded through the reserve funds with an annual contribution to the reserve funds funding these uses. For the 2024 budget, the capital program will be provided to Council in the fall of 2023 to allow for a more efficient and effective procurement process. To facilitate this change, funding capital through reserves and reserve funds is ideal. 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.

## Contributions to Reserves

The following are the proposed contributions to reserves for the year 2023:

Reserve	Purpose	Contribution
Clerk	Records maintenance	\$10,000
Municipal Election	Election expenses	125,000
Planning- Land Acquisition	Municipal Acquisition of Property	650,000
Total		<u>\$785,000</u>

Prior to 2023, the annual contribution for land acquisition was included in the capital program, starting in 2023 the contribution will go to the reserve, and the unexpended capital balance will be returned to the reserve. As the timing of acquisitions is not known, this approach provides improved transparency.

### 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 2023:

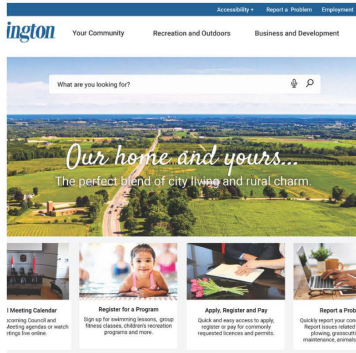
Reserve Fund	Purpose	Amount
DC – Roads and Related	Development Charge portion of the Green Rd debenture funding	\$553,160
DC – Indoor Recreation	Bowmanville Indoor Soccer debenture funding	148,728
DC – Indoor Recreation	South Bowmanville Recreation Centre debenture funding	1,060,363
DC – Library	Courtice Library debenture funding	78,663
Engineering Review	50% of the 2023 new positions	150,000
Engineering and Inspection	Engineering division expenses and 50% of salaries of two new positions	625,000
Future Staffing	To partially fund 2023 new positions.	450,000
Emergency Management	New staff proposal in Emergency and Fire Services	98,624
Rate Stabilization	50% of non-planning staff (plus future staffing) to phase-in over 2 years.	900,000
Rate Stabilization	To reconcile budget to 2.5%	4,500,000
Debt Retirement	Bowmanville indoor soccer debenture funding that is not DC-eligible	16,525
Parking Lot	Parking enforcement expenses	561,890
DC – General Government	70% of the Leisure and Culture Master plan	168,000
DC – General Government	75% of \$240k for Recreation Study	180,000
DC – General Government	DC Study	90,000
Building Division	Deficit funding for building inspections	495,517
Building Division	AMANDA annual maintenance	250,000

Reserve Fund	Purpose	Amount
Total		<u>\$10,326,470</u>

#### Withdrawals from Reserves to General Fund

The following are the withdrawals from the reserves to fund operating expenses in the general fund in 2023:

Reserve	Purpose	Amount
Consulting / Professional Fees	Communications Division Review	\$30,000
Consulting / Professional Fees	To fund 50% of one-time comprehensive zoning bylaw	<u>325,000</u>
Total		<u>\$355,000</u>



## Supplemental Information

### What is Fund Accounting

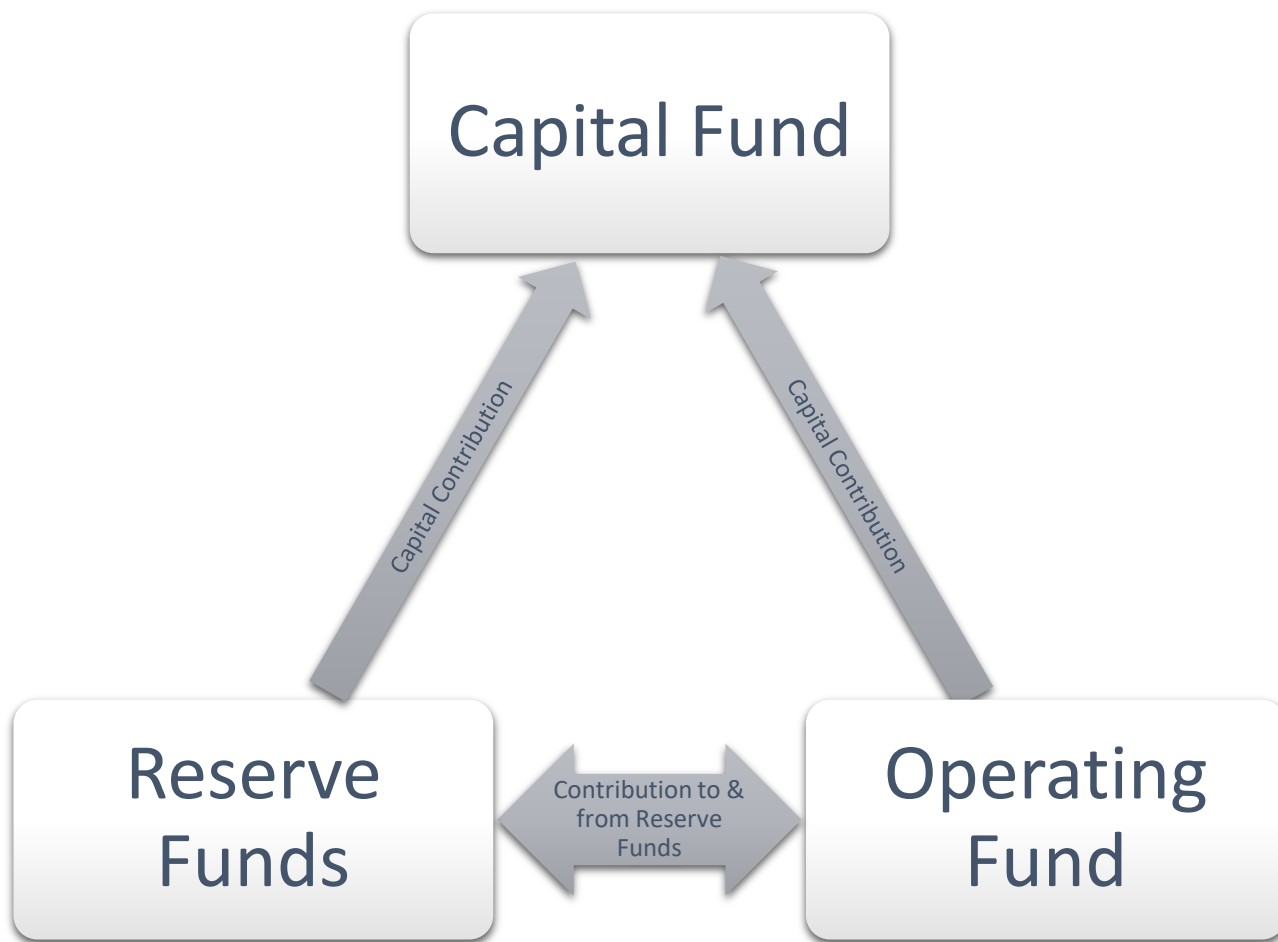
The Municipality, like every municipality in Ontario, prepares its financial statements in accordance with Public Sector Accounting Standards (PSAS) as established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada (CPA Canada).

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, post-employment benefits or 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 may be 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 not limited to, facility rentals, cemetery fees, application for planning and building permits, recreational programming.

#### **Licensing and Lease Revenue**

Licensing fees include taxi 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 such as 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.

### Budget and Financial Control Policy

The budget is one of the most significant annual policy documents that Council adopts. The budget highlights the priorities for the upcoming year and the allocated resources to provide services to constituents. The proposed budget is balanced with revenues equaling expenses for the year and is tabled for Council review and approval.

The policy provides a target range, net of growth, for tax levy increases based on the Consumer Price Index and the Asset Management Plan. The policy does require that this range be brought to Council in September of every year for decision on a specific target. For the 2023 budget year, the target range based on policy is between 7.20 per cent and 11.50 per cent with a target of 9.35 per cent.

In September 2022, Council approved a target of 2.50 per cent. It is noted that the target range is high this year as a result of the impacts of COVID-19 and other economic factors (such as the war in Ukraine) on the CPI throughout the first half of 2022.

### Investment Policy

The policy 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 donee for Canadian income tax purposes which can issue “official income tax receipts” as prescribed by the Canada Revenue Agency (CRA). 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.

## 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 body of the Chartered Professional Accountants (CPA) 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.
- **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
- **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