

An aerial photograph of a rural landscape during the 'golden hour' of sunset. The scene is bathed in warm, golden light. In the foreground, a large red barn with a white roof and a tall, cylindrical stone silo stand prominently. To the right of the barn is a smaller red outbuilding. Further back, a two-story house with a blue roof is visible among lush green trees. A paved road or driveway runs through the middle ground. The background shows a vast expanse of green fields and more trees, with distant hills and power lines visible on the horizon. The sky is a mix of orange, yellow, and light blue. A thick blue diagonal band cuts across the image from the top left towards the bottom right, separating the title text from the background image.

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

Presentation by
Trevor Pinn, CPA, CA

Agenda

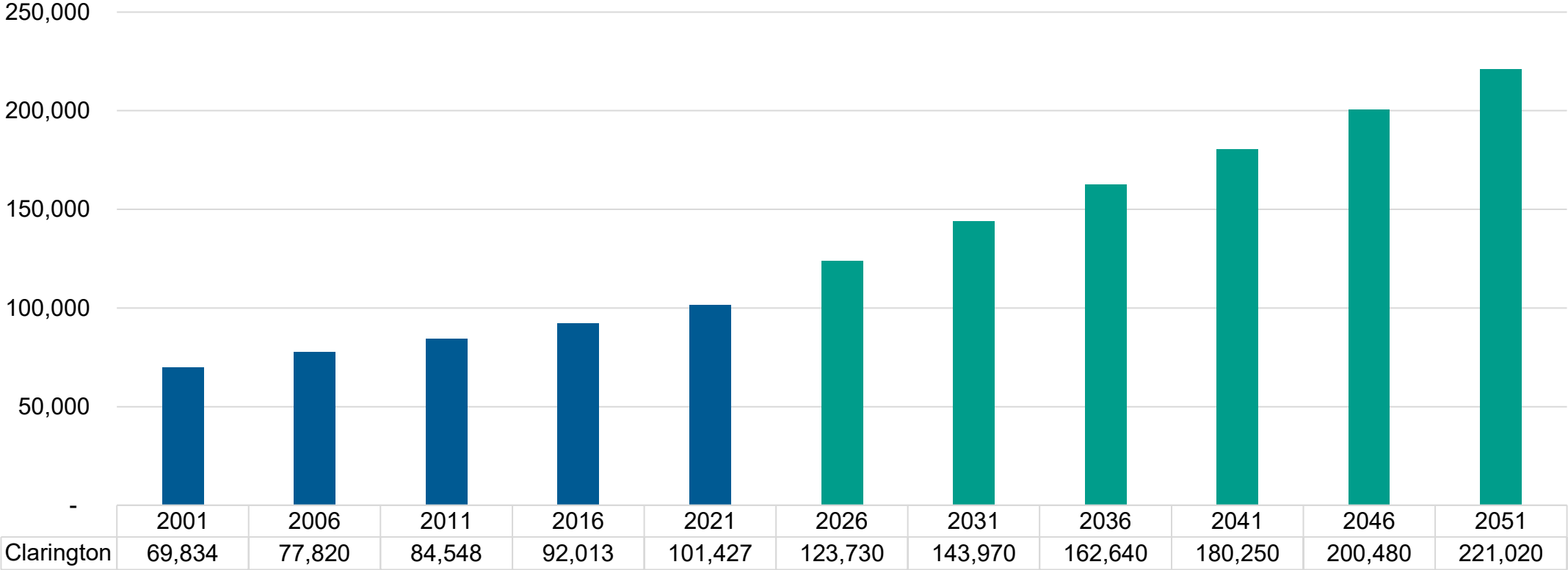
- About the 2024-27 Budget
- Chapter 1: Introduction
- Chapter 2: Operating Budget
- Chapter 3: Capital Budget
- Chapter 4: Reserves and Reserve Funds
- Chapter 5: Supplemental Information
- Next Steps

About the 2024-27 Budget

- Recognition of the Team
- A budget of firsts
 - First multi-year budget
 - First time submitted in November
 - First budget under new legislation
 - First publication to include Communications
- New Layout

A Growing Community

Population Actuals 2001 to 2021
And Growth Forecast to 2051



Long-Term Financial Planning

The Road to a Mature Municipality

Multi-Year Budget

The Plan for Growth: 2024-27 Budget includes the operational needs for the next four years

AMP

Updates to the Asset Management Plan in 2024 and 2025 will identify the needs and financial plan to maintain existing assets

DC and CBC Study

The updated DC and CBC Studies in 2024/25 will identify the required infrastructure investment to support growth

Integrated Financial Plan

The Integrated Financial Plan will take the operating and capital plans and include them in one plan

Pillars of Financial Planning

Flexibility



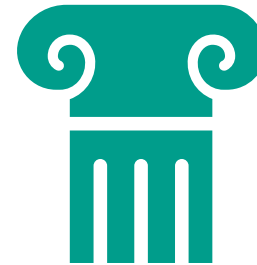
providing and maintaining programs and services at acceptable levels of taxation, user rates, and reserve fund balances.

Sustainability



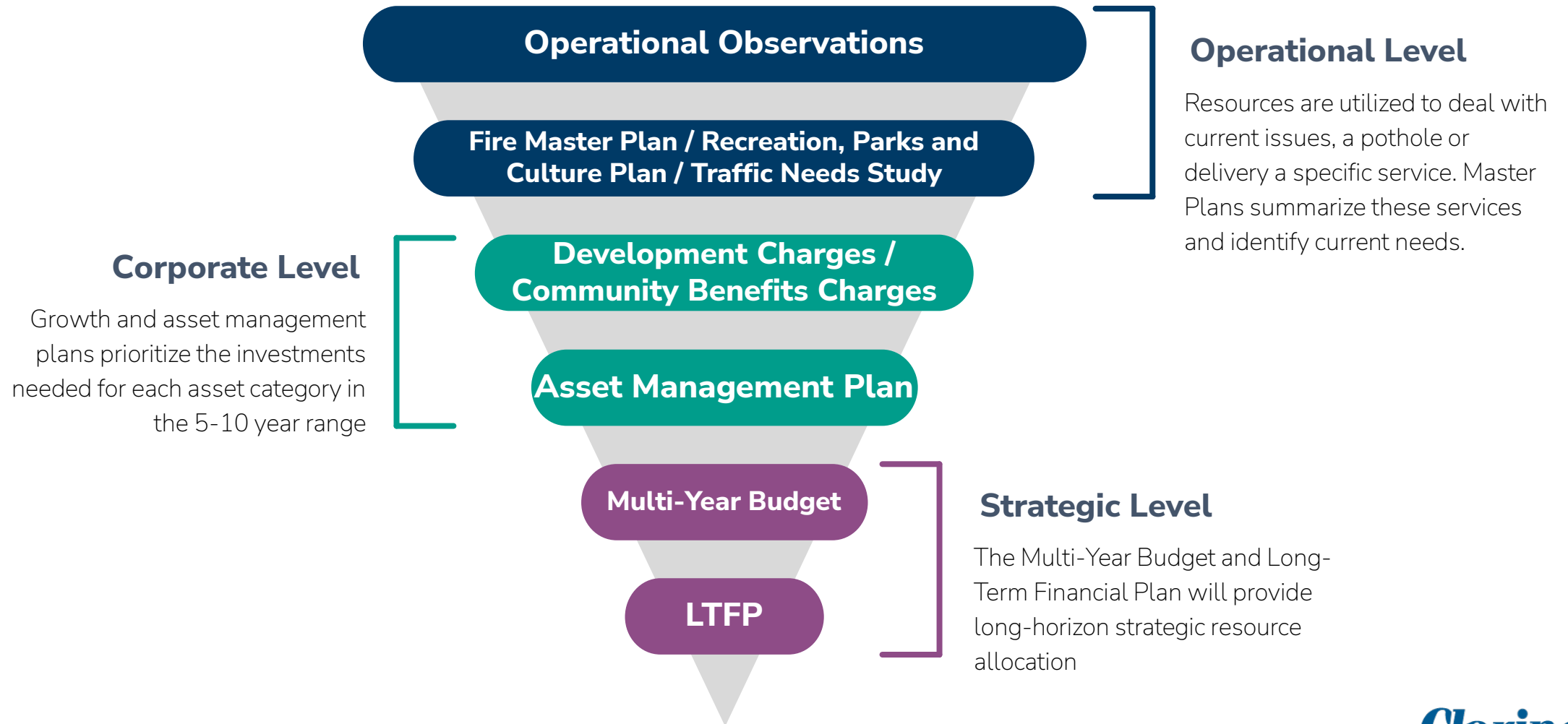
adapt to changing circumstances and continue to meet financial obligations without an over reliance on debt or significant changes to taxes or user rates.

Vulnerability



avoiding an over-reliance on sources of funding outside municipal control or influence that could impact the ability to meet financial obligations.

The Long-Term Financial Plan Funnel



Balanced Budget

2024-27

Revenues

Property Taxes
User Fees
Investment Income

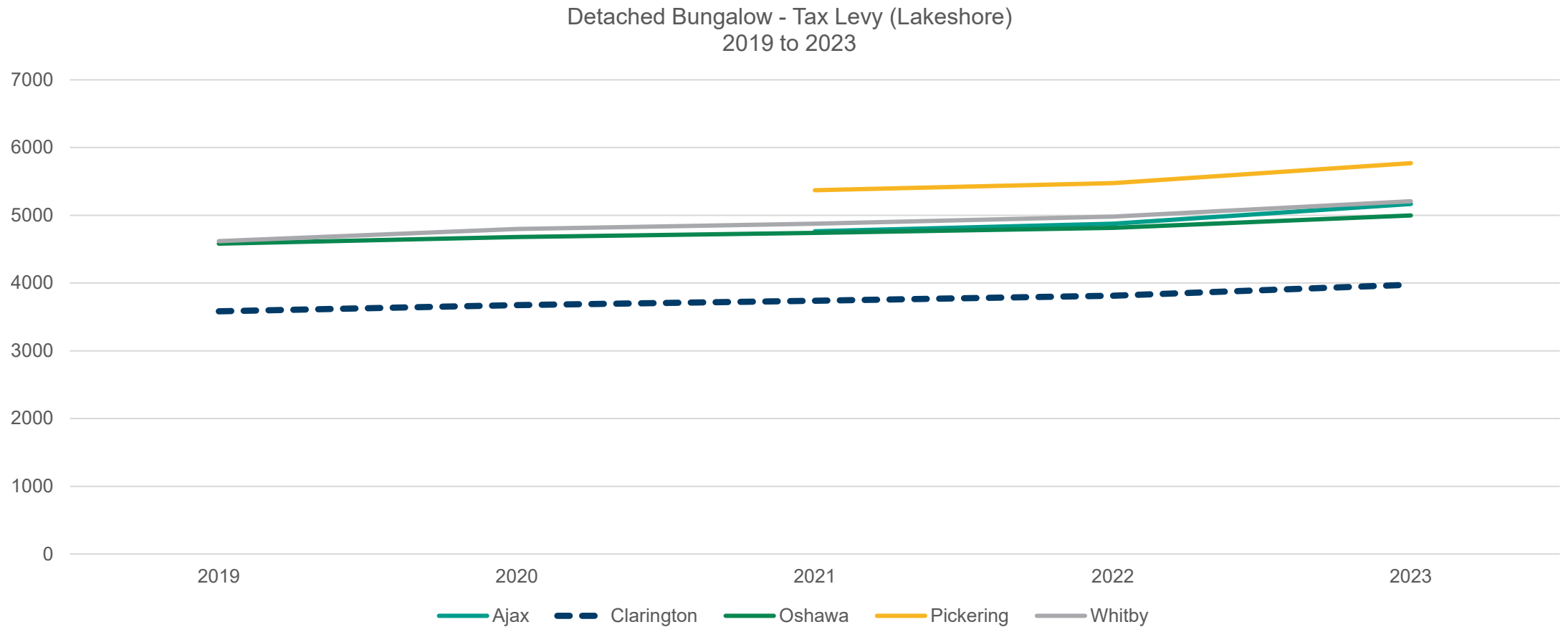


Expenses and Capital Investment

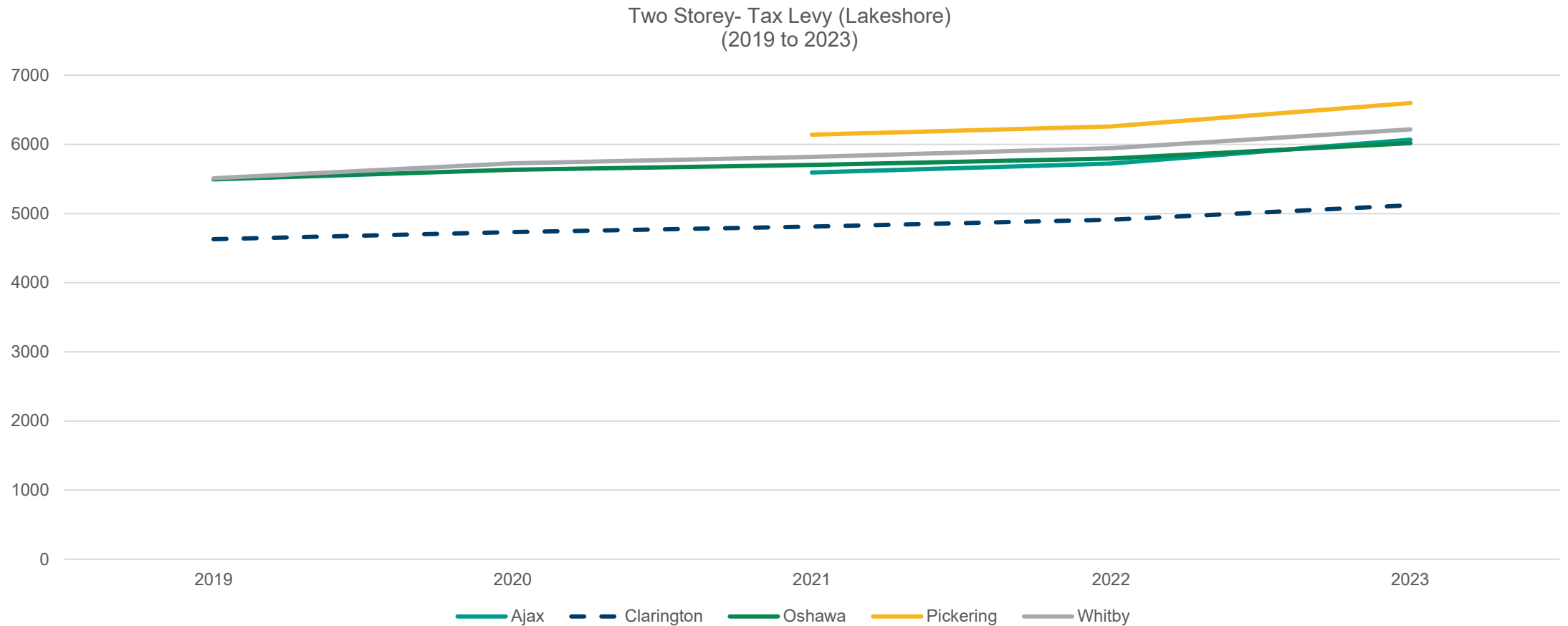
Operating Expenses
Capital Asset Additions



Property Taxes Paid - Bungalow



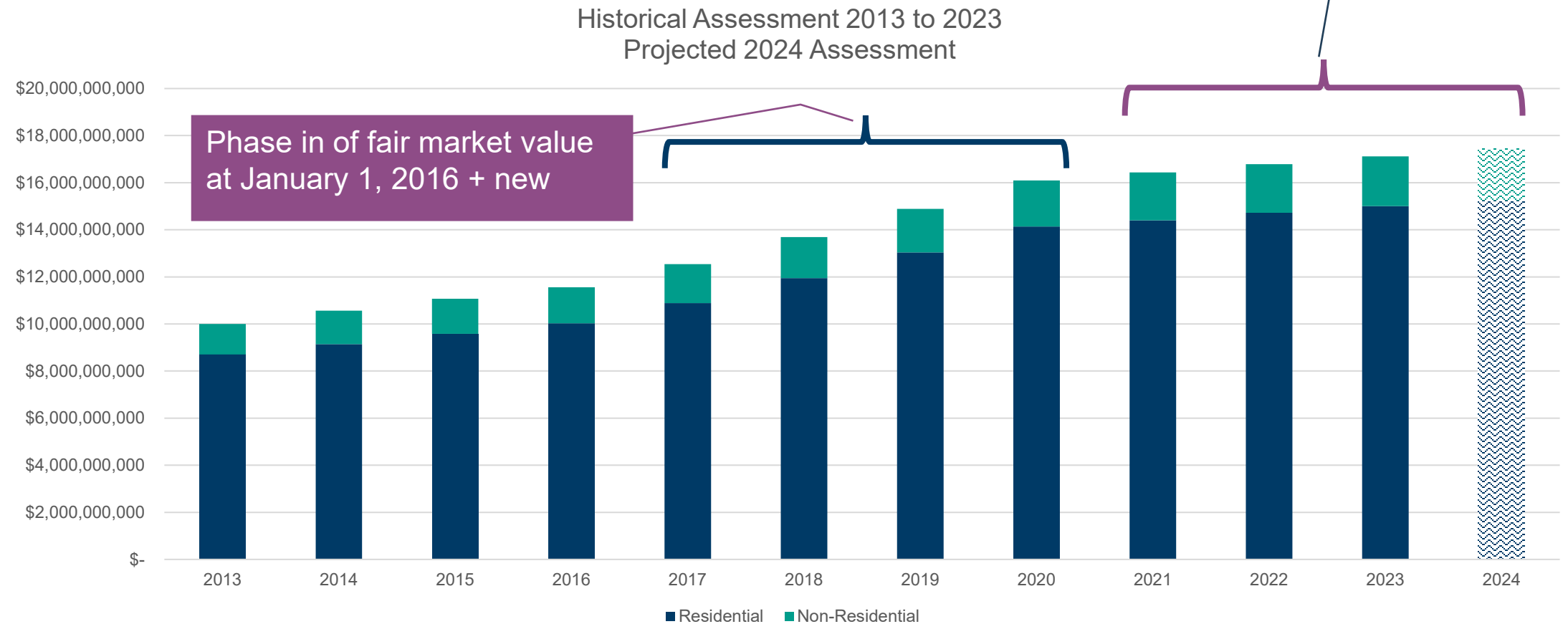
Property Taxes Paid – Two Storey



Chapter 1: Introduction



Projected Property Assessment



2023 Accomplishments

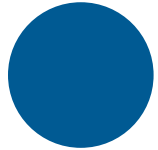
- Small Modular Reactors
- GO Train
- 1,580 new residential units
- Support for healthcare
- Service Clarington
- Additional full-time emergency response truck
- 22 kilometres of rural roads
- 3,100 planning and infrastructure inquiries
- Recreational facility improvements
 - Newcastle Arena
 - Stuart Park
 - Courtice Memorial Park
- Operational efficiencies
 - Cashless
 - Utilities
 - E-bills

Capitalizing on Grants

- Streamline Development Approval Initiatives
- Eiram Stormwater Management Pond Retrofit and Rehabilitation
- Clarington Kickstart for Fitness and Active Living Program
- Lifeguarding at Any Age Program
- Grade Level Rail Crossing Safety Upgrades
- Renovation of Shaw House

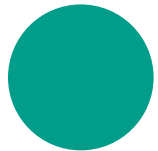


Where Your Tax Money Goes



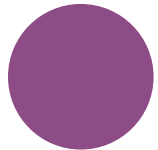
Region of Durham

Provides Region-wide services such as child-care, transit, social services, garbage, police, ambulance, regional roads



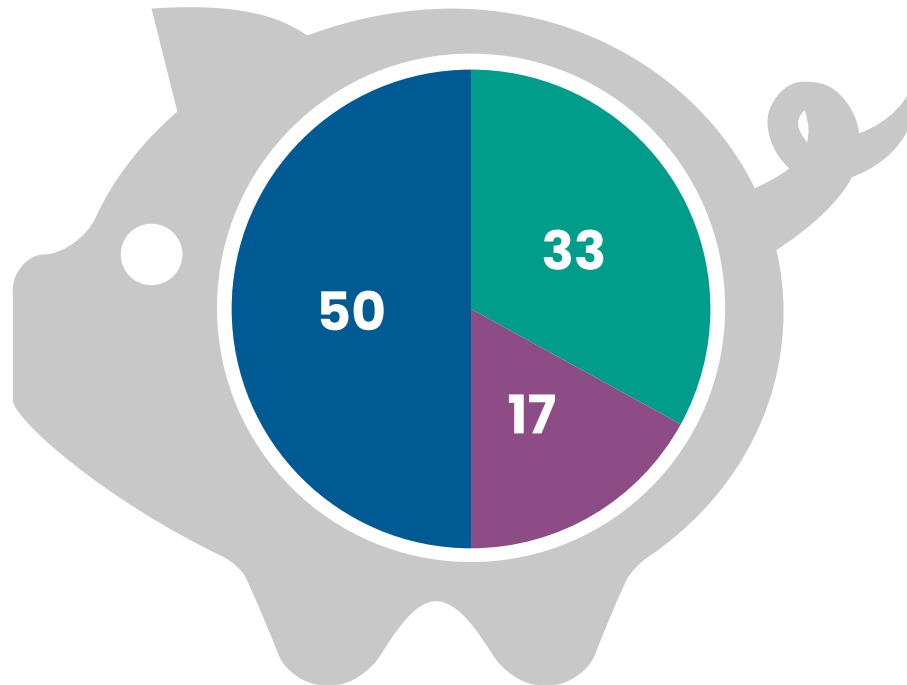
Municipality of Clarington

Supports local services such as local roads, sidewalks and trails, parks and playgrounds, recreation facilities and programs, library and culture, local planning,



Province of Ontario

Funds public education including elementary and secondary schools.



Projected Tax Levy

Action	2024	2025	2026	2027
Tax Levy From Prior Year	\$72,443,909	\$76,500,768	\$80,976,063	\$85,915,603
New Growth For Year	1,086,659	1,338,763	1,619,521	1,718,312
Levy Growth From Prior Year	2,970,200	3,136,531	3,320,019	3,522,540
Total	\$76,500,768	\$80,976,063	\$85,915,603	\$91,156,454

Budget Process



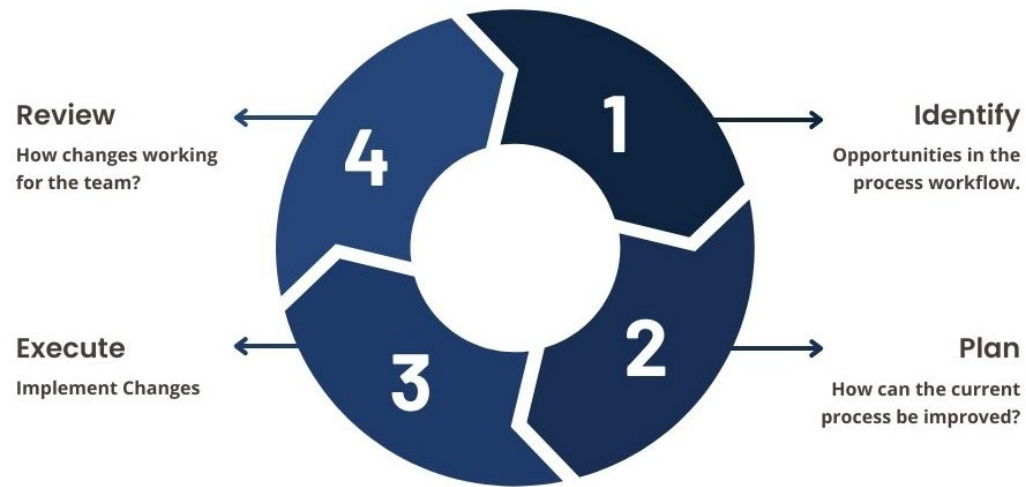
Staffing Requests 2024-27

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

Note: In 2026, it is expected that Volunteers will be reduced by 25 resulting in part from the additional full-time resources

Commitment to Continuous Improvement

- 47 projects in 2023
- All departments involved
- 2 Business Improvement Specialists hired
- 6 new LEAN Six Sigma Green Belts trained



Chapter 2: Operating Budget

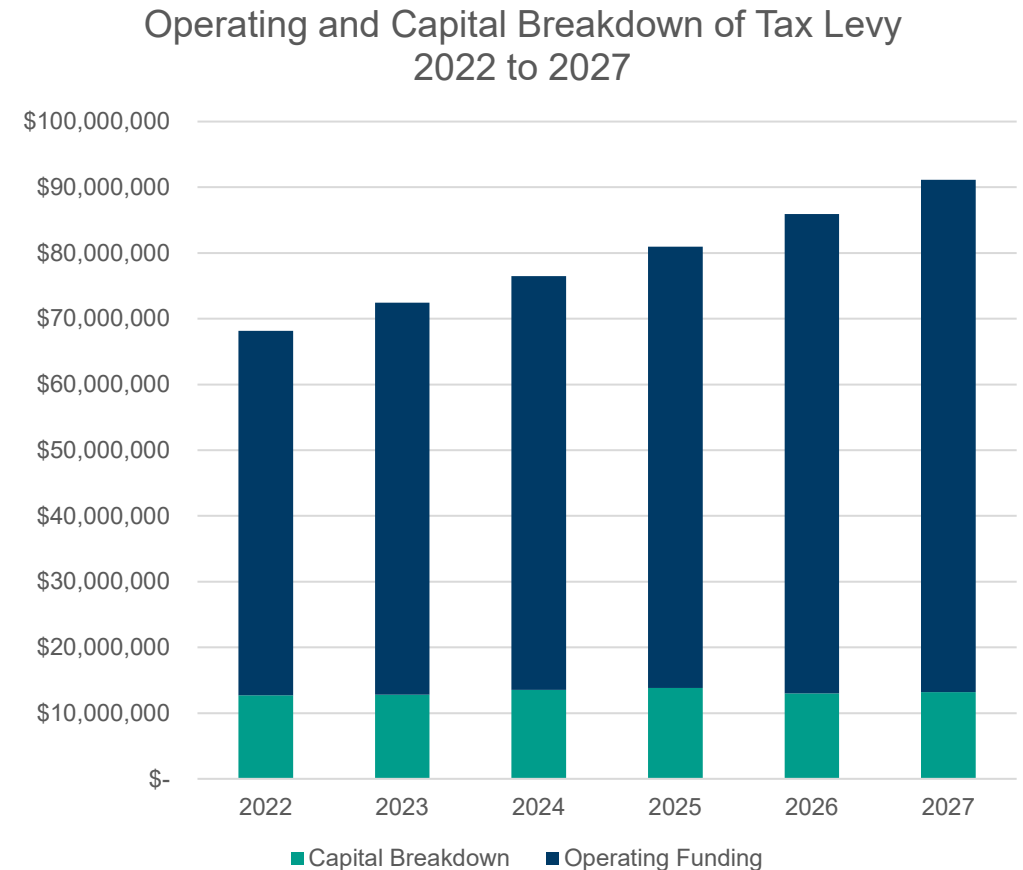


Operating Budget 2024-27

Description	2021 Actuals	2022 Actuals	2023 Final Budget	2024 Draft Budget	2023 / 2024 Variance	2025 Draft Budget	2026 Draft Budget	2027 Draft Budget
Public Sector Accounting Board	\$390,901	\$542,597	\$0	\$0	\$0	\$0	\$0	\$0
Non-Departmental	(79,568,901)	(82,066,346)	(82,044,563)	(72,332,069)	9,712,494	(77,137,882)	(82,549,954)	(86,953,034)
Mayor and Council	707,771	766,367	949,648	1,183,151	233,503	1,215,992	1,250,848	1,290,849
Office of the CAO	1,268,133	1,560,210	2,762,276	3,117,458	355,182	3,368,449	3,631,210	3,784,919
Legislative Services	4,642,956	4,531,567	5,330,782	6,407,027	1,076,245	6,887,427	6,989,227	7,377,704
Financial Services	12,702,246	15,053,816	9,811,982	4,258,250	(5,553,732)	4,189,192	5,673,147	7,482,378
Emergency and Fire Services	14,435,832	14,994,240	14,711,141	14,766,827	55,686	16,668,609	18,215,017	18,773,057
Public Works	41,823,902	44,529,181	22,294,903	18,715,756	(3,579,147)	19,469,312	19,992,186	20,471,924
Community Services	14,642,665	14,009,346	14,556,757	12,842,659	(1,714,098)	12,989,894	13,519,252	13,870,233
Planning and Infrastructure Services	4,444,631	2,942,453	6,716,376	5,753,750	(962,626)	6,423,049	6,950,188	7,163,529
Region and Education Levies	(2)	(1)	0	0	0	0	0	0
Business Improvement Areas Levies	0	0	0	0	0	0	0	0
Clarington Public Library and Museums	4,014,674	3,951,170	3,891,058	4,334,737	443,679	4,867,102	5,246,082	5,631,118
External Agencies	1,025,780	938,476	1,019,640	952,454	(67,186)	1,058,856	1,082,797	1,107,323
Total	\$20,530,588	\$21,753,076	\$0	\$0	\$0	\$0	\$0	\$0

Budget Highlights

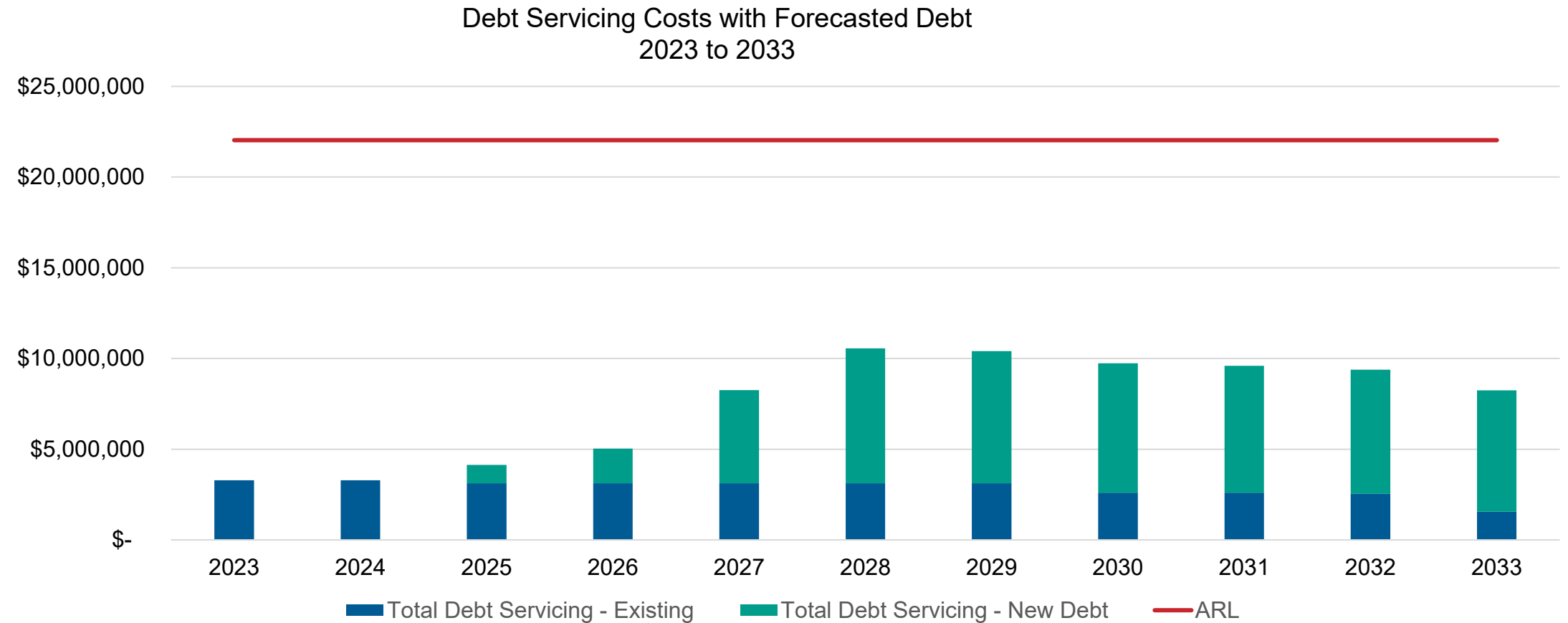
- Target of 4.1%
 - Met, including new debt issued for SBRC
 - On average approximately 1.5% annual increase to capital investment
 - Approximately \$16 for 1% increase to the municipal bill



External Agencies

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

Long-term Debt



Long-term Debt

- Existing Debt
 - Bowmanville Indoor Soccer – maturing in 2024
 - Green Road – maturing in 2029
 - Courtice Library – maturing in 2031
 - South Bowmanville Recreation Centre – maturing in 2042
 - Newcastle and Orono Arena Improvements – maturing in 2032
 - Rickard Recreation Centre Improvements – maturing in 2032
 - MAC Improvements – maturing in 2032
- New Debt
 - Additional SBRC debt
 - Newcastle Park
 - Outdoor Rinks



Chapter 3: Capital Budget

Asset Management Plan

Ontario Regulation 588/17

July 1, 2019

A Strategic Asset Management Policy is adopted by Council

STEP 01

July 1, 2024

AMP is prepared for all remaining non-core assets, with current levels of services measured with costs to maintain

STEP 03

July 1, 2022

Core assets are included in an AMP with current levels of service measured with costs to maintain

STEP 02

July 1, 2025

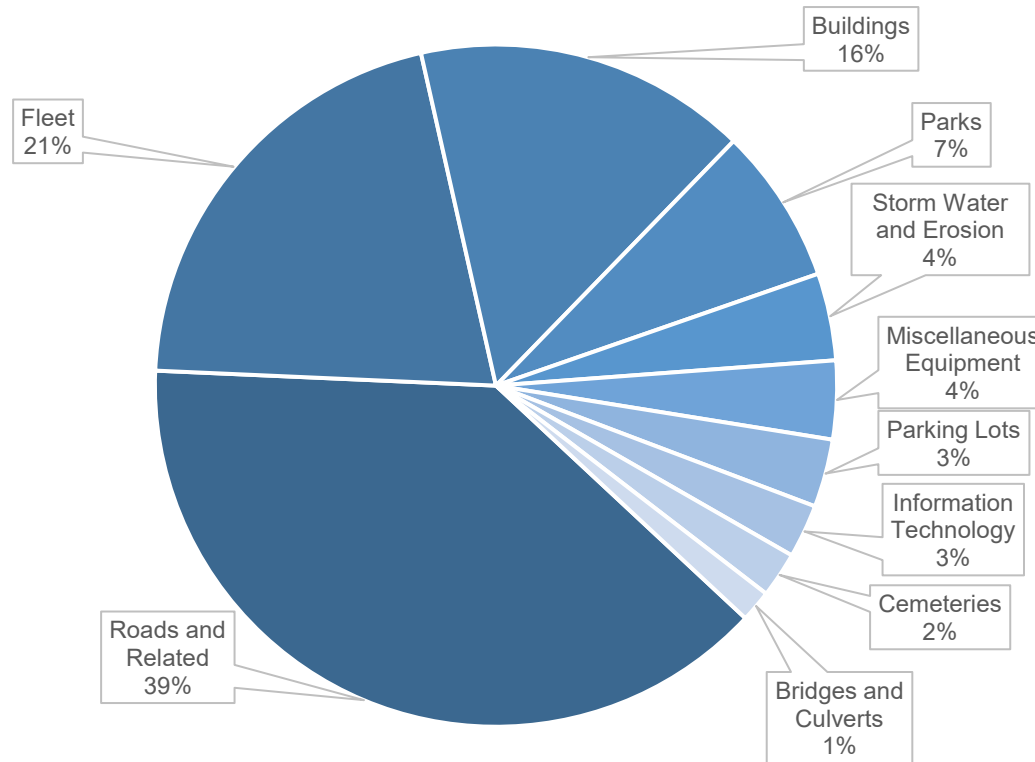
An AMP is created with proposed levels of service and a financing strategy included

STEP 04

Clarington

Capital Investment By Asset Category

2024 Budget by Asset Category



Asset Type	Gross Cost
Bridges and Culverts	\$386,500
Buildings	4,075,936
Cemeteries	555,085
Fleet	5,355,785
Information Technology	654,000
Miscellaneous Equipment	959,815
Parking Lots	831,000
Parks	1,911,130
Roads and Related	9,995,910
Storm Water and Erosion	1,065,895
Total	\$25,791,056

Bridges and Culverts

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



Buildings

- Diane Hamre
 - Interior Improvements
- Buildings
 - Accessibility Improvements
 - Building Improvements
 - Interior Improvements
- South Courtice Arena



Miscellaneous Equipment

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



Parking Lots

- Parking Pay Stations
- Electric Vehicle Charging Stations
- Parking Lot Resurfacing



Parks

- Various Park Upgrades
- Bowmanville Memorial Park Washroom Replacement



Roads and Related

- Rural Road Resurfacing
- Veteran's Square Rehabilitation
- Pavement Rehabilitation



Chapter 4: Reserves and Reserve Funds



Reserve and Reserve Funds

- Part of long-term financial planning
- Key pillars in maintaining stable financial position
- **Reserves** – an allocation of accumulated net revenue
- **Reserve Fund** – physically segregated and restricted to meet a purpose
 - Obligatory – established by legislation or agreement
 - Discretionary – established by Council

Reserve and Reserve Funds

	2024	2025	2026	2027
Contributions to Reserve Funds	\$15,011,198	\$14,964,706	\$15,124,774	\$16,907,174
Contributions to Reserves	135,000	135,000	135,000	135,000
General Fund from Reserve Funds	7,615,971	9,803,697	14,448,486	14,907,725
General Fund from Reserves			475,467	

Chapter 5: Supplemental Information



Supplemental Information

- Business cases
- Economic information
- Legislative information
- Acronyms
- Glossary

Next Steps

- Amendments
 - Council is currently in the period of time to propose amendments to the budget
 - December 4 Council meeting is set to allow for amendments
 - Council may waive the remaining time to make amendments
- Mayoral Veto
 - Following amendments – 10 days
 - Can be shortened
- Overturn
 - Only if there is a veto
 - Requires 2/3 Council support

Thank you

Municipality of Clarington
40 Temperance Street
Bowmanville, ON L1C 3A6

905-623-3379

Toll Free: 1-800-563-1195

TTY: 1-844-790-1599

info@clarington.net

www.clarington.net

Clarington

