



Council Meeting Minutes  
Wednesday, November 6, 2013  
7:00 p.m.  
Council Chamber, Town Hall

Mayor M. Morrison  
D. Beffort  
N. de Boer  
P. Foley  
G. McClure  
R. Mezzapelli  
R. Paterak  
A. Thompson  
R. Whitehead

Director of Development Approval & Planning Policy: M. Hall  
Fire Chief: T. Irwin  
Director/Chief Financial Officer/Deputy CAO: R Kaufman  
Manager of Corporate Communications: B. Lee  
Manager of Economic Development: N. Lingard  
Chief Librarian: B. Manson  
Acting Director of Public Works: I. Neville  
Director of Human Resources: J. Porter  
Director of Parks and Recreation: K. Scott  
Legislative Services Manager/Deputy Clerk: D. Thompson  
Deputy Treasurer: P. Tollett  
Treasurer: F. Wong

1. **CALL TO ORDER**

Mayor Morrison called the meeting to order in the Council Chamber at 7:02 p.m.

2. **PRESENTATION**

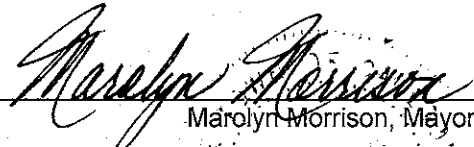
**TOWN HALL BUDGET PRESENTATION.**

Fuwing Wong, Treasurer and Peggy Tollett, Deputy Treasurer provided a presentation regarding the 2014 Budget. (See attached Presentation). Members of the public asked a number of questions throughout the presentation concerning the information provided and received responses from Town staff.

Mayor Morrison thanked Mr. Wong and Mrs. Tollett for their presentation.

3. **ADJOURNMENT**

On verbal motion moved by Councillor Mezzapelli and seconded by Councillor Whitehead, Council adjourned at 8:43 p.m.

  
Marilyn Morrison, Mayor

  
Deborah Thompson, Deputy Clerk





2014 Budget

# Town Hall Budget Meeting

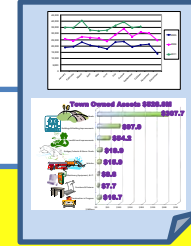
November 6, 2013

# 2014 Budget Schedule

Oct. 15

- Budget Workshop (Capital & Operating Budget Overview)
- 2:00 p.m. – Town Hall Council Chambers

*Budget flyer distribution to taxpayers*



Nov. 6

- Town Hall Budget Presentation
- 7:00 p.m. – Town Hall Council Chambers

Nov. 18 & 19

- Council Budget Meetings – Departmental Presentations
- 3:00 p.m. – Town Hall Council Chambers

Dec. 3

- Council Budget Meeting – Finalization and Approval
- 7:00 p.m. – Town Hall Council Chambers

**2014 Approved Budget**

# Agenda

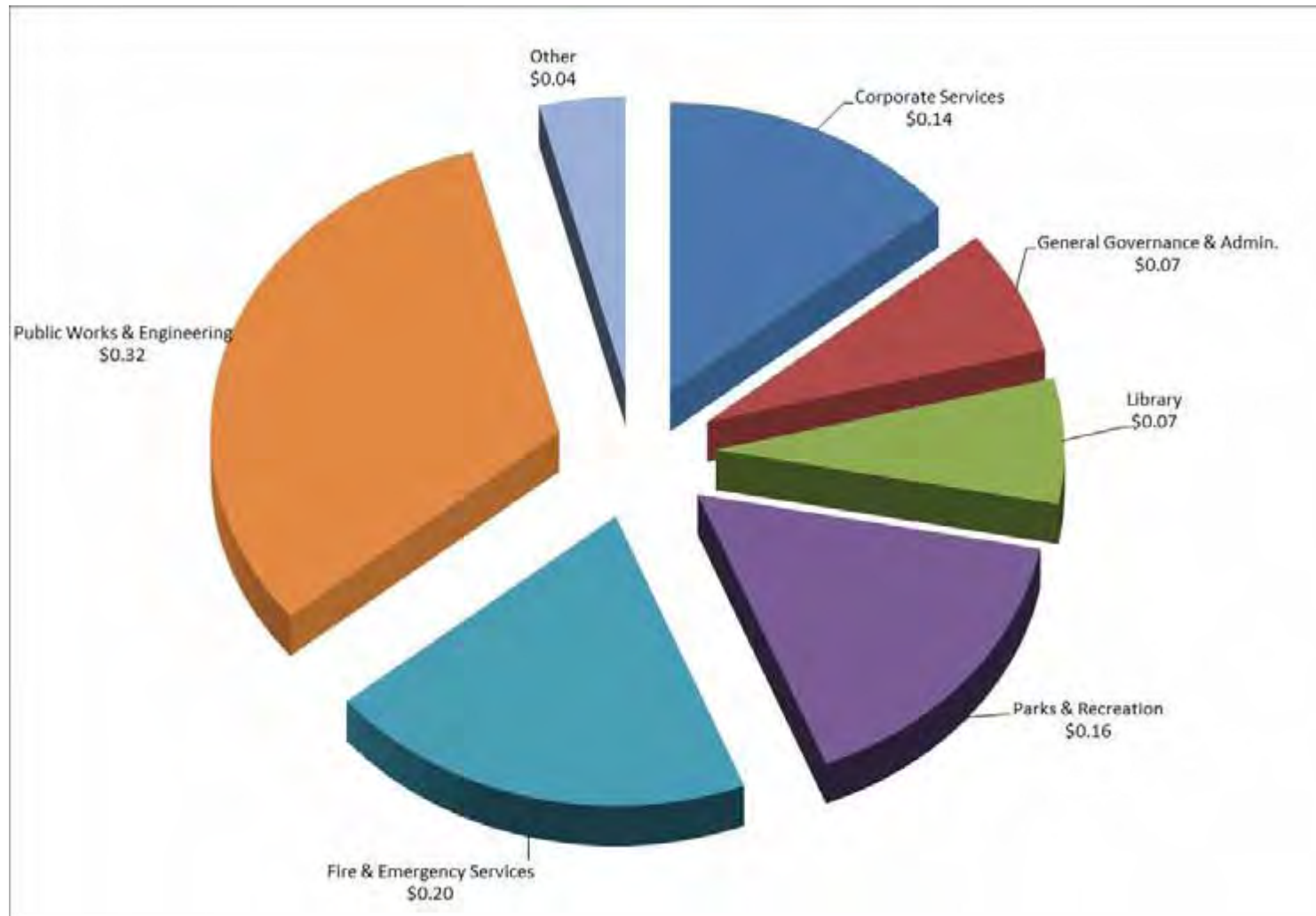
1. Fast Facts About Where Your Tax Dollars Go
2. Budget Highlights
3. 2014 Operating Budget Process & Preliminary 2014 Operating Budget
4. Preliminary 2014 Capital Budget
5. Term of Council Capital Projects
6. Assessment Growth & 10 Year Capital Projections
7. Questions/Comments

# Fast Facts about where your Tax Dollars Go

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# Fast Facts About Where Your Tax Dollar Goes for 2013



Other includes Human Resources, Economic Development, Development Approval and Planning Policy, and Corporate Accounts

# Fast Facts About Where Your Tax Dollars Go

## PUBLIC WORKS INFRASTRUCTURE:

- Roads – 1,519 Lane km (1,287 km paved & 232 km unpaved)
- Sidewalks – 120 km
- Structures – 133 Major Structures (bridges and culverts)
- Fleet – 165 number of pieces of Major and Miscellaneous equipment
- 68 Storm Water Management Ponds
- 5,100 Streetlights (additional 150 are to be assumed in 2013)
- Catch Basins – 4173
- Storm Sewers – 147.5 km

# Fast Facts About Where Your Tax Dollars Go

## FIRE & EMERGENCY SERVICES:

- 2,796 Emergency Responses
- 2,120 Emergency Incidents
- 8.17 Minute Average Response Time
- 684 Inspections
- 9 Fire Stations
- One of the largest Volunteer Fire Services in Ontario (250 Volunteer Fire Fighters and 30 career staff)



# Fast Facts About Where Your Tax Dollars Go

## GENERAL GOVERNANCE & ADMINISTRATION:

### Legislative Service:

- Supported and attended 36 Council Meetings & 106 Committee Meetings
- 291 Animals were adopted through the Caledon Animal Shelter

### Customer Service:

- 336 Business Licences issued (Taxi, Tow Truck, Tattoo/Piercing)
- 177 Marriage Licences issued
- 1,497 Dog Tags
- 2,058 Garbage tags issued (769 Customer Service, 1,289 from other facilities)
- 354 Commission of Oaths

### Provincial Offences Administration (POA) Office

- 27,365 Charges processed

### Legal Services

- 159 Agreements processed

# Fast Facts About Where Your Tax Dollars Go

## DEVELOPMENT APPROVAL AND PLANNING POLICY:

### Planning Applications

Type of Application		2009	2010	2011	2012	2013 Q1 - Q3
D07	Condos	1	1	0	2	0
D09	POPA	5	3	1	6	5
D10	Consents	15	20	24	20	24
D11	Site Plans	13	33	38	61	45
D11	ORM Site Plans	84	93	95	78	64
D12	Subdivisions	0	2	2	6	0
D13	Variances	40	55	76	57	45
D14	Rezoning	9	18	12	18	11
D22	NEC	24	76	57	60	35
D28	Part Lot Control	1	14	9	11	7
	<b>Total</b>	<b>192</b>	<b>315</b>	<b>314</b>	<b>319</b>	<b>236</b>

# Fast Facts About Where Your Tax Dollars Go

## CALEDON LIBRARIES:

### Public computing

- 81 public use computers in 7 branches, complemented by publicly available Wi-Fi in all 7 branches

### Programming

- More than 1,400 children, teens, and adults took part in the summer reading program
- More than 700 programs, attended by 15,000 people

### Collections

- Access to more than 46,000 e-books
- Digital access to 2,000 daily newspapers from 90 countries in 56 languages
- More than 75 magazines available for download
- More than 100,000 physical books in the library

### Circulation

- More than 300,000 books borrowed so far this year

# Fast Facts About Where Your Tax Dollars Go

## PARKS AND RECREATION:

- Parks – 71 Parks, approximately 380 Hectares (124 Hectares of open space)  
( 3 new parks opened in 2013 which include Johnston Sports Park, South Fields Community Park, Chateaux Neighbourhood Park)
- Recreation Facilities – 13
- Square footage of facilities – 350,000
- Visitors per year – approximately 1.2 million
- Provided over 1.6 million participant hours of recreation and leisure activities
- Over 5,000 children took swimming lessons
- Over 1,700 children registered in camps

# Fast Facts About Where Your Tax Dollars Go

## CORPORATE SERVICES:

### Information Technology

- Over 350 users across more than 20 facilities and over 1,000 devices using approximately 15 core database applications that track and manage the Town's finances, assets/infrastructure, recreational programs, development applications, GIS mapping
- Continued to expand the Town and Region's fiber optic network to connect the Town's facilities with approximately 5km of new fiber optic cable installed to connect 3 additional facilities.
- Developed and launched an online parking exemption application form. Additional online eservices under development include: registration for Parks & Recreation programs, building permit applications, and request for inspections

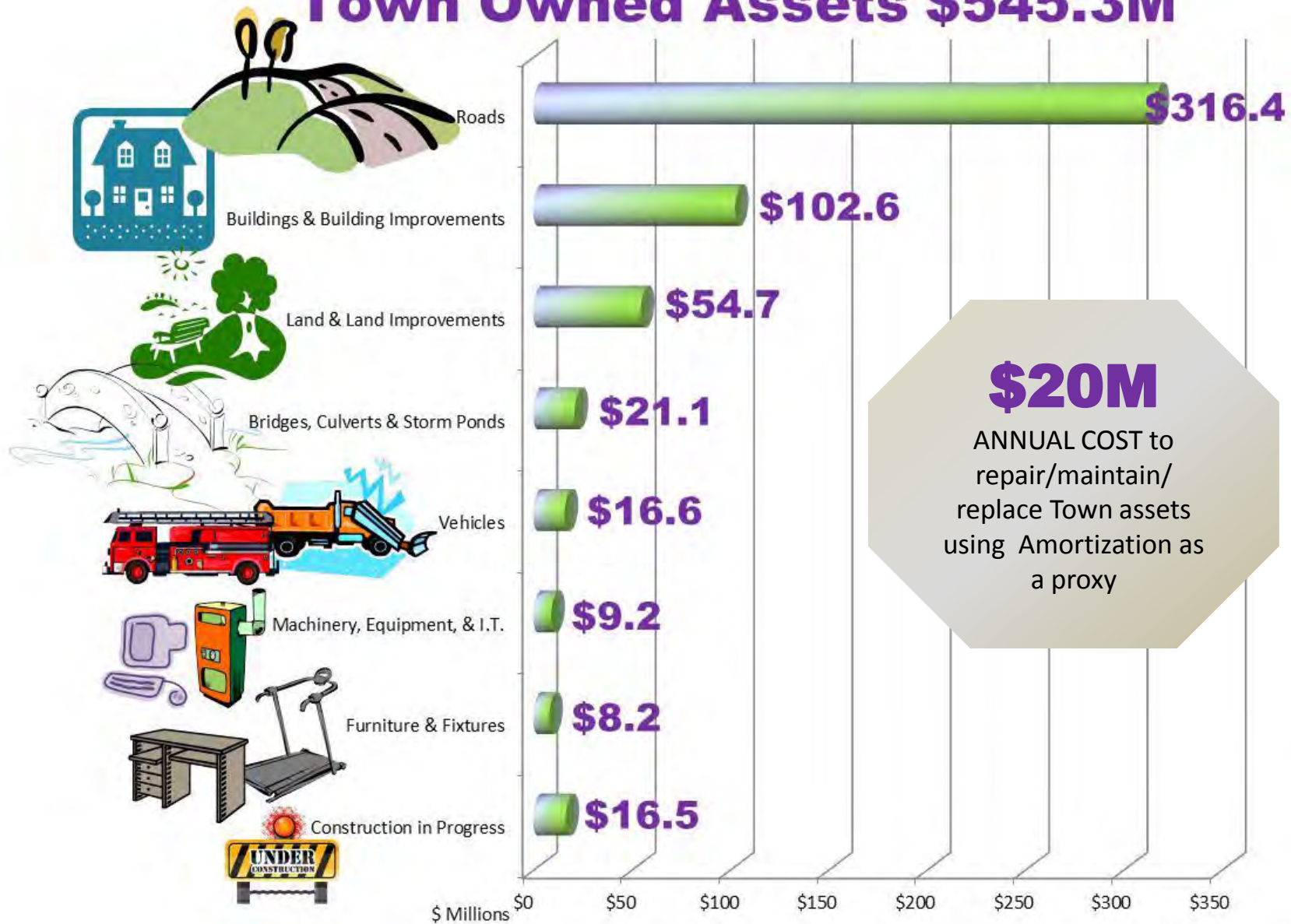
### Purchasing

- Issued over 73 bid call documents (tenders, proposals, quotations) in 2012 (78 issued to date for 2013)

### Taxation

- Total property tax bills issued 22,337 (commercial bills 969; residential bills 21,368)

# Town Owned Assets \$545.3M



# Budget Highlights

2014 BUDGET HIGHLIGHTS

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# Budget Highlights

This Budget addresses.....

- Mayfield West Infrastructure and operating budget Investments to service growing population
- Infrastructure Deficit funding shortfall
  1. Fire breathing apparatus
  2. Parks & Recreation
  3. Roads
  4. Road debenture (spend a dollar to save \$10 dollars)
- Advancing Non-Residential Development not impacted by GTA West Corridor
  - Currently 82% of tax revenue from residential and 18% from Non-residential (e.g. Commercial, Industrial)
  - 2014 Assessment Growth of revenue projection of \$598,651 mainly residential  
(Assessment Growth October 1, 2013. Additional Growth figures from the MPAC is expected in November 2013)



# 2014 Operating Budget Process

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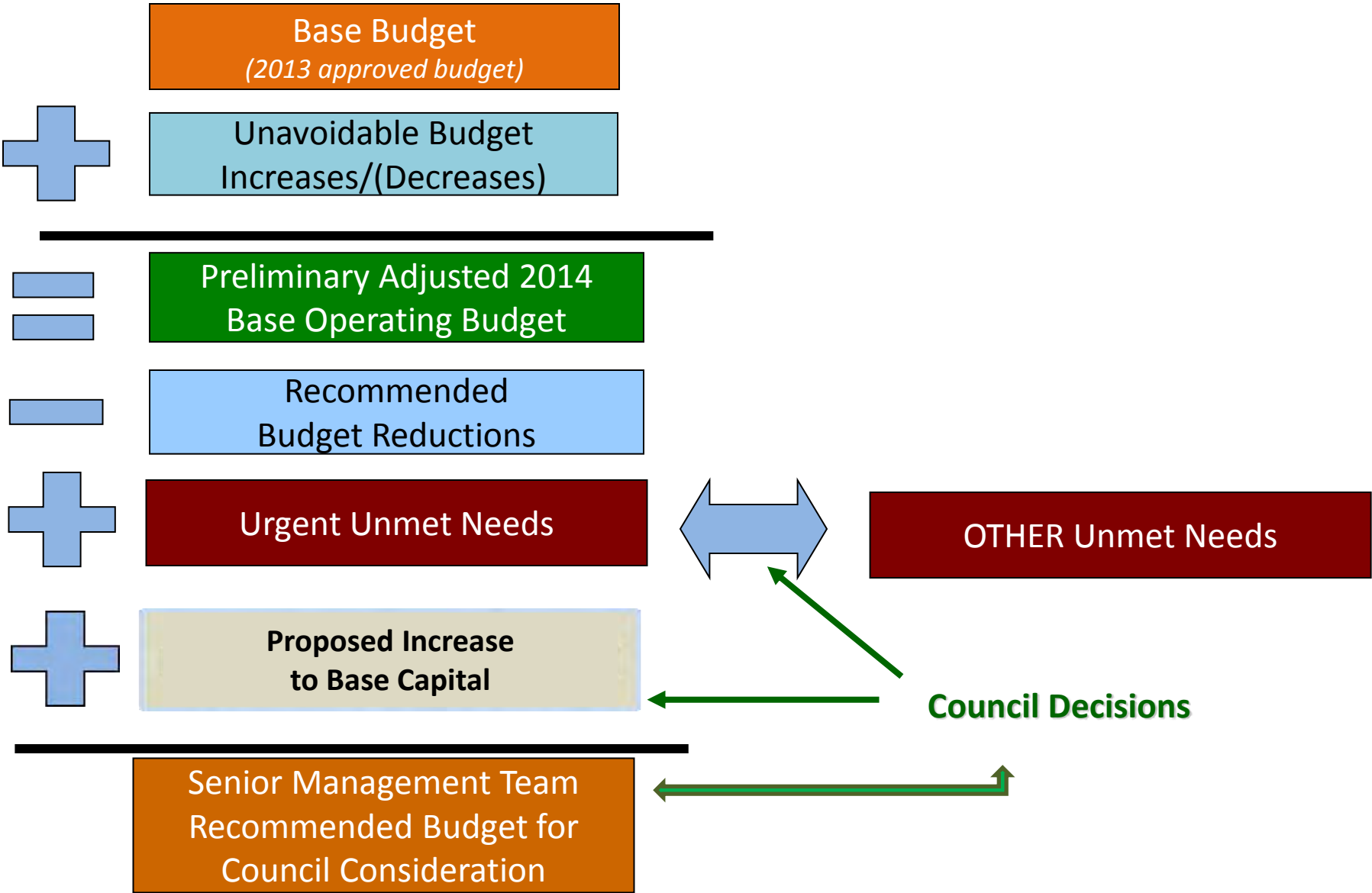
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# Preliminary 2014 Operating Budget

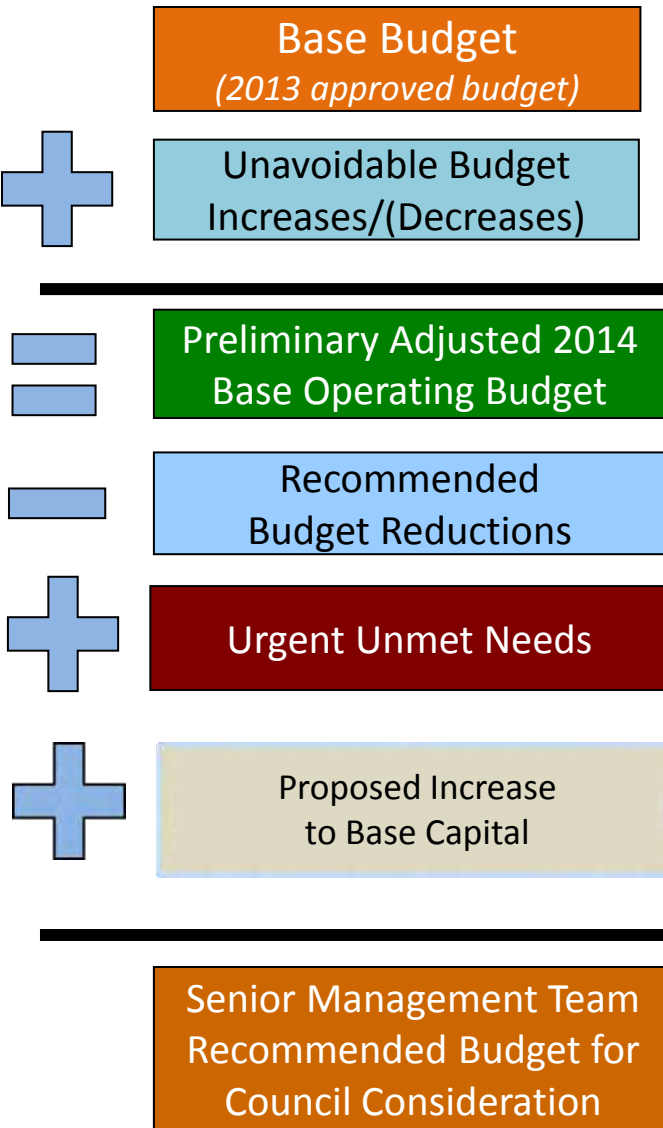
ΕΛΕΥΘΕΡΑ ΣΟΤΑ ΟΒΕΛΓΙΩΝ ΠΑΡΑΓΕΙ

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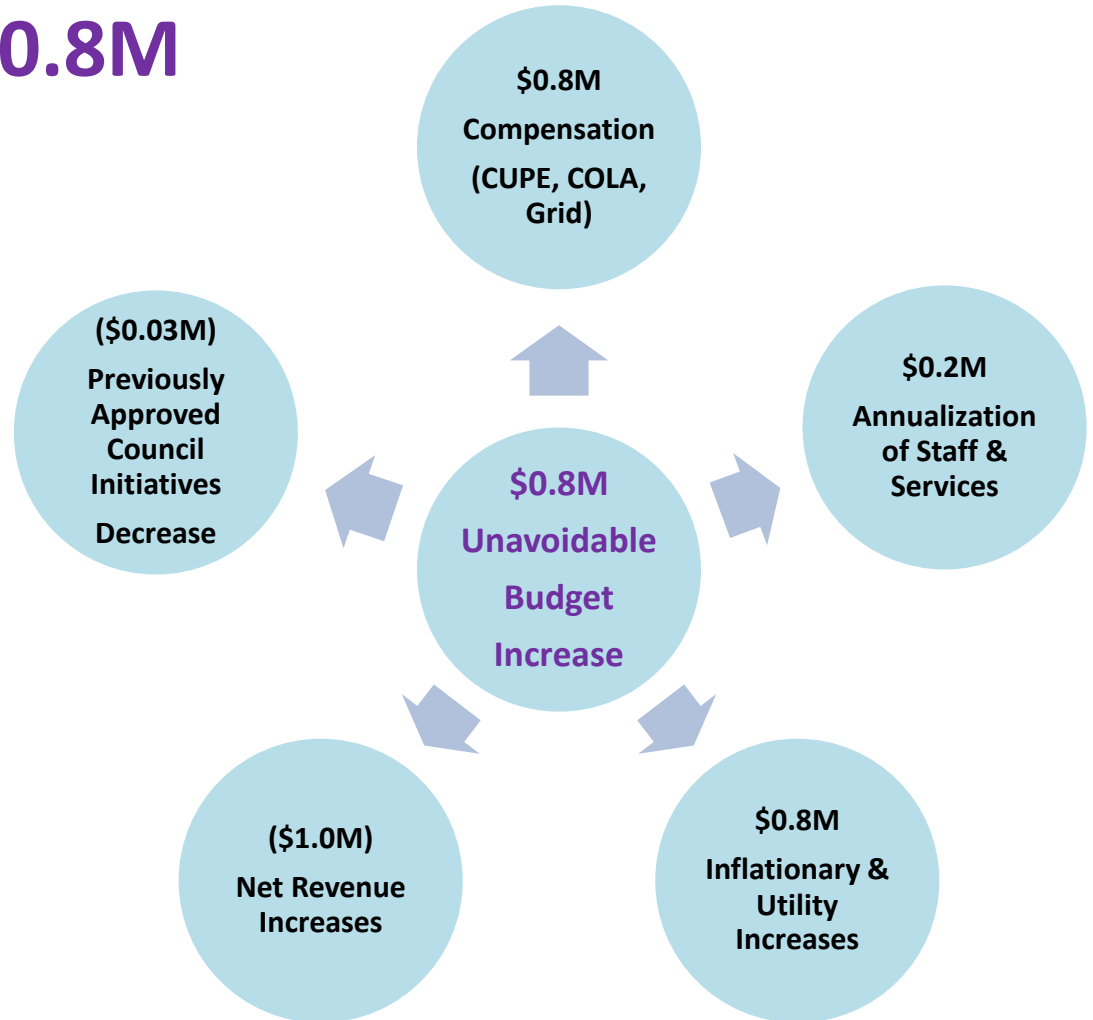
# 2014 Operating Budget Process



# Preliminary 2014 Operating Budget



**\$0.0M** (Balanced Budget)  
**\$0.8M**



# Preliminary 2014 Operating Budget

## 2014 Operating Budget Issues

### Previously Approved Council Initiatives

Department	2014 Budget Amount	Description	Annualized Amount	One-Time/ On-going	Council Meeting
Fire & Emergency Services	(\$76,000)	Removal of costs related to temporarily locating the fire aerial at the Albion Bolton Fair Grounds (2013 Budget - Unmet Need Item #2)	(\$76,000)	On-going	December 4, 2012
Fire & Emergency Services	\$12,944	Vehicle Exhaust Extraction System annual maintenance	\$12,944	On-going	April 30, 2013
Development Approval & Planning Policy	(\$579,000)	Removal OPA 226 costs from base budget. (2013 Budget - Unmet Need Item #12)	(\$579,000)	On-going	December 4, 2012
Parks & Recreation	\$12,500	Annualization of General Program Co-ordinator for the Caledon East Family of buildings which was included in the 2013 budget for 10 months	\$12,500	On-going	December 4, 2012
General Governance & Administration	\$13,286	Removal of revenues related to cancellation of Dog & Cat Boarding and Grooming programs.	\$13,286	On-going	January 8, 2013
Human Resources	\$0	Over 70 benefit coverage \$20,000 fully offset by \$20,000 in budget savings from Canada Pension Plan and Ontario Municipal Employees Retirement Savings (OMERS) employer contributions in 2014	\$0	On-going	May 28, 2013
Corporate Accounts	\$100,000	Town of Caledon's top-up of development charge reserves for future DC exemptions and discounts provided through the Town's Development Charge by-laws (e.g. Green Development Program DC discount for commercial and industrial development)	\$100,000	On-going	June 11, 2013
Corporate Services	\$0.00	Incremental expenses related to expanded Snelgrove Fire Station (#307) net of recoveries from the Region of Peel.	\$0.00	On-going	June 11, 2013

# Preliminary 2014 Operating Budget

## 2014 Operating Budget Issues

### Previously Approved Council Initiatives

Department	2014 Budget Amount	Description	Annualized Amount	One-Time/ On-going	Council Meeting
Corporate Accounts	\$373,400	Projected 2014 Reduction of Ontario Municipal Partnership Fund (OMPF) grant. Projected reduction from \$1.1M in 2013 to \$0.7M in 2014 and to \$0 by 2016	\$373,400	On-going	July 9, 2013
Public Works and Development Approval & Planning Policy	\$0	Additional full-time Plans Examiner and full-time Building Inspector positions approved in 2013 with a 2014 annualized cost of \$195,720 (inclusive of personnel and non-personnel costs such as training) fully offset by \$195,720 of building permit revenues. Net impact to taxes = \$0.	\$0	On-going	July 9, 2013
Corporate Accounts	\$4,500	Grant to reimburse Friends and the St. Andrew's Cemetery Board for insurance coverage costs.	\$4,500	On-going	August 13, 2013
Parks & Recreation	\$97,500	Town of Caledon's participation in the 2015 Pan Parapan American Games Municipal Designation Program at a gold level (2014 & 2015).	\$97,500	One-time (2014 & 2015)	August 13, 2013
Human Resources	\$750	Annual Employee Award Program (2014 includes \$350 of one-time costs).	\$400	On-going	August 13, 2013
General Governance & Administration	\$28,627	Conversion of a Permanent Part-time position to Full-time position –Solicitor	\$28,627	On-going	October 8, 2013
	<b>(\$11,493)</b>	<b>TOTAL</b>	<b>(\$11,843)</b>		

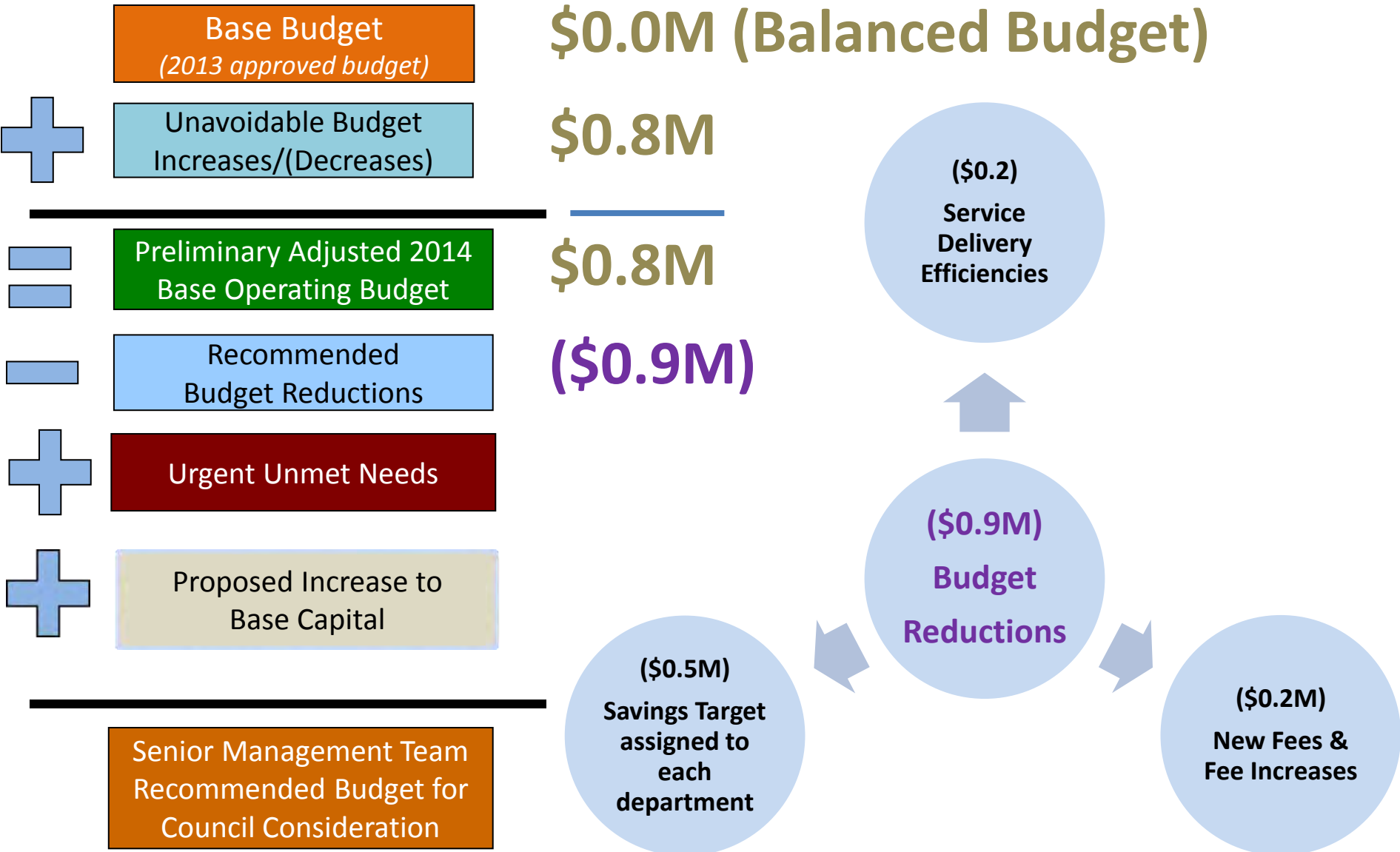
# Preliminary 2014 Operating Budget

## 2014 Operating Budget Issues

### Previously Approved Council Initiatives

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# Preliminary 2014 Operating Budget



# 2014 Proposed Fee Increases

Corporate Accounts		2013 Fee (Excl. Taxes)	2014 Fee (Excl. Taxes)	Budget Impact
NSF Cheque	Per cheque	\$ 36.00	\$39.60	Minimum Impact (less than \$1,000)

DEVELOPMENT APPROVAL AND PLANNING POLICY		2013 Fee (Excl. Taxes)	2014 Fee (Excl. Taxes)	Budget Impact
Telecommunications	Telecommunications site work application	\$3,500.00	\$5,000.00	Overall increase of \$150,176
Site Plan Applications	ORM Full	\$50.00	\$150.00	
	ORM Scoped	\$50.00	\$100.00	
Annual Carrying Fee for inactive files		\$1,000.00	\$1,500.00	
Official Plan Amendments	Minor Official Plan Amendment Application	\$8,500.00	\$15,000.00	
Rezoning Applications	Minor Rezoning Application	\$8,500.00	\$12,000.00	
	Removal of Holding (H) Zone	\$2,000.00	\$5,000.00	
Subdivision Applications	(i) Plan of Subdivision Application - Residential (Other than Palgrave Estates)	\$5,000 plus \$508 per unit	\$5,000 plus \$580 per unit	
	(ii) Plan of Subdivision Application - Palgrave Estates	\$5,000 plus \$508 per unit	\$30,000 plus \$580 per unit	

GENERAL GOVERNANCE AND ADMINISTRATION		2013 Fee (Excl. Taxes)	2014 Fee (Excl. Taxes)	Budget Impact	
Council Code of Conduct	Complaint Review Request	\$125.00	\$128.13	Minimum Impact (less than \$1,000)	
Liquor Licence	Permanent Liquor Licence Fee	\$135.00	\$138.38	Minimum Impact (less than \$1,000)	
Animal Services	Dog - spayed/neutered, vaccinated, de-wormed, first year licence fee	\$220.00	\$155.00	Minimum Impact (less than \$1,000)	Fee decrease
	Cat - spayed/neutered, vaccinated, de-wormed	\$130.00	\$105.00	Minimum Impact (less than \$1,000)	Fee decrease
	Pair of Cats/Kittens - spayed/neutered, vaccinated, dewormed	\$200.00	\$150.00	Minimum Impact (less than \$1,000)	Fee decrease
	Puppies - under 6 months (not spayed/neutered), first year licence	\$130.00	\$90.00	Minimum Impact (less than \$1,000)	Fee decrease
	Appeal of Animal Control Officer's Order	\$100.00	\$272.65	Minimum Impact (less than \$1,000)	Fee increase



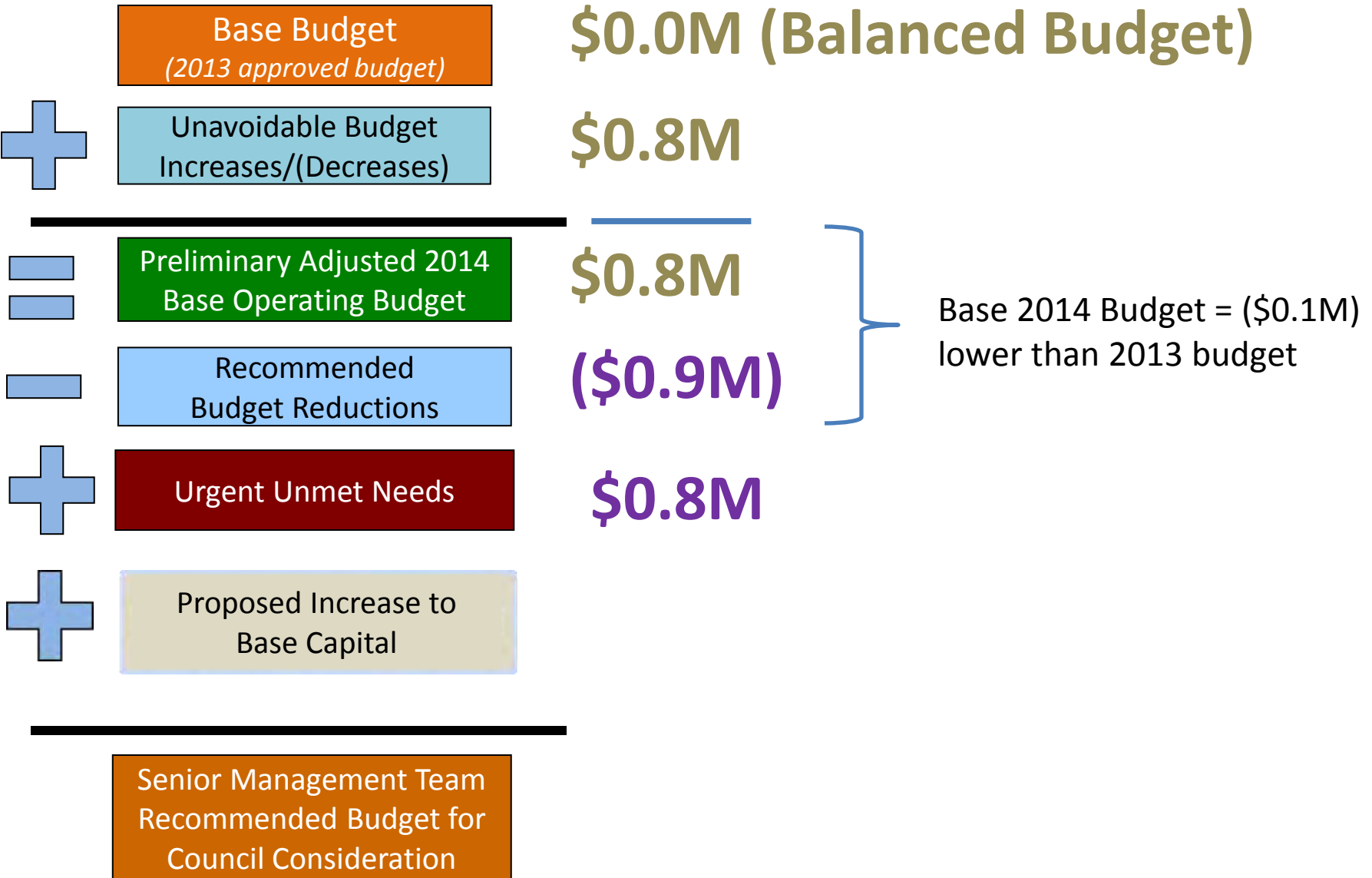
# 2014 Proposed Fee Increases

PUBLIC WORKS & ENGINEERING		2013 Fee (Excl. Taxes)	2014 Fee (Excl. Taxes)	Budget Impact
Fill permit application (See also Public Works Fill-Heavy Truck Load -Caledon Road Use)	1) For fill between 20-250 cubic metres in volume	\$119.00	\$300.00	Overall Increase of \$20,000
	2) For fill between 251-1000 cubic metres in volume	\$594.00	\$700.00	
	3) For fill between 1001 - 2000 cubic metres in volume	\$1,195.00	\$1,400.00	
	4) For fill between 2001 - 10,000 cubic metres	\$1,195.00	\$3,000.00	
	5) For 10,001 cubic metres or greater.	\$1,195.00	\$7,000.00	
	5a) Additional fee for total loads per cubic metre of fill greater than 10,001 cubic metres.	\$0.10	\$0.25	
	6) If no prior permit obtained - 20% of permit fee to be added for administration costs			

# 2014 New Fees

<b>DEVELOPMENT APPROVAL AND PLANNING POLICY</b>		<b>2014 Fee (Excl. Taxes)</b>	<b>Budget Impact</b>
Fast Track - Site Plan Applications		\$50.00	Increase of Approximate \$15,000
Landscape Inspection Fee		\$300.00	
Engineering Inspection Fee		\$300.00	
Annual Carrying Fee - Condos		\$1,500.00	
Niagara Escarpment - Legal searches		\$50.00	
ORM - Legal Search		\$50.00	
<b>CORPORATE SERVICES DEPARTMENT</b>		<b>2014 Fee (Excl. Taxes)</b>	<b>Budget Impact</b>
Title search fee		\$50.00	Increase of Approximate \$6,750
Tax registration administration fee		\$150.00	

# Preliminary 2014 Operating Budget



# 2014 Operating Budget

## Urgent Unmet Needs Recommended for 2014 Funding

- New Program and Service Levels proposed by Staff (not included in base operating budget)
- Currently approximately \$2.0M of total unmet need proposals
- Staff Recommend funding \$0.8M of urgent unmet needs

Department	Priority	Division	Description	2014 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Corporate Services	1	Finance	Financial Analyst (12 Months) This position will assume expanded responsible for the Town's cash flow and investment activities. To provide a detailed cash flow for the Town on its operating and capital activities and to proactively invest funds on a regular basis. This would reduce the management investment fee we currently paying and provide additional interest revenue for the Town. This position would be responsible for all bank reconciliations for the various Town bank accounts and provide better Customer Service to all Town departments.	(\$9,538)	1	N	(\$16,038)
	2	IT	GIS Analyst (12 Months)To build capability and expertise for internal and external users of spatial data as part of the Enterprise GIS strategy. This initiative is one part of the Town's IT Strategic Plan. To be funded from the IT Capital Projects.	\$0	1	N	\$0
<b>Corporate Services Total</b>				<b>(\$9,538)</b>			<b>(\$16,038)</b>
Development Approval and Planning Policy Department	1	Development East/ West	Landscape Development Coordinator (12 Months) To provide assistance with the Town's Landscape Architect and undertake the review of landscape plans received for site plan applications.	\$76,691	1	N	\$76,691
	2	Policy & Sustainability	Planning Technician (6 Month Contract) This position is needed to provide the knowledge base for the Official Plan and high level skills in geospatial analysis are needed to complete the next round of the Official Plan consolidation after the OPA 226 is approved by the OMB. This including's verifying and finalizing all Official Plan figures and schedules in both paper and digital forms to ensure consistency with the policies. This position will be funded by the IT Capital Project.	\$0	0	Y	\$0
<b>Development Approval and Planning Policy Department Total</b>				<b>\$76,691</b>			<b>\$76,691</b>

# 2014 Operating Budget

## Urgent Unmet Needs Recommended for 2014 Funding (continued)

Department	Priority	Division	Description	2014 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Fire and Emergency Services	1	Fire Prevention	Inspector - (12 months) To provide additional coverage to meet the requirements for fire code inspections, site visits and allow the department to meet the intent of the Fire Protection and Prevention Act.	\$149,264	1	N	\$102,763
<b>Fire and Emergency Services Total</b>				<b>\$149,264</b>			<b>\$102,763</b>
General Governance and Administration	1	POA	POA Coordinator - Switch from contract to full-time. Ensures current efficiencies maintained which supports mandated 14 day ticket entry, case loads no longer than 6 months to trial, daily processing of payments at the counter, by phone, online and through third party collections. This position will be funded by additional revenue received for more timely collection of revenue.	\$0	1	N	\$0
	2	Communications	Annual software and stock photography and music licence costs to support Communications department needs	\$3,550	0	Y	\$0
	3	Communications	Video / Photography equipment purchase to support Communications department production	\$3,800	0	Y	\$0
	4	Communications	Project Manager / Web Editor - To provide a higher level of service required by the Town in terms of website service delivery, e-services and project management for various projects	\$90,000	1	N	\$90,000
<b>General Governance and Administration Total</b>				<b>\$97,350</b>			<b>\$90,000</b>
Parks & Recreation	1	Recreation	Operating Budget for New Pan-Am Community Hall in Palgrave. This will provide 5 Months operating costs which includes staffing, utilities, maintenance and facility costs.	\$42,419	0	N	\$86,205
	2	Parks	Parks Maintenance - Temporary Full Time Parks Maintenance Staffing - To cover additional service levels for new parks in the Southfields Community Park, Chateaux of Caledon Neighbourhood Park, and the Johnson Sports Park. This will also cover some existing parks and new boulevard cutting and planting bed areas in development areas	\$68,476	0	N	\$28,476
	3	Recreation	Customer Service (Part Time) - Mayfield Facility. To add 24 hours a week of part time labour in Customer Service for the Mayfield Family of Buildings. To improve daytime, evening, and weekend hours.	\$28,250	0	N	\$28,250
	4	Recreation	2 - Customer Service (12 Months) - Additional hours for contract positions to provide Customer Service staffing for Support Services for the launch of the E-Registration for the Spring 2014. This is a one year contract funded by the IT Capital Project.	\$0	0	Y	\$0
<b>Parks and Recreation Total</b>				<b>\$139,145</b>			<b>\$142,931</b>

# 2014 Operating Budget

## Urgent Unmet Needs Recommended for 2014 Funding (continued)

Department	Priority	Division	Description	2014 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Public Works & Engineering	1	Regulatory and Inspection Services	Crossing Guard - for Caledon East	\$18,000	N	N	\$18,000
	2	Engineering Services	Storm water Management Ponds (SWMP) Facility Maintenance - This is to provide funds for mandatory monitoring requirements, planning and maintenance. This is compulsory need as owners of SWMP facilities are legally required to keep infrastructure in proper working order as stipulated in the Ontario Water Resources Act and regulated through the Environmental Protection Act.	\$250,000	0	N	\$250,000
	3	Regulatory and Inspection Services	Parking Enforcement Officer (Part Time - 12 Months) This position is for an additional 20 hours a week support to enhance resources and be strategically utilized to maximize needs of parking enforcement. It is anticipated this position will generate revenue to exceed cost of position.	(\$34,413)	0	N	(\$34,413)
	4	Engineering Services	Engineering Project Coordinator (12 Months) This position is to provide support to manage an increasing number of capital infrastructure projects in the past several years and it is anticipated that this will continued with the growth in Caledon. This position will be funded by project management fees charged to Capital.	\$0	1	N	\$0
	5	Engineering Services	To Invest in a Roads Assessment & Pavement Management Program - This is to complete an assessment of the road network spread over 2 years.	\$97,850	0	N	\$97,850
	6	Regulatory and Inspection Services	2 - Parking Enforcement Ticketing Units - The cost of 2 ticketing machines with training and software. This will reduce in the costs of errors from manually issuing tickets by staff.	\$30,000	0	Y	\$0
<b>Public Works Total</b>				<b>\$361,437</b>			<b>\$331,437</b>
<b>Total Funded Unmet Needs</b>				<b>\$814,349</b>			<b>\$727,784</b>

# 2014 Operating Budget

## (Other Unmet Needs – to be considered if funding available)

Department	Number	Division	Description	2013 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Corporate Services	3	IT	Addition of a Help Desk (12 months) resource to increase total help desk team size to 3 full time resources to support users and devices.	\$97,576	1	N	\$91,076
	4	Purchasing	Lease Administrator (12 Months) The Town currently requires a full time person to manage all new, existing and renewal lease agreements. A database will also need to be created by the new hire to create reminders and tracking capabilities for all Town leases.	\$81,500	1	N	\$75,000
<b>Corporate Services Total</b>				<b>\$179,076</b>			<b>\$166,076</b>
Development Approval and Planning Policy Department	3	Development East/ West	Planning Technician (12 Months) To provide assistance to the Development Planners to undertake applications such as, ORM's NEC's Committee of Adjustment and site plan applications. This position will also provide support to the Zoning Administrator	\$75,250	1	N	\$75,250
<b>Development Approval and Planning Policy Department Total</b>				<b>\$75,250</b>			<b>\$75,250</b>
Fire & Emergency Services	2	Training	Training Officer (12 Months) To ensure statutory compliance with the F.P.P.A and O.H. & S.A. The Training Officer is responsible for conducting an ongoing gap analysis between training needs and emergency service delivery capabilities and developing and delivering training programs that meet the needs of the community and the firefighters.	\$164,678	1	N	\$118,178
	3	Training	To cover the costs associated with live fire training at the City of Brampton Training Facility	\$20,000	0	N	\$20,000
	4	Administration	To hire a consulting company to review the existing Master Fire Plan and make the necessary recommendations required to ensure that Fire and Emergency services are properly positioned and capable of meeting the needs of the community over the next 10 years	\$75,000	0	Y	\$0
<b>Fire &amp; Emergency Services Total</b>				<b>\$259,678</b>			<b>\$138,178</b>

# 2014 Operating Budget

## (Other Unmet Needs – to be considered if funding available)

Department	Number	Division	Description	2013 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
General Governance and Administration	5	Legislative Services	Training funds for staff to receive Accessibility Document Development Training.	\$7,500	0	Y	\$0
	6	Legislative Services	Funds to create an Accessibility Awareness Brochure	\$13,500	0	Y	\$0
	7	Communications	Students (2) - To assist in the summer months for occasional work assistance in the fall to assist with Media relations, design, website updates, photography and event planning and participation.	\$28,476	0	N	\$28,476
	8	Animal Services	Fencing off area within Leash Free Park and secure Animal Drop-off area at back of shelter - To block-off wetland area of Leash Free Park. To ensure animals brought to shelter by officers are contained when transferring animal from vehicle to shelter facilities.	\$15,000	0	Y	\$0
	9	Animal Services	Installation of Generator - To ensure the continuity of business and animal care during power outages.	\$4,000	0	Y	\$0
<b>General Governance and Administration Total</b>				<b>\$68,476</b>			<b>\$28,476</b>
Human Resources	1		Employee Assistance Program (EAP) to the Volunteer Fire Fighters (VFF"S) Currently this service is not offered to VFF however this is an additional cost to extend this service to this group of staff	\$9,000	0	N	\$9,000
<b>Human Resources Total</b>				<b>\$9,000</b>			<b>\$9,000</b>



# 2014 Operating Budget

## (Other Unmet Needs – to be considered if funding available)

Department	Number	Division	Description	2013 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Library	1	Youth Services	Increase Programming Available to Children - Increased reading readiness for children, greater traffic flow and use of branch facilities, increased involvement for parents and children in reading and other activities.	\$71,500	1	N	\$65,000
	2	Youth Services	Increase Programming Available to Teenagers - Increased involvement of a segment of the community that is not aware of the Town's commitment to them. Increased use of social media to reach the group and increased use of teenagers to act as a resource to the rest of the community.	\$71,500	1	N	\$65,000
	3	Public Services	Staff Budget for Meetings - Better internal communication within the library and better integration of library staff with general Town staff	\$7,910	0	N	\$7,910
<b>Library Total</b>				<b>\$150,910</b>			<b>\$137,910</b>
Parks & Recreation	5	Parks	Parks Maintenance - Summer Temporary Staffing - To cover additional service levels for new parks in the Southfields Community Park, Chateaux of Caledon Neighbourhood Park, and the Johnson Sports Park. This will also cover some existing parks and new boulevard cutting and planting bed areas in development areas	\$13,300	0	N	\$13,300
	6	Recreation	Top up money to convert the Facility Scheduler position to full-time for Support Services, to be situated in the Parks and Recreation Department head office. Request is to top up to a full-time position by adding 25% benefits. Balance of the funding to come from the Support Services salary benefits, the labour costs are currently funded.	\$14,039	1	N	\$14,039
	7	Recreation	Customer Service (12 Months) - Contract position to provide Customer Service staffing for Support Services situated in the Parks and Recreation head office.	\$24,984	0	N	\$24,984
	8	Recreation	Additional funding to support Caledon Day	\$20,000	0	N	\$20,000
<b>Parks &amp; Recreation</b>				<b>\$72,323</b>			<b>\$72,323</b>

# 2014 Operating Budget

## (Other Unmet Needs – to be considered if funding available)

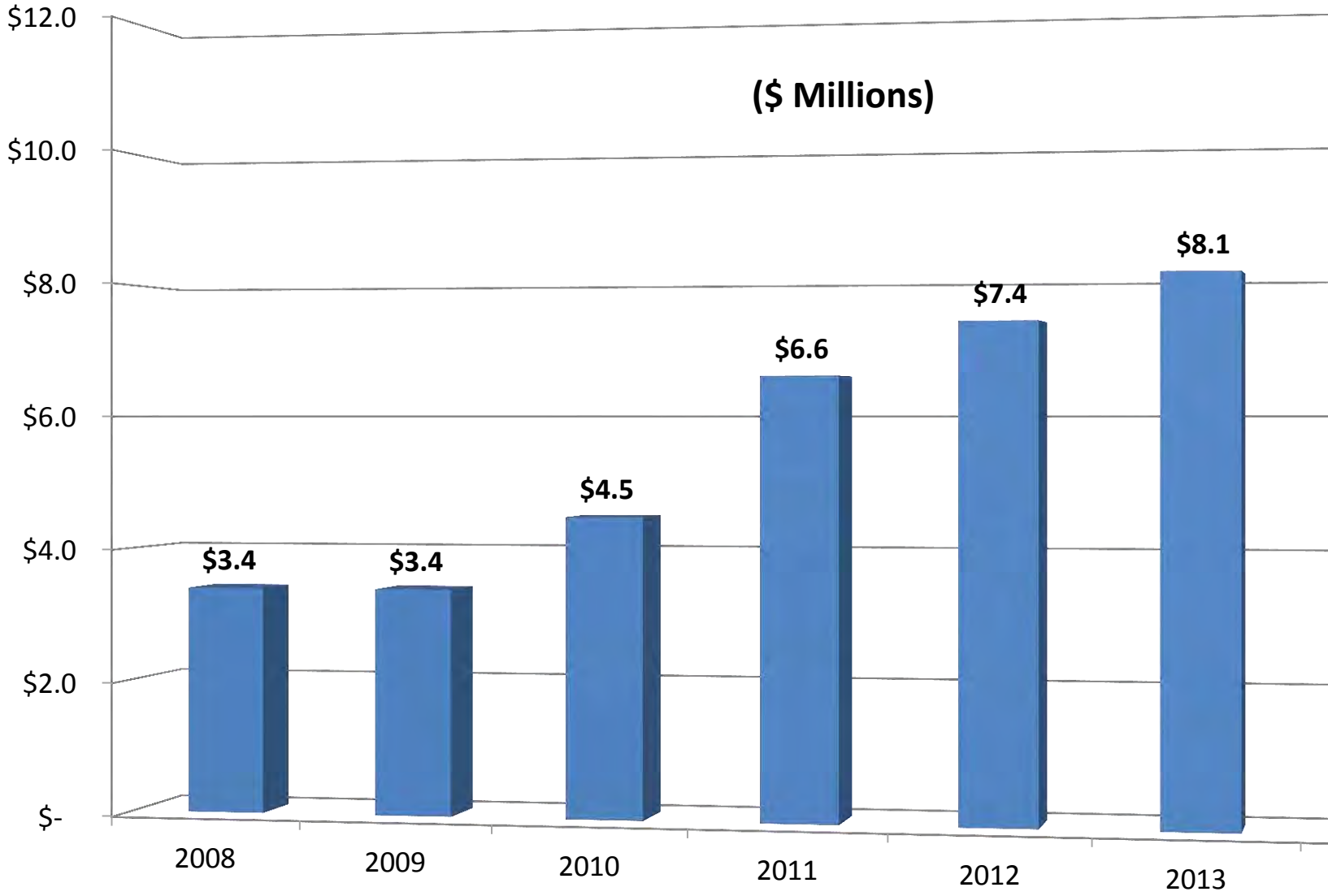
Department	Number	Division	Description	2013 Net Budget Amount	Full-Time Head Count	One Time Request (Y/N)	Annualized Net Budget Amount
Public Works & Engineering	7	Regulatory and Inspection Services	Bylaw Officer (12 Months) To enhance service delivery for the increased demands of the department. This position is to provide additional resources for monitoring, regulating and prosecute violators in order to obtain compliance.	\$97,377	1	N	\$94,877
	8	Road and Fleet	2 - Operators (12 Months) - Responsible for the maintenance and safe-keeping of Town of Caledons' road network. Significant development along with the gradual degradation of the roads through heavier traffic volumes has placed more demands on a limited group of personnel.	\$130,573	2	N	\$130,573
	9	Energy & Environment	Additional student for Energy and Environment services. This is to help coordinate a full range of energy and environment activities.	\$10,459	0	N	\$10,459
	10	Road and Fleet	Inventory Staff Person (12 Months) To provide inventory control for Fleet services and for the Fire Department. To maintain the needs and reporting requirements for the MTO and CVOR rules.	\$69,800	1	N	\$63,300
	11	Road and Fleet	1 - Fleet Service Technician (12 Months) - Additional fleet services staff to keep up with the daily workload of maintaining the growing fleet of equipment within Public Works and the Fire Department. This will include providing proper preventive maintenance for all vehicles and equipment	\$78,884	1	N	\$78,884
	12	Civic Properties	Part Time Staff to assist Property Services Team in Maintenance of Facilities.	\$14,464	0	N	\$14,464
	13	CPPM	Cleaning and Maintenance staffing for 6211 Old Church Road	\$22,600	0	N	\$22,600
<b>Public Works Total</b>				<b>\$424,157</b>			<b>\$415,157</b>
<b>Total Unfunded Unmet Needs</b>				<b>\$1,238,870</b>			<b>\$1,042,370</b>

# Preliminary 2014 Capital Budget

ΠΡΟΒΛΗΤΙΚΟ ΚΑΠΙΤΑΛΙΟ 2014

4

# Reliable and Sustainable Capital Funding Source: Tax Levy Funded Capital



# Additional Tax Funded Capital Funding Recommended

- Town has over half a billion dollars of assets and only has \$8.1 million (2013 budget) of sustainable capital funding from the tax base
- As existing assets continue to age, more pressure will be placed on the \$8.1 million (reactive allocation of capital budget dollars vs. proactive)
- The existing \$8.1 million must be split between repairs/replacements and Town's contribution towards growth-related capital projects
  - Provincial legislation prevents Development Charges, collected from developers, to cover 100% of growth-related capital projects such as new parks, new recreational facilities, new fire stations, and new libraries.
  - A portion of the \$8.1 million must be allocated to growth-related projects which puts a further strain on sustainable tax funding to deal with the Town's aging infrastructure

# Additional Capital Funding Recommended To Address Major Shifts in 10 Year Capital Spending Projections

## Additions to 2014 or Shifts from Future Years to 2014

Mayfield Recreation Complex Roof Replacement from 2015/16 to 2014	\$ 2.0M
Total Self Contained Breathing Apparatus (SCBA) Replacement from 2017/18 to 2014	\$ 1.4M
Additional Fleet Vehicles & Equipment for Parks, GPS tracking upgrades, and Bucket Truck	\$ 0.5M
Increase to the 2014 Roads reconstruction and rehabilitation	\$ 5.7M
Caledon East Concrete Road from 2017/18 to 2014 (Included with Road reconstruction)	\$ 1.3M
	<b>\$10.9M</b>

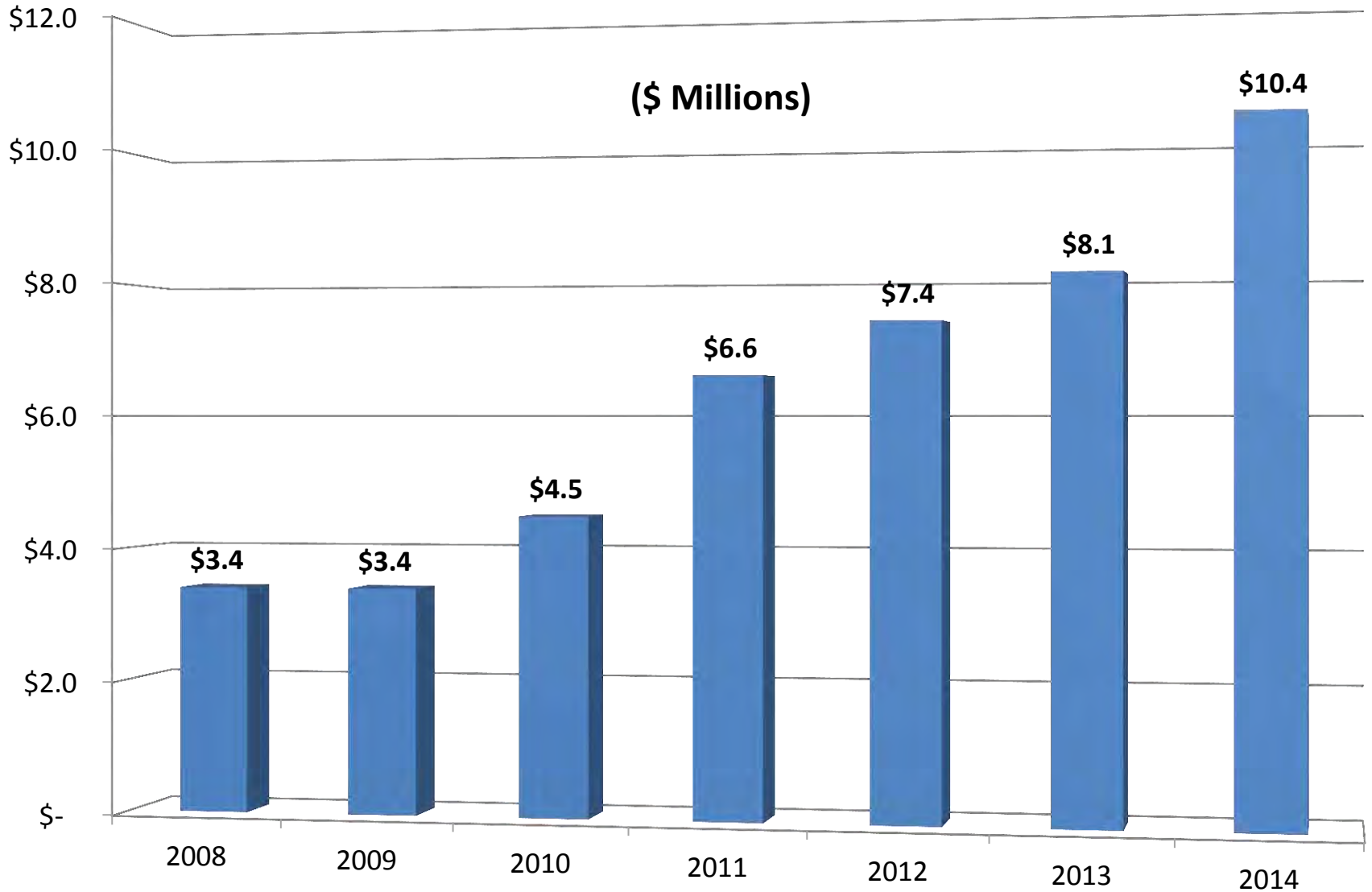
## Shifts to Future Years

5 Year Review of Town's Official Plan moved from 2014 to 2015	\$0.2M
Town Hall Expansion Design moved from 2014 to 2019	\$0.4M
Replacement Fire Pumper / Rescue moved from 2014 to 2015	\$0.5M
Johnston Sports Park Phase 2 moved from 2014 to 2015	\$0.4M
Fernbrook Neighbourhood Park moved from 2014 to 2015	\$0.3M
Caledon East Soccer Field (Lighting) moved from 2014 to 2015	\$0.2M
Park Path Replacements moved from 2014 to 2015	\$0.1M
	<b>\$2.1M</b>

# Preliminary 2014 Capital Budget

	Base Budget <i>(2013 approved budget)</i>	\$8.1M
+	Assessment Growth	\$0.6M
+	Bolton Arterial Route TAX SUPPORTED DEBT UPLOAD	\$0.2M
+	Proposed Increase to Base Capital	\$1.5M
<hr/>		
	Senior Management Team Recommended Budget for Council Consideration	\$10.4M

# Reliable and Sustainable Capital Funding Source: Tax Levy Funded Capital



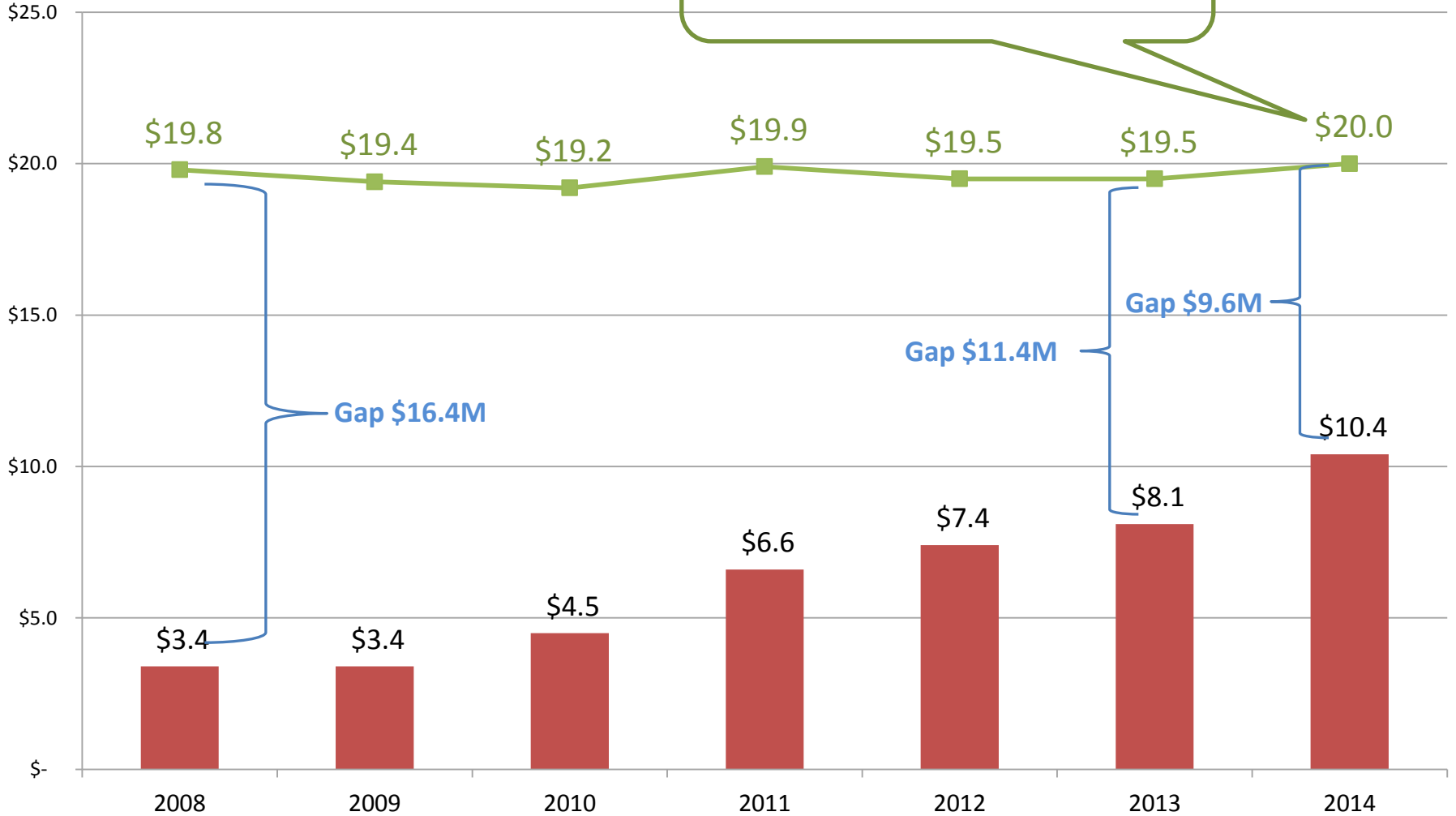


# Tax Levy Funded Capital vs. Annual Amortization/Depreciation

(\$ Millions)

**Target Funding for Repairs/ Replacement**  
(Historical cost only; not replacement cost)

**Replacement Cost Pressure**



2014 Budget

Tax Funding

Amortization

# Preliminary 2014 Capital Budget

Department	Priority	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding		
Caledon Public Library	1	14-047	Library - Books and Materials	Lending Services	\$ 375,000	\$ 375,000		
	2	14-048	Library - Information Technology	Administration	\$ 25,000	\$ 25,000		
<b>Caledon Public Library Total</b>					<b>\$ 400,000</b>	<b>\$ 400,000</b>		
Corporate Services	1	14-060	Amanda Enhancements	Information Technology	\$ 200,000	\$ 200,000		
	2	14-059	IT Disaster Recovery Site		\$ 200,000	\$ 200,000		
	3	14-063	PC Refresh Project		\$ 150,000	\$ 150,000		
	4	14-064	IT Application Enhancements & Upgrades		\$ 50,000	\$ 50,000		
	5	14-084	Connectivity, PSN, & Broadband (2014)		\$ 35,000	\$ 35,000		
	6	14-061	Enterprise Asset Management Assessment & Strategy		\$ 25,000	\$ 25,000		
	7	14-062	Enterprise Asset Management Application Implementation		\$ 150,000	\$ 150,000		
	8	14-065	Laserfiche Upgrade		\$ 25,000	\$ 25,000		
<b>Corporate Services Total</b>					<b>\$ 835,000</b>	<b>\$ 835,000</b>		
Development Approval & Planning Policy	1	14-081	Zoning By-law Update Year 2	Development	\$ 30,000	\$ 22,800		
	2	14-082	Urban Design and Landscape Guideline Consolidation and Update		\$ 50,000	\$ 50,000		
	5	14-051	Bolton Residential Expansion Study	Policy & Sustainability	\$ 400,000	\$ 31,400		
	6	14-052	Bolton Transportation Master Plan		\$ 80,000	\$ 41,200		
	7	14-053	Snell's Hollow East Secondary Plan		\$ 50,000	\$ 3,925		
	8	14-054	Bolton Heritage District Study: Planning Guidelines		\$ 80,000	\$ 21,800		
	9	14-055	Heritage Designation Study		\$ 25,000	\$ 6,813		
	10	14-056	Pioneer Cemetery Restoration		\$ 65,000	\$ 65,000		
	11	14-057	Guidelines for Official Plan		\$ 60,000	\$ 50,300		
	12	14-058	Participation in Peel Region Employment Survey		\$ 20,000	\$ 20,000		
	13	14-085	Growth Management Study		\$ 80,000	\$ 41,200		
	14	14-086	GTA West Corridor - Long Range Land-Use Study		\$ 80,000	\$ 41,200		
	<b>Development Approval &amp; Planning Policy Total</b>					<b>\$ 1,020,000</b>	<b>\$ 395,638</b>	

	New Project
	Base Line Capital per 10 - Year Plan
	Above Baseline Capital per 10 - Year Plan

# Preliminary 2014 Capital Budget

Department	Priority	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding
Fire & Emergency Services	1	14-006	Total Self Contained Breathing Apparatus (SCBA) Replacement	Emergency Operations and Fire Suppression	\$ 1,399,500	\$ -
	2	14-007	VCOM Upgrade Phase 4		\$ 196,000	\$ 196,000
	3	14-008	Replacement of the Bolton Fire Station		\$ 2,371,500	\$ 1,596,000
	4	14-009	Personal Protective Equipment (PPE)		\$ 85,000	\$ -
	5	14-011	Training Officer Vehicle		\$ 50,000	\$ -
	6	14-010	Large Fire Equipment Replacement		\$ 55,000	\$ -
<b>Fire &amp; Emergency Services Total</b>					<b>\$ 4,157,000</b>	<b>\$ 1,792,000</b>
Parks & Recreation	1	14-042	Caledon Trailway Resurfacing	Parks Operations	\$ 50,000	\$ 50,000
	2	14-026	Mayfield Recreation Complex Roof Replacement	Facilities & Operations	\$ 2,035,000	\$ 2,035,000
	3	14-001	Mayfield West Recreation Centre - Consultant		\$ 250,000	\$ 47,500
<b>Parks &amp; Recreation Total</b>					<b>\$ 2,335,000</b>	<b>\$ 2,132,500</b>

	New Project
	Base Line Capital per 10 - Year Plan
	Above Baseline Capital per 10 - Year Plan

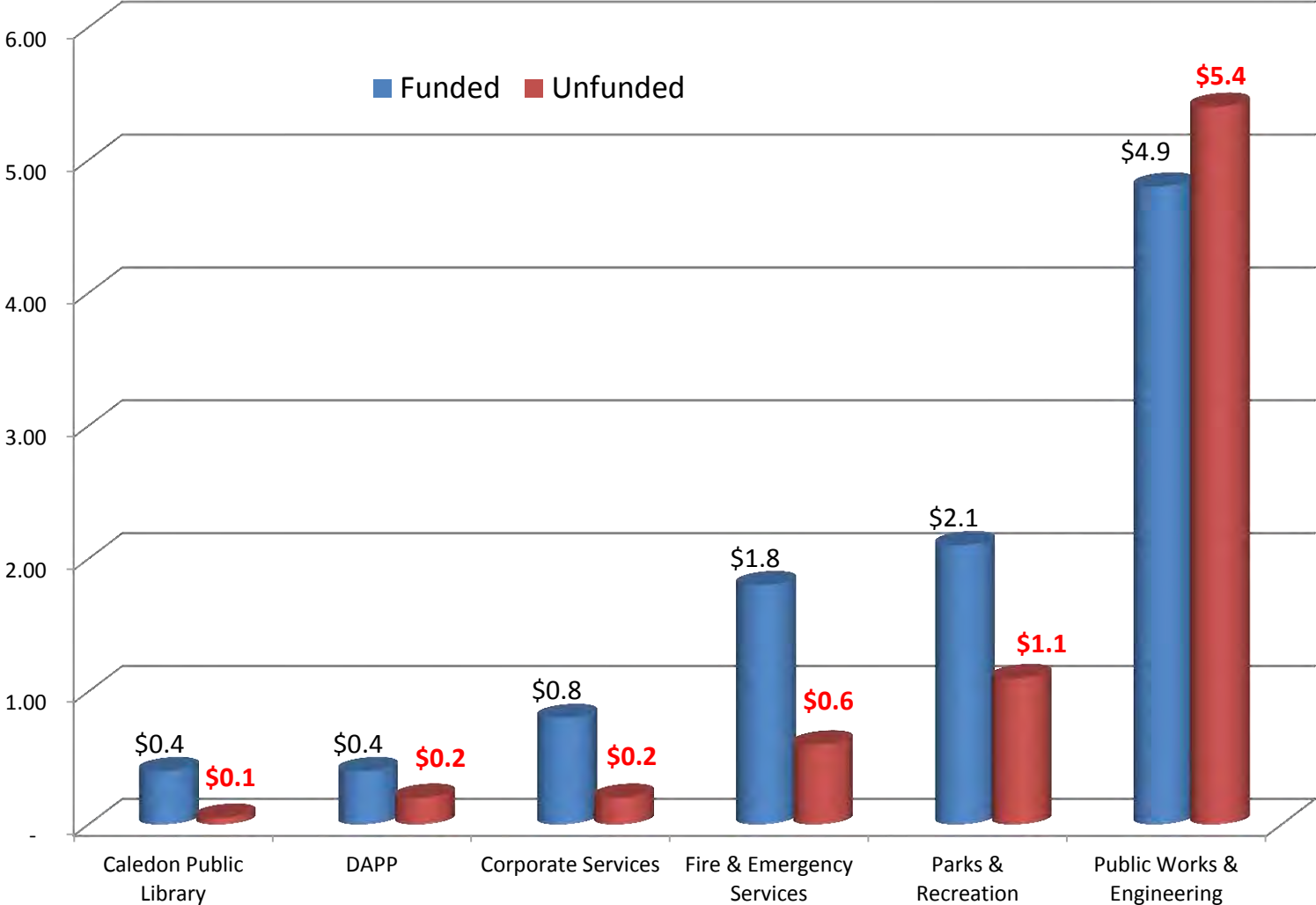
# Preliminary 2014 Capital Budget

Department	Priority	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding
Public Works & Engineering	1	14-066	Campus Plan Phase 1 Implementation	Capital Project & Property Management	\$ 50,000	\$ 50,000
	2	14-067	Town Hall HVAC Review		\$ 50,000	\$ 50,000
	3	14-068	Town Hall Improvements		\$ 50,000	\$ 50,000
	4	14-069	Changing AC units on IT set up room		\$ 25,000	\$ 25,000
	5	14-070	Heat Recovery on Kitchen Make Up Air Unit Town Hall		\$ 25,000	\$ 25,000
	6	14-071	Accessibility Upgrades Town Hall		\$ 100,000	\$ 100,000
	7	14-072	Belfountain Community Centre Roof Replacement		\$ 50,000	\$ 50,000
	8	14-074	Building Preventative Maintenance and Work Order System		\$ 45,000	\$ 45,000
	9	14-083	Contamination Public Works Yard #3		\$ 100,000	\$ 100,000
	10	14-087	Long-term Roof Replacement Plan		\$ 40,000	\$ 40,000
	10	14-046	Energy and Environment Projects	Energy & Environment	\$ 116,496	\$ 116,496
	11	14-022	Roads - 2014 Reconstruction and Rehabilitation	Engineering Services	\$ 11,044,462	\$ 2,008,866
	12	14-025	2014 Structures Program - Replacement and Rehabilitation of Bridges		\$ 1,200,000	\$ 945,000
	13	14-029	Roads - 2014 Preventative Maintenance Program		\$ 400,000	\$ 400,000
	14	14-030	Roads Program - 2014 Engineering/Design for 2015		\$ 132,500	\$ 132,500
	15	14-031	Roads Program - 2014 Engineering Misc Studies		\$ 75,000	\$ 75,000
	16	14-032	Traffic Calming and Traffic Safety Devices		\$ 56,000	\$ 31,000
	16	14-033	Traffic Studies/Counts		\$ 40,000	\$ 40,000
	17	14-034	Structure Program - 2014 Bridge EA's and Engineering/Design for 2015		\$ 140,000	\$ 140,000
	18	14-073	Fleet Vehicles for Parks	Road & Fleet Services	\$ 96,000	\$ 96,000
	19	14-075	GPS System Upgrade		\$ 40,000	\$ 40,000
	20	14-076	Wood Chipper		\$ 75,000	\$ 75,000
	21	14-077	Pick-up Truck Replacements		\$ 90,000	\$ -
	22	14-078	Bucket Truck		\$ 210,000	\$ 210,000
	24	14-092	Tullamore Area Servicing		\$ 30,000,000	\$ -
25	14-093	South Simpson Road Servicing	\$ 7,000,000		\$ -	
<b>Public Works &amp; Engineering Total</b>					<b>\$ 51,250,458</b>	<b>\$ 4,844,862</b>
<b>Grand Total Town of Caledon - 2014</b>					<b>\$ 59,997,458</b>	<b>\$ 10,400,000</b>

	New Project
	Base Line Capital per 10 - Year Plan
	Above Baseline Capital per 10 - Year Plan

# 2014 Tax Levy Capital Funded and Unfunded

(millions of \$'s)



# Proposal to Address Unfunded Public Works \$5.4M

## Proposed Road Debenture (Spend a dollar to save \$10 dollars)

Example: ROAD A

3.46 % (10 Year Term)

Borrow & Spend Today	Year	Debt Charge	Borrow & Spend in 5 Years	Year	Debt Charge
<b>\$1,000,000</b>	0			0	
	1	\$119,150		1	\$0
	2	\$119,150		2	\$0
	3	\$119,150		3	\$0
	4	\$119,150		4	\$0
	5	\$119,150	<b>\$ 11,000,000</b>	5	\$0
	6	\$119,150		6	\$1,310,650
	7	\$119,150		7	\$1,310,650
	8	\$119,150		8	\$1,310,650
	9	\$119,150		9	\$1,310,650
	10	\$119,150		10	\$1,310,650
				11	\$1,310,650
				12	\$1,310,650
				13	\$1,310,650
				14	\$1,310,650
				15	\$1,310,650
<b>Total Debt Financing Cost Over the Term</b>		<b>\$1,191,500</b>			<b>\$13,106,500</b>
<b>Total Interest Cost Over the Term</b>		<b>\$191,500</b>			<b>\$2,106,500</b>

To address the roads infrastructure deficit

**\*Spend a dollar today to save \$10 dollars in the future\***

# Preliminary 2014 Capital Budget

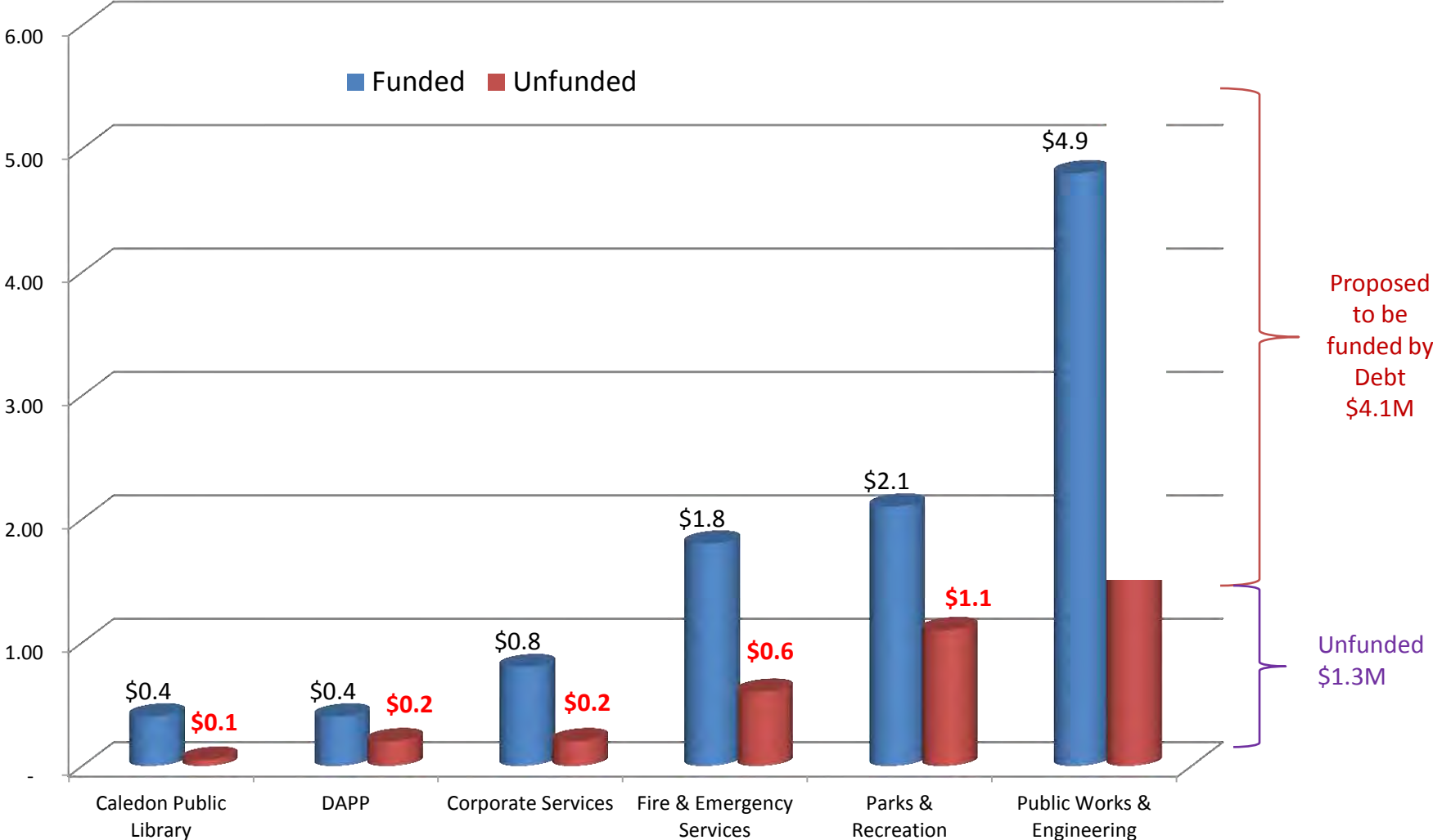
Total Town of Caledon Capital projects (as per slide 42)	\$59,997,458
14-091 - 2014 Enhanced Reconstruction and Rehabilitation of Roads (funded through debt)	<u>\$4,087,315 *</u>
Revised Total of Town of Caledon Capital Projects	<u><b>\$64,084,773</b></u>

## \*Proposed to be funded through debt

10 year forecast includes 5 years of debt at \$4.1M annually to address road infrastructure deficit (2014 to 2018)

# 2014 Tax Levy Capital Funded and Unfunded

(millions of \$'s)





# Unfunded 2014 Capital Projects

Department	Priority	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding
Corporate Services	9	14-094	Information Technology 2014 (Unfunded)	Information Technology	\$ 200,000	\$ 200,000
<b>Department Total</b>					<b>\$ 200,000</b>	<b>\$ 200,000</b>
Development Approval & Planning Policy	3	14-049	5-Year Review of Town's Official Plan	Policy & Sustainability	\$ 420,000	\$ 171,225
	4	14-050	Bolton Commercial Policy Review Update		\$ 100,000	\$ 51,500
<b>Development Approval &amp; Planning Policy Total</b>					<b>\$ 520,000</b>	<b>\$ 222,725</b>
Fire & Emergency Services	7	14-014	Replacement Pumper / Rescue (S312)	Emergency Operations and Fire Suppression	\$ 575,000	\$ 575,000
	8	14-012	Administration Vehicle - Public Education Officer		\$ 40,000	\$ 40,000
<b>Fire &amp; Emergency Services Total</b>					<b>\$ 615,000</b>	<b>\$ 615,000</b>
Library Services	3	14-088	Library - Information Technology (Unfunded)	Lending Services	\$ 25,000	\$ 25,000
	4	14-089	Library - Books and Materials (Unfunded)		\$ 25,000	\$ 25,000
<b>Library Services Total</b>					<b>\$ 50,000</b>	<b>\$ 50,000</b>
Public Works & Engineering	25	14-040	Storm Sewer Improvements -Creditview Road, Cheltenham	Road & Fleet Services	\$ 53,500	\$ 53,500
	24	14-035	Sidewalk Construction Cheltenham		\$ 685,000	\$ 685,000
	26	14-041	Public Works Operations Centre		\$ 3,000	\$ 3,000
	27	14-079	Tandem Axle Replacement		\$ 345,000	\$ 345,000
	28	14-080	Tandem Axle Plow Truck Replacement		\$ 265,000	\$ 265,000
<b>Public Works &amp; Engineering</b>					<b>\$ 1,351,500</b>	<b>\$ 1,351,500</b>

# Unfunded 2014 Capital Projects

Department	Priority	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding	
Parks & Recreation	4	14-045	Park Path Replacements	Parks Operations	\$ 250,000	\$ 250,000	
	5	14-020	CCRW Security Camera Upgrade	Facilities &	\$ 67,000	\$ 67,000	
	6	14-044	Playground Replacements	Parks Operations	\$ 100,000	\$ 100,000	
	7	14-037	Fernbrook Neighbourhood Park	Parks Operations	\$ 300,000	\$ 30,000	
	8	14-090	Inglewood Tennis Court Reconstruction	Parks Operations	\$ 80,000	\$ 40,000	
	9	14-028	Accessibility Projects- Reflective Non-Slip Nosing & Power	Facilities &	\$ 70,000	\$ 70,000	
	10	14-015	CCC- Water Softener Replacement	Facilities &	\$ 6,000	\$ 6,000	
	11	14-043	Emerald Ash Borer Mitigation	Parks Operations	\$ 80,000	\$ 80,000	
	12	14-013	CCC- Public Address (PA) System Replacement	Facilities &	\$ 10,000	\$ 10,000	
	13	14-036	Southfields Community Park II	Parks Operations	\$ 574,000	\$ 83,230	
	14	14-016	CCC- Automatic Sprinkler Alarm Valve Replacement	Facilities & Operations	\$ 6,000	\$ 6,000	
	15	14-003	CCC-Publically accessed Wi-Fi	Facilities & Operations	\$ 3,000	\$ 3,000	
	16	14-038	Johnston Sports Park Phase 2	Parks Operations	\$ 1,500,000	\$ 85,000	
	17	14-023	CCRW Energy Efficient Lighting Upgrades	Facilities & Operations	\$ 54,000	\$ 54,000	
	18	14-018	Rotary Place Upgrades	Programs & Community Develop	\$ 41,000	\$ 41,000	
	19	14-039	Caledon East Soccer Field Lighting	Parks Operations	\$ 180,000	\$ 18,000	
	20	14-017	CCRW Fitness Centre Flooring Replacemet	Facilities & Operations	\$ 35,000	\$ 35,000	
	21	14-005	Bocce Court Lighting	Parks Operations	\$ 20,000	\$ 20,000	
	22	14-004	CCRW Fitness Centre Equipment Replacement	Facilities & Operations	\$ 47,500	\$ 47,500	
	23	14-024	ABUCC Auditorium Washroom Upgrades	Facilities & Operations	\$ 25,000	\$ 25,000	
	24	14-019	CCRW Pool Area Upgrades	Facilities &	\$ 52,000	\$ 52,000	
	25	14-002	Southfields Community Sign	Programs & Community Develop	\$ 10,000	\$ 10,000	
	26	14-021	CCRW Snoezelen Room Re-location	Programs & Community Develop	\$ 27,000	\$ 27,000	
	<b>Parks &amp; Recreation Total</b>					<b>\$ 3,537,500</b>	<b>\$ 1,159,730</b>
	<b>Grand Total Town of Caledon - 2014</b>					<b>\$ 6,274,000</b>	<b>\$ 3,598,955</b>

# Term of Council Capital Projects

TERM OF COUNCIL CAPITAL PROJECTS

5

# Term of Council Capital

(millions of \$'s)

Project	Total Budget Over Term of Council				Total Budget	Remaining Tax Funding
	2011	2012	2013	2014		
Bolton Settlement Area Expansion Studies *	\$0.00	\$0.35	\$1.15	\$0.40	\$1.90	\$0.03
Bolton Fire Station	\$0.25	\$0.70	\$2.88	\$2.37	\$6.20	\$1.60
Replace Peel Region / Caledon Fire Voice Communications System **	\$0.00	\$0.33	\$1.22	\$0.19	\$1.74	\$0.19
Caledon East Concrete Road	\$0.00	\$0.00	\$ 0.50	\$ 0.84	\$1.34	\$0.00
<b>Total</b>	<b>\$0.25</b>	<b>\$1.35</b>	<b>\$5.75</b>	<b>\$2.96</b>	<b>\$11.18</b>	<b>\$1.82</b>

\* - Due to post-period benefit rules of the *Development Charges Act*, funding for the Bolton Settlement Area Expansion Studies are tax levy funded to be recovered from Development Charges (DC) through a future DC Background Study. Increased by \$0.75M as per report DP 2013-091

\*\* - Replacement of Peel Region/Caledon Voice Communication System increase of \$0.19M due to an update of the allocation of costs to the Town based on population.

# Assessment Growth

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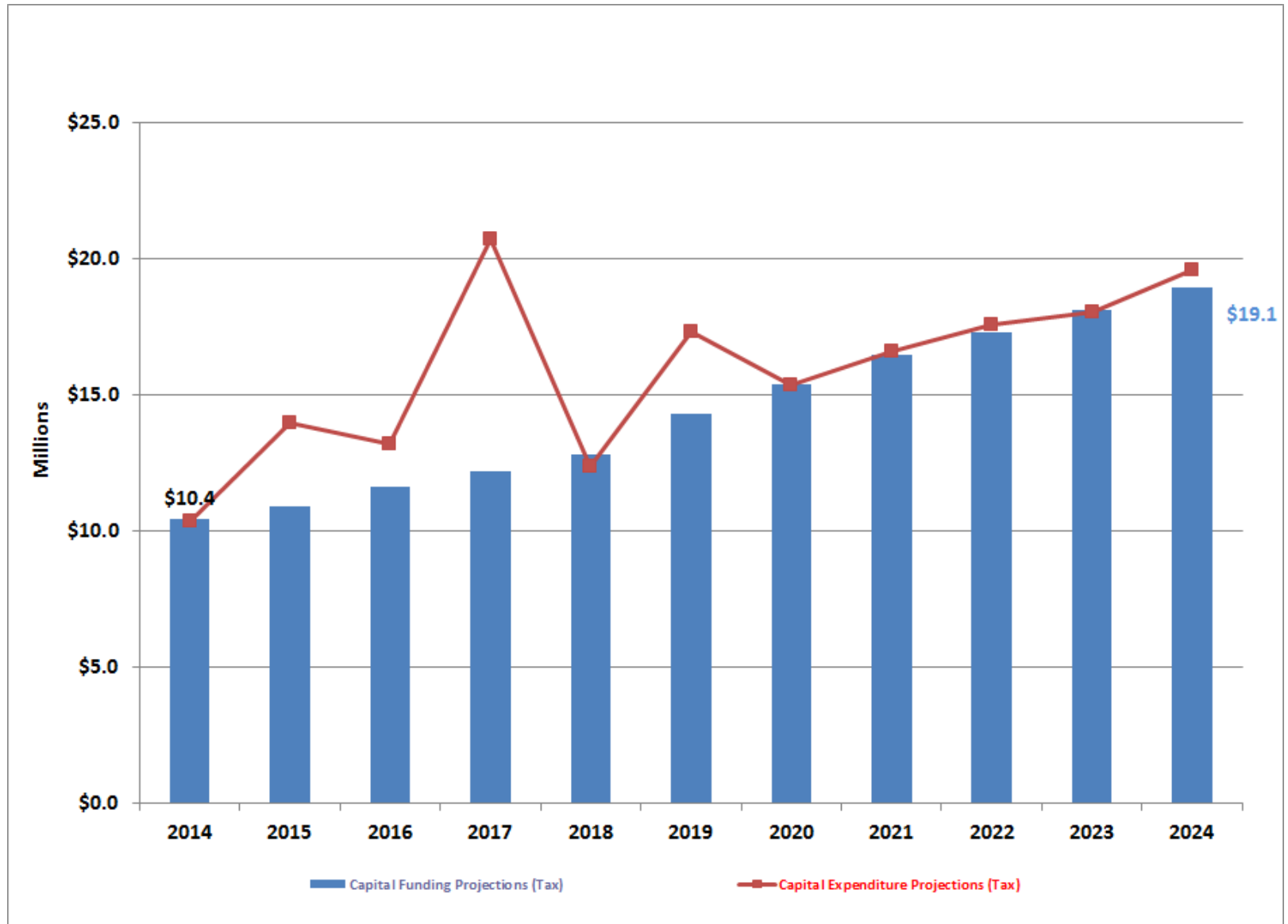
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# 10-Year Capital Projections

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# 10 Year Capital Spending & 10 Year Tax Capital Funding Projections

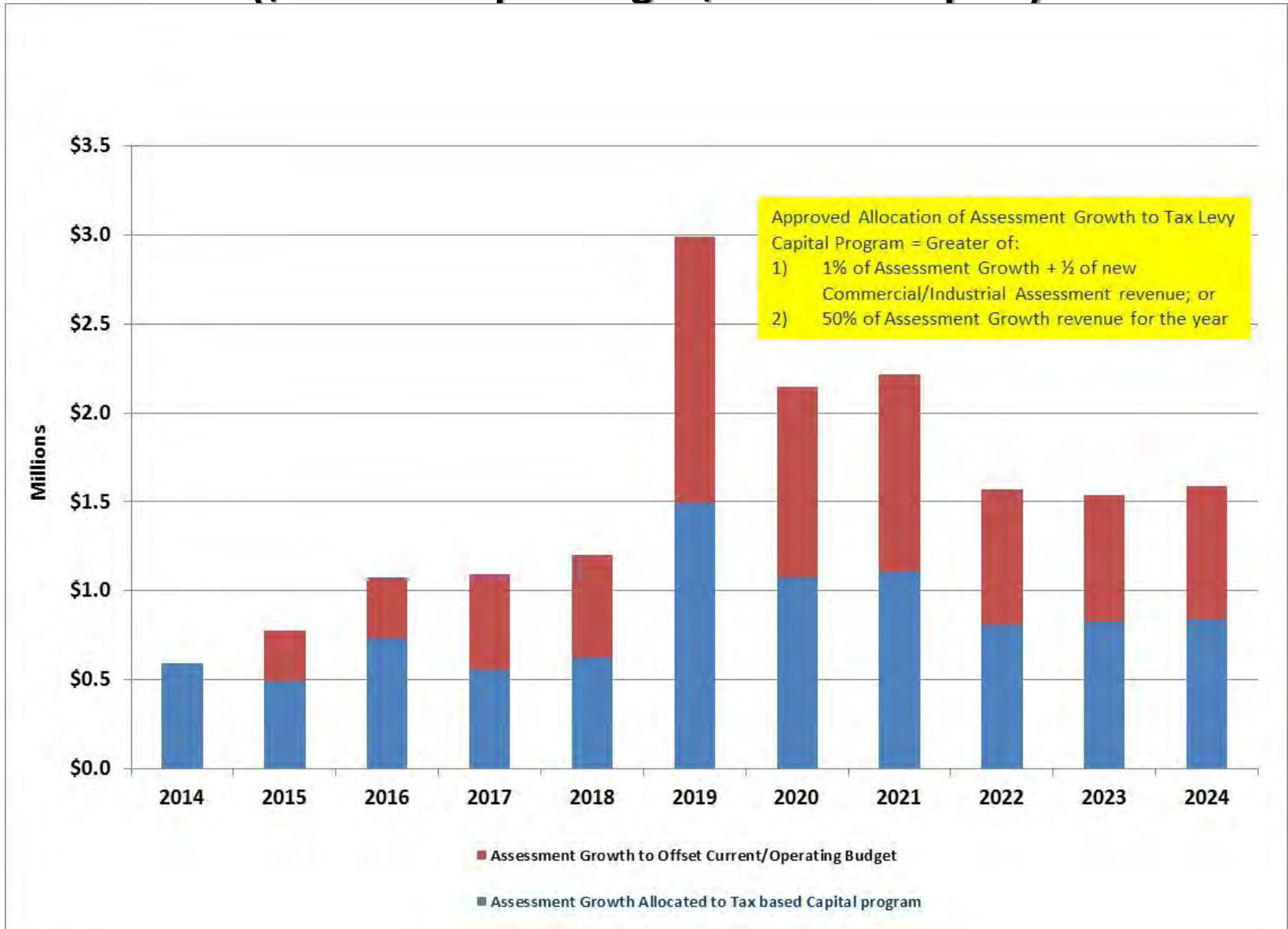


# Incremental Tax Revenue from Assessment Growth

**Policy:** Allocation of incremental revenue from assessment growth (e.g. growth in the Town) to the tax levy capital program = Greater of:

1. 1% of assessment growth +  $\frac{1}{2}$  of new Commercial/Industrial assessment revenue; or
  2. 50% of Assessment growth revenue for the year
- Balance of incremental tax revenue, if any, to be allocated to offset the operating budget

# Incremental Tax Revenue 2014 to 2024 = \$15M (\$6.3M for Operating + \$8.7M for Capital)





# Major Projects Not Included in 10-Year Projection

- **Pending Feasibility, Optimization of Asset Studies**

- Caledon Village Pool \$5M
- Storm Water Management Systems \$10M

- **Land Acquisition for Mayfield West II Tournament Park**

- Approximately 40 acres required; Council direction to purchase 100 acres \$10M - \$20M
- 100 acres not available within the MW II area
- Cash in Lieu of Parkland Dedication reserve fund balance currently \$273K

- **Town Studies**

- Victoria Employment Study \$0.9M
- Snell's Hollow Secondary Plan (Phase II) – Residential Policy Area A \$0.5M

- **Potential Town up-fronting of Non-Residential Servicing**

- Tullamore Area Servicing (\$30M Developer contribution) Potential up-fronting to be determined
- South Simpson Road Servicing (\$7M Developer contribution) Potential up-fronting to be determined

# Debt Financing Projection for 10-Year Capital Plan

## Tax Funded Debt

10-Year Capital Projection vs. 10-Year tax funding identifies some gaps

**2014 to 2018** Enhanced Reconstruction and Rehabilitation of Roads (funded through debt) \$4.1M Annually

### 2014

- Caledon East Concrete Road included with 2014 Roads reconstruction & rehabilitation \$0.67M

## Development Charge (Growth) Funded Debt

10-Year Capital Projection for Growth/Development Charge (DC) projects highlights projects where DC reserves will not be sufficient to fund the project

### 2018

- Mayfield West Recreation Facility (DC Debenture) TBD

### 2021

- Animal Shelter (DC Debenture) \$0.40M

### 2024

- Mayfield West II Library (DC Debenture) \$2.0M

# External Debt - Annual Debt Repayment Limit

Annual debt repayments/Debt servicing costs may not exceed 25% of revenues, as set by the Province of Ontario



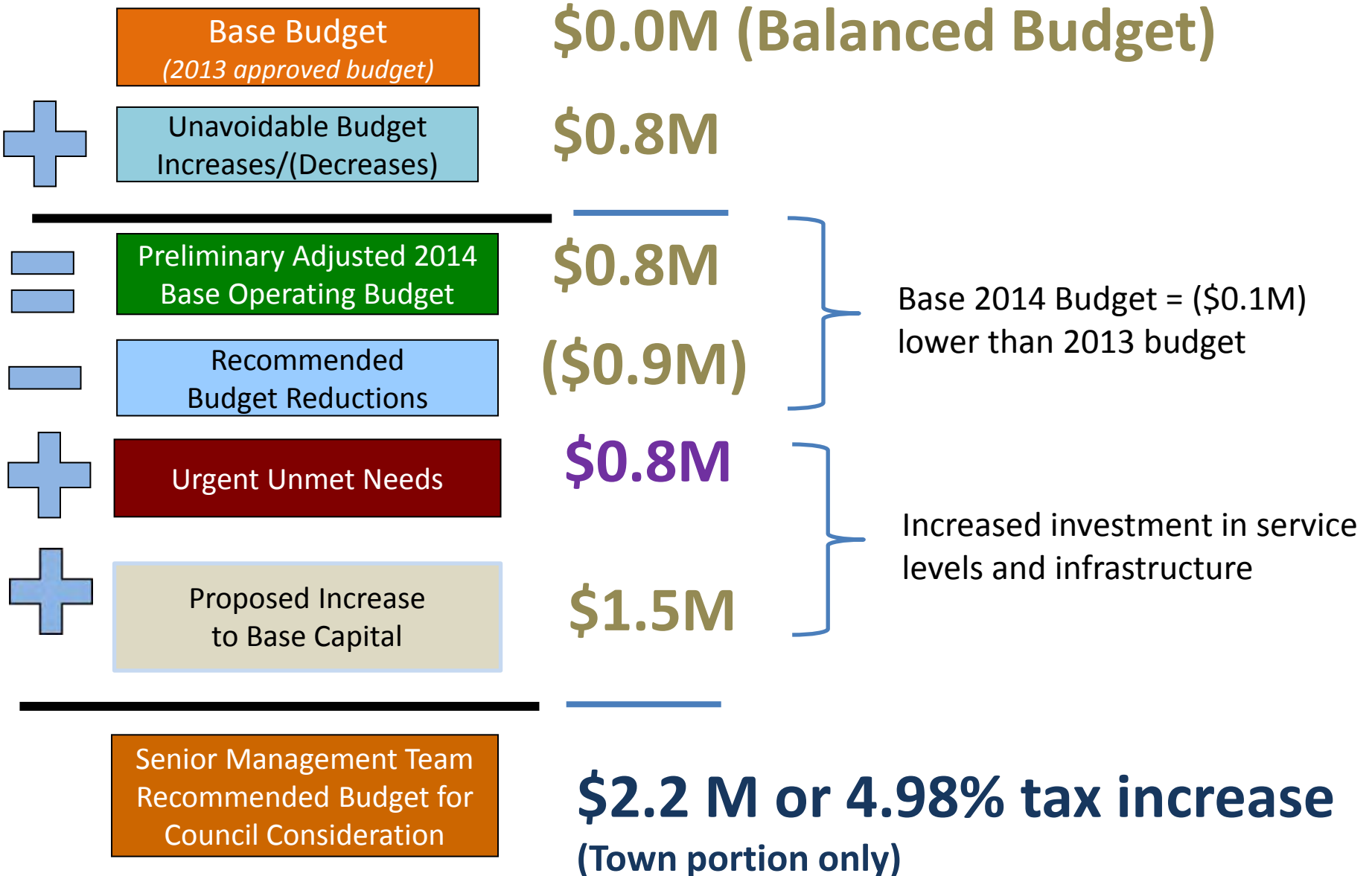
2012 Annual Repayment Limit (ARL) Statement from Province states that the Town of Caledon is utilizing 5.5% of net revenues to service debt.

Based on the recently approved debt-financing projects (B.A.R., Fire Aerial, Fleet, Caledon Equestrian Park) and proposed debt-financing projects in the 10-Year Capital Forecast, projected growth in assessment revenue, and conservative interest on debt retirement funds, the Town's debt servicing costs are not projected to be within the maximum of 25% set by the Province.



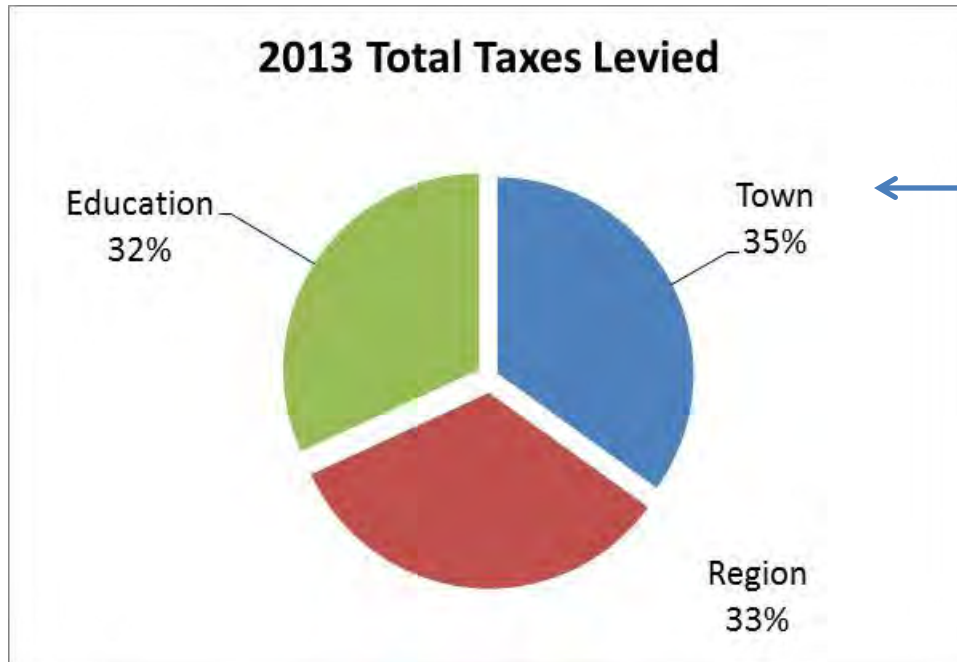
**Debt servicing costs are also projected to be within the Town's Debt Policy of 10% of Net Revenues**

# Preliminary 2014 Operating Budget

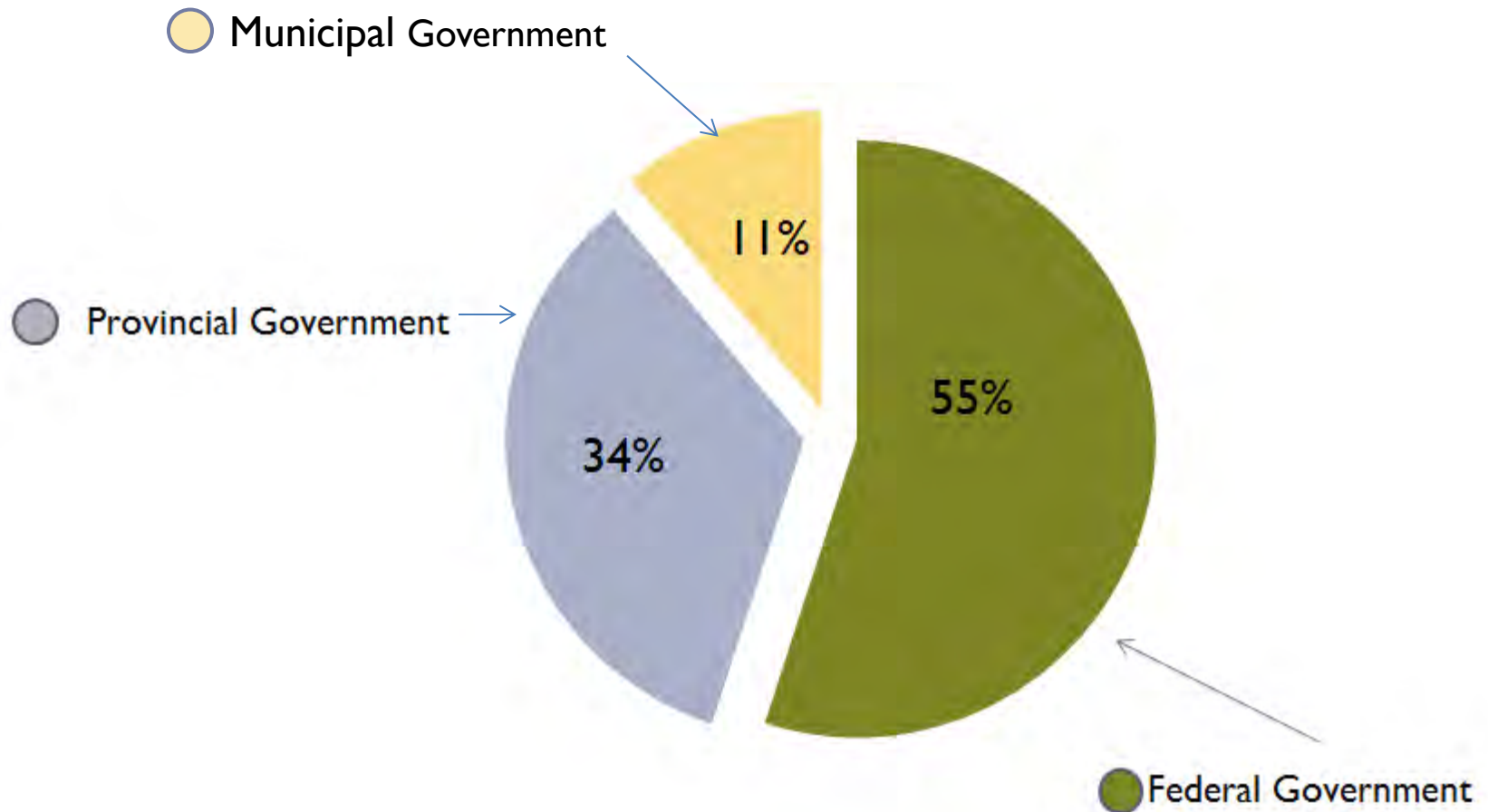


# Tax Impact (Preliminary)

	Overall Tax Impact	\$ Impact on Property Assessed at \$480,000
Town	4.98%	\$88.08



# Average Family Tax Bill Breakdown



# 2014 Budget Summary

This budget addresses:

- **Fiscal Responsibility**
  - 2014 Base budget lower than 2013 budget by \$0.1 million
  - Proposed overall increase relate to investments in service levels and infrastructure investments
  - Plan to allocate future, incremental property tax revenues to deal with Town's aging infrastructure deficit and operating budget needs related to population and employment growth
  - Consideration of various revenue tools to deal with the Town's aging infrastructure (e.g. debt financing, grant funding, developer contributions)

# 2014 Budget Summary

This budget addresses:

- **Infrastructure Deficit**
  - Increase 2014 investment in capital
  
  - Debenture program for an enhanced roads rehabilitation and reconstruction program - maximizes # of km's of road per dollar of expenditure (e.g. spend \$150,000 to “shave and pave” one km of 2-lane road today vs. spending \$1.5 to \$2.0 million to totally reconstruct the same one km of 2-lane roadway in the future)
  
  - Other major repairs/replacements include:
    - Replacement of Self Contained Breathing Apparatus in Fire & Emergency Services
    - Mayfield Recreation Complex Roof and HVAC Replacement
    - Belfountain Community Centre Roof Replacement
    - Caledon East Concrete Road Replacement



# 2014 Budget Summary

This budget addresses:

- **Innovation in the Management of Municipal Assets**
  - Long-Term Roof Replacement Plan
  - Funding to start an enhanced Roads Assessment and Pavement Management Program that goes beyond just a visual inspection of roads
  - Funding to start a comprehensive approach to maintaining the Town's Storm Water Management System
  - Completion, implementation, and utilization of the Corporate-wide Asset Management Plan

# 2014 Budget Summary

This budget addresses:

- **Maintaining Service Levels to Accommodate Current Population and Employment Growth**
  - Growth in Mayfield West
    - Additional Customer Service hours at the Mayfield Recreational Facility to improve daytime, evening, and week-end hours
    - Funding for the design of the Mayfield West Recreation Centre with construction planned for 2015/2016
    - Temporary full-time staffing and equipment for boulevard cutting and planting bed maintenance related to new parks opened in 2013, including Southfields Community Park, the Johnston Sports Park, and Chateaux of Caledon Neighbourhood Park.
  - Growth in Other Areas
    - Landscape Development Co-ordinator to review landscape plans received as part of site plan applications
    - Fire Prevention Inspector – inspections, site visits
    - Engineering Co-ordinator – Co-ordinate/monitor/supervise increasing number of capital infrastructure projects
    - Additional resources in parking enforcement related to growth and to improve efficiency
    - Financial Analyst – focus on generating additional revenue through financial investments
    - Funds for the operation of a new community hall in Palgrave (to be opened August 2014)
    - Final Phase of funding for the replacement of the Bolton Fire Station

# 2014 Budget Summary

This budget addresses:

- **Planning for Future Anticipated Growth**
  - Funding for the completion of the Bolton Residential Expansion Study, Bolton Transportation Master Plan, GTA West Corridor – Long Range Land-Use Study
  - Investments to improve the Town's non-residential tax base by initiating the servicing of the Tullamore Secondary Plan area and extending South Simpson Road from Mayfield to north of the George Bolton Parkway

# 2014 Budget Summary

This budget addresses:

- **Continued Investment in**
  - Trailway resurfacing
  - Accessibility improvements
  - Library books and materials
  - Energy and Environment Projects
  - Heritage program and Heritage grant funding
  - Annual Repair and Rehabilitation of bridges and annual funding to engineer/design 2015 bridge rehabilitation/bridge replacements
  - Information Technology Improvements – electronic or internet registration for Recreation programs; electronic development application process, Corporate-wide Asset Management Software
  - Roads Preventative Maintenance program

# Thank You

THANK YOU

## Questions / Comments

QUESTIONS / COMMENTS

