



ANNUAL BUDGET
FISCAL YEAR 2016



6311 Old Church Road, Caledon, ON, Canada L7C 1J6
www.caledon.ca



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Caledon
Ontario**

For the Fiscal Year Beginning

January 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation award to Town of Caledon, Ontario, Canada, for the Annual Budget beginning January 01, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Message from the Mayor



On January 19th the Town of Caledon Council approved a historic 2016 budget.

I say historic because of the unprecedented level of community engagement. This was a budget by the people, for the people.

Some of the highlights include the capital investment of a Fire Training Facility and a Broadband Levy that will allow us to take full advantage of Federal and Provincial funding. As well, we are continuing to invest in our road networks and bridges and we are delivering on the priorities outlined in the 55+ Strategic Plan, Council Workplan and the Parks and Recreation Visioning Exercise.

On behalf of Town of Caledon Council I want to thank our talented staff for rolling up their sleeves and looking at innovative and cost effective ways of providing municipal services. I also want to say a big thank you to our residents who came out and had their say at our town hall sessions, budget consultation meetings and shared online or through social media.

Through our collective efforts we have a budget that delivers on many priorities with a responsible residential tax increase of 1.97%

Sincerely,



Mayor Allan Thompson

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Welcome to Caledon



The Town of Caledon was established on January 1, 1974 in conjunction with the creation of regional government. Representing an amalgamation of the former County of Peel townships of Albion, Caledon and the northern half of Chinguacousy, the Town of Caledon forms the northern municipality of the present Region of Peel.

It was the rich water and mineral resources that attracted settlers and early industrialists. It has been said that the first European settlers came in search of gold and although gold was never found, our industrial development then began. In present day, we celebrate our golden hillsides, trails, parks, rivers and farmland.

Today, the Town of Caledon offers many services and prospects for residents that help make Caledon a safe, active, healthy and enjoyable community to call home. Recognized as Canada's safest town and Ontario's greenest town, Caledon is a blend of urban and rural, modern and historic, all nestled between the Hills of the Headwaters, Oak Ridges Moraine and the Niagara Escarpment.

Expect the best of all worlds! Caledon boasts thriving urban centres amid a striking and safe natural haven that together blends business success with an unmatched quality of life, and all this within an hour of Toronto – North America's fifth largest urban centre.

Welcome to Caledon

Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

A vibrant community of 72,040 residents, Caledon benefits from its strategic location in the Greater Toronto Area (GTA). The GTA's population of over five million people continues to grow, and there are over 135 million people within a 500-mile radius of Caledon. This translates to an abundant, diversified and skilled labour force.



Caledon is geographically one of the largest municipalities in the Greater Toronto Area with 5 wards covering nearly 700km² which offers benefits unparalleled in the (GTA) to residents, businesses and their employees.



Caledon is comprised of five Wards. Council members are elected by their Ward residents, with the last election being held in October 2014.

Welcome to Caledon

Ward	Regional Councillors	Area Councillors
Mayor	Allan Thompson	
Ward 1	Barbara Shaughnessy	Doug Beffort
Ward 2	Johanna Downey	Gord McClure
Ward 3 & 4	Jennifer Innis	Nick deBoer
Ward 5	Annette Groves	Rob Mezzapelli



Ward 1
Barbara Shaughnessy



Ward 1
Doug Beffort



Ward 2
Johanna Downey



Ward 2
Gord McClure



Ward 3 & 4
Jennifer Innis



Ward 3 & 4
Nick deBoer



Ward 5
Annette Groves



Ward 5
Rob Mezzapelli

Welcome to Caledon

Caledon is an award-winning green community, with an unmatched natural heritage of public parks, conservation areas, the Niagara Escarpment, Oak Ridges Moraine, and the Credit and Humber River watersheds.

Land here is extensively available and competitively priced, we have a supportive political climate and, from 2008-2011, *Macleans* magazine declared Caledon as the safest community in Canada.

Lifestyle - The Best of All Worlds

Caledon is a unique mix of enduring rural traditions and vibrant urban neighbourhoods, serviced by a wide range of convenient amenities.

- **Housing Options**

We are a “community of communities”. Each village and hamlet within Caledon has its own distinctive charm. Our growing real estate market offers home buyers a wide range of options: from country estates and heritage properties, to comfortable single, semi-detached and town homes in new and existing subdivisions.

- **Shopping**

Our mix of rural villages and urban centres is reflected in our wide array of retail options which are equally strong and diverse – from quaint, one-of-a-kind boutiques to convenient large brand-name chains meeting both personal and professional needs

- **Schools**

With performance scores well above the provincial average, Caledon offers an impressive choice of public, separate and independent schools.

- **Healthcare**

Healthcare services in Caledon are first-rate with nearby state-of-the-art regional hospitals and close proximity to the extensive facilities in the GTA.

- **Arts and Lifestyle**

Caledon enjoys a thriving arts community with annual arts festivals and a wide selection of live theatre and music options throughout the year. A diverse selection of recreation facilities and programs for residents of all ages support our commitment to healthy, active living.

Welcome to Caledon

Excellent Infrastructure and Location

Toronto, Canada's largest city and economic pulse, is just a stone's throw away. With that proximity comes many key benefits:

- a wide range of post-secondary learning institutions and continuing education opportunities;
- the countless cultural and economic opportunities of a major North American urban centre; and
- A well-established, efficient transportation infrastructure.

The Natural Course of Business

Home to over 2,300 prosperous companies, Caledon is good for business... Naturally.

Successful industry leaders in Canada and abroad know the benefits of locating in Caledon.

Husky Injection Molding Systems, Mars Canada, Sardo Foods, Cambria, Pioneer H-Bred, Pepsi and Ionics Mass Spectrometry, to name just a few, call Caledon home.

Green Development Program

Our Green Development Program makes it good business to adopt the highest environmental standards for new commercial and industrial development. We offer development charge discounts from 5% to 27.5% for buildings that incorporate the internationally recognized Leadership in Energy and Environmental Design (LEED) certification.

Unique to Caledon's program, discounts are offered for buildings that incorporate green technologies including: solar hot water systems, transpired solar collectors and solar photovoltaic systems.



Welcome to Caledon

Caledon's strong and diversified economic base provides a solid foundation for new and expanding industries. Our growth sectors include:

- advanced and industrial machinery manufacturing;
- fabricated structural metal, plastic, and food and beverage products;
- professional, management, scientific and technical services;
- specialized design and engineering services; and
- Tourism.

Roads

Caledon businesses easily team with suppliers to serve customers in Canada's industrial heartland and the United States through an extensive and reliable network of municipal and regional roads (Highways 109, 10, and 50), which connect to major provincial highways (400, 410, 407, 427 and the Queen Elizabeth Way).

Rail

Nearby CP and CN Railway intermodal terminals provide diversified domestic and overseas containerized service to continent-wide and international markets.

Air

The Greater Toronto Airports Authority operates Toronto Pearson International Airport (YYZ), a leading international gateway only 30 minutes south of Caledon. With direct access via Highway 427, Pearson is Canada's largest and busiest international airport with cargo service to sixteen North American and international destinations. Over sixty-five airlines operate out of three terminals, offering passengers direct service to twenty-five Canadian, forty-three American and forty-two international cities. Caledon's centrally-located regional airport offers convenient air taxi service to major Ontario destinations and thousands of other North American airports. Companies can also take advantage of executive and priority express delivery services for small packages.

Welcome to Caledon

The Town of Caledon is comprised of the following departments:

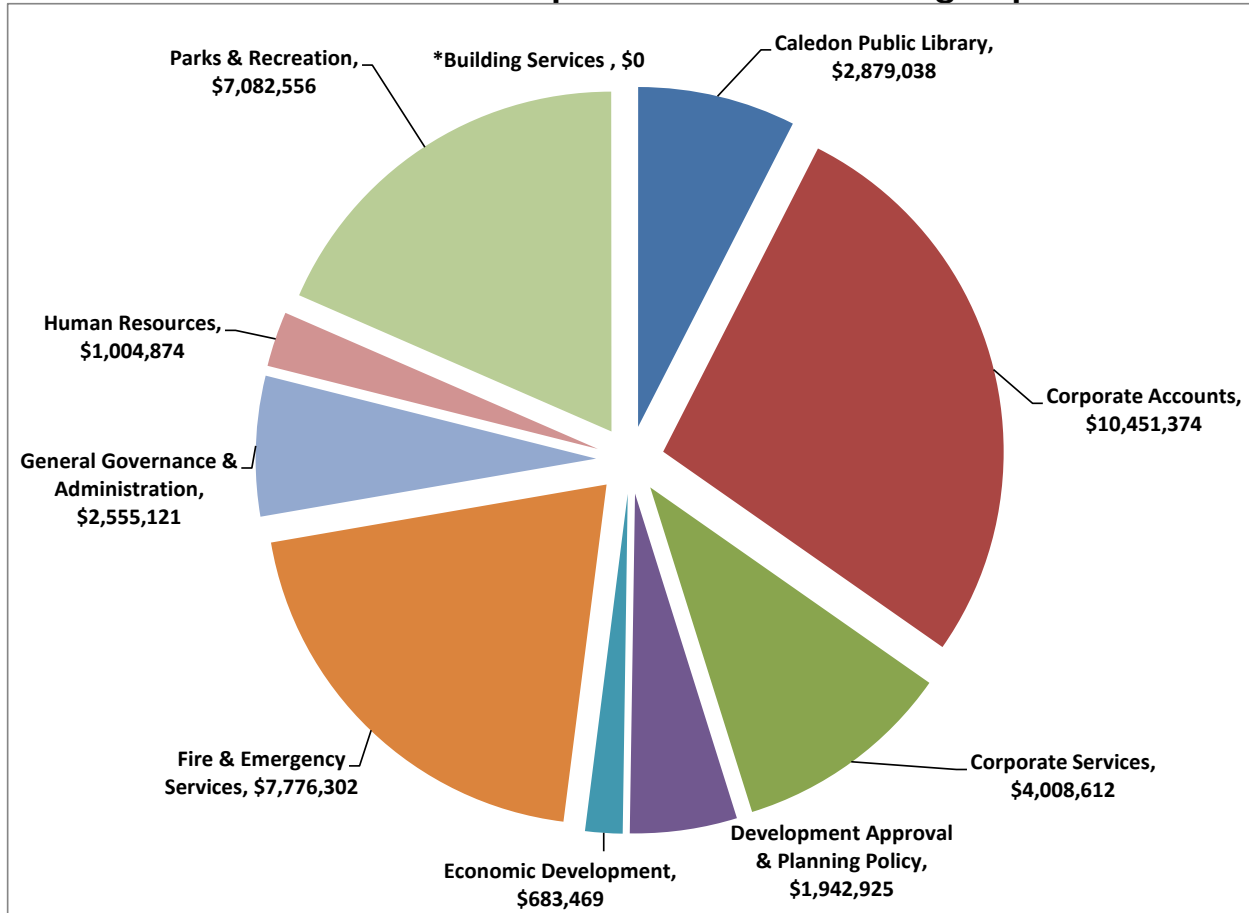


Chart is based on the 2016 Net Budget per Department.

* The Budget for Building shows a net zero balance in accordance with BILL 124 which mandates Building Services must be fully funded by its revenue from building permits. Building Services was included with the Development Approval & Planning Policy prior to 2015.

Office of the Chief Administrative Officer | Economic Development | Corporate Communications | General Governance and Administration

As the liaison between Council and staff, the CAO and Clerk ensure Council directives are carried out. The CAO's office includes the Economic Development section which attracts and retains business and investment, and provides support to tourism, promotion and investment; and the Corporate Communications section which maintains internal and external communications standards.

The General Governance and Administration department provides efficient and effective service delivery, while maintaining a high level of integrity and adhering to regulatory and statutory obligations. The department also provides the following services, Legal Services, Legislative Services, and the Provincial Offences Court.

Welcome to Caledon

Building Services

Administering and enforcing the *Building Code Act* and the Ontario Building Code with respect to buildings while maintaining mandatory legislative requirements and providing an excellent level of service. The department helps to improve customer service by reducing review times and resubmissions of building permit information and providing better communication with applicants. Bill 124 amended the Building Code Act by requiring that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act which is why the Building department's budget overall nets to zero.

Corporate Services

The department helps to shape the future of the community by providing professional corporate-based financial, procurement, risk management, customer service, property tax & revenue, and information technology services and advice that support the current/long-term vision, goals and performance of Town Council, our customers, partners and other stakeholders.

Development Approval and Planning Policy

The department helps to create a prosperous and liveable community that values its pasts, respects the environment and looks to the future by:

- Providing professional planning advice and legal support to Town Council regarding appropriate current and future land use planning and development of the Town.
- Representing the municipality and its interests regarding such land use planning to the public, the development industry and other government departments, agencies and levels.
- Ensuring that the Town's development activities comply with provincial planning legislation and land use policies while working co-operatively with landowners to build communities that are safe, diverse and economically vibrant.

Fire and Emergency Services

The department provides a team of highly trained caring professionals who lead a collaborative effort to provide the community with an efficient emergency and safety system dedicated to protecting and strengthening our community through education, prevention, and rapid intervention at emergencies.

The goal of the department is to provide effective, efficient, safe, professional and prompt fire protection services to the public. As one of the largest volunteer Fire Service in Ontario, this department prides itself on protecting life, property and the environment.



Welcome to Caledon

Human Resources

The department guides, facilitates, advises, coaches and coordinates corporate wide efforts to provide innovative cost effective human resource services in support of the strategic goals to recruit, retain, develop and reward Town employees.

Caledon Public Library

The Caledon Public Library offers seven branches across Caledon to meet the informational and educational needs of residents and to promote lifelong learning, literacy and the love of reading.



The Caledon Public Library serves and benefits Caledon by:

- Engaging the community;
- Connecting people to information and inspiring creative works;
- Partnering and collaborating;
- Conducting business with transparency and fiscal accountability

Welcome to Caledon

Parks and Recreation

The department strives to be a leader in the provision of Parks & Recreation services by providing opportunities and experiences for all ages and abilities resulting in a healthy Community. The department offers barrier-free, accessible structured and non-structured active living and leisure activities for all ages and abilities and oversees the design and maintenance of Town parks and sports fields. The department is also responsible for the design, construction and maintenance of Town trails and paths. The department maintains over 260 km of publicly accessible trails, over 65 parks and many playgrounds, picnic areas, splash pads, tennis courts, sports fields, a leash free park, a skateboard park and many other amenities.



CALEDON EQUESTRIAN PARK
PALGRAVE, ONTARIO

Welcome to Caledon

Public Works

The Public Works Department strives to be a recognized leader in the delivery of public services through diligent management of the Town's infrastructure (including roads, fleet, storm water management infrastructure, sidewalks and streetlights) and by-law enforcement.

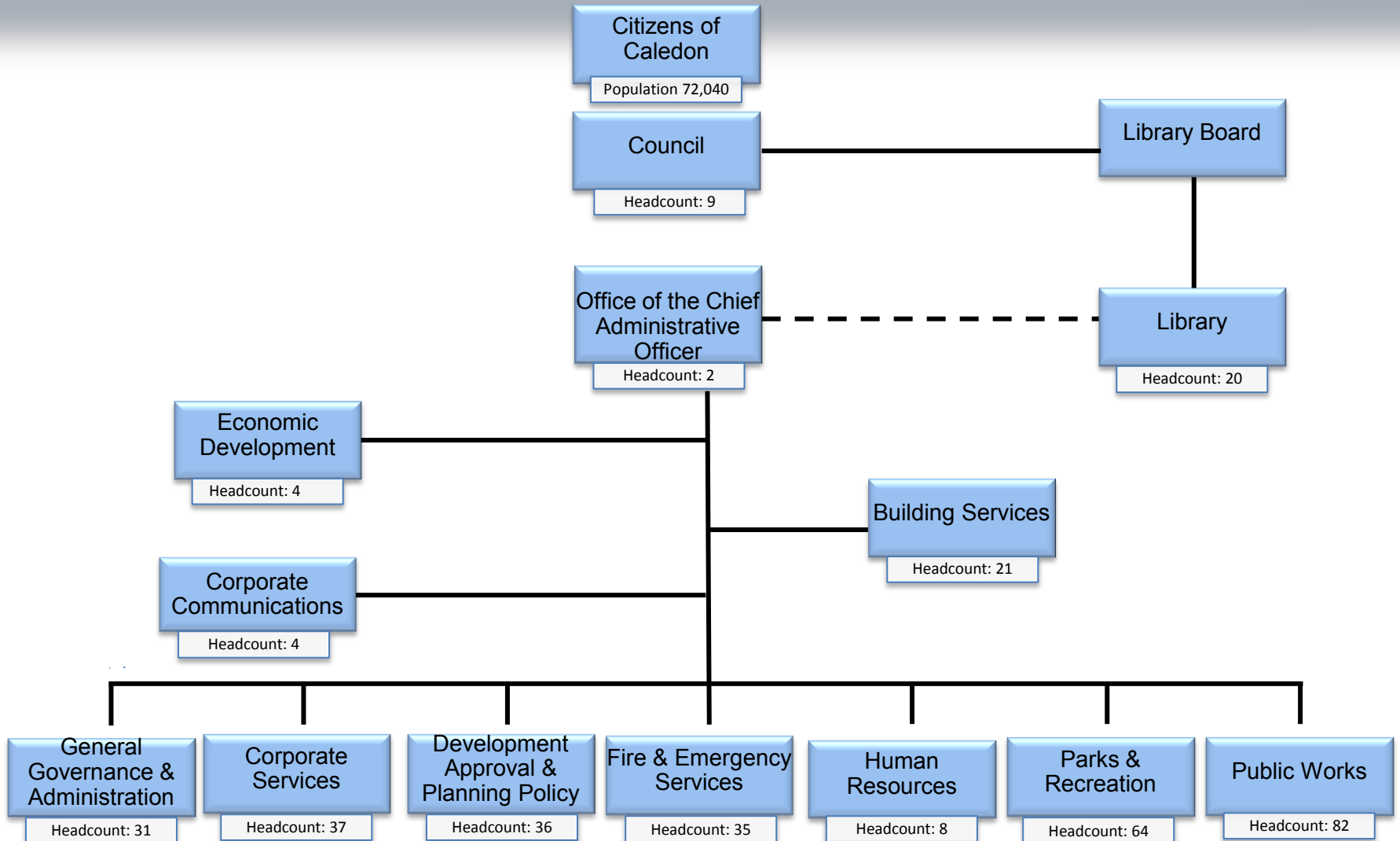
The department also maintains the Town's environmental leadership track record through a multitude of energy, climate change, sustainability and other "green" initiatives while staying abreast of new emerging issues and building capacity within the corporation and community to respond to these various opportunities and challenges.

Public Works consists of the following divisions:

- Capital Projects and Facilities
- Animal Shelter
- Engineering
- Traffic
- Fleet
- Energy & Environment
- By-law Enforcement



Town of Caledon Organizational Chart



- **Staff Complement is Full-time Staff Only**
- **Population-Provided by the Planning Department & Excludes undercount**
- **Details of divisions within each department available in departmental Business Plans**
- **Total 2016 Approved Full-time Head Count 353**

Town of Caledon Full-Time Headcount

DEPARTMENT	2014	2015	2016
Building Services		22	21
Corporate Services	32	36	37
Development Approval and Planning Policy	52	31	36
Economic Development	4	4	4
Fire and Emergency Services	31	32	35
General Governance and Administration *	50	45	46
Human Resources	5	5	8
Caledon Public Library	13	16	20
Parks and Recreation	55	62	64
Public Works	66	79	82
Total Headcount	308	332	353

**Includes Mayor / Councillors/ Office of the CAO / Corporate Communications*

Corporate structure changes (2015 budget to 2016 budget):

Building Services separated from Development Approval and Planning Policy

One position moved from Public Works to Building Services

In 2015 the following positions were approved by Council in year:

- *Position for P3 Partnerships - approved September 15, 2015*
- *Plans Examiner II – HVAC - approved September 15, 2015*

In 2016 two positions moved from Building Services to Development Approval and Planning Policy

Overview of Budget Processes and Policies

BUDGET INFLUENCES

The Town of Caledon's annual budgets are influenced by various long-term plans, Town policies, and external environmental factors. For the 2016 budget staff was directed to follow the Town's ten year Community Based Strategic Plan during the preparation of the budget. During 2015, staff worked with the public to develop a Council Work Plan for the remaining four year term of Council (to 2018). The 2016 Budget is a transition year budget as the budget priorities were aligned with priorities of the Council Work Plan later in the budget process. The following pages outline the guidelines and specific budget pressures that have shaped the 2016 Budget.

Community Based Strategic Plan (CBSP)

The Town Council's goals and directives set the tone for the development of the budget document. In 2010, Council adopted the Community Based Strategic Plan (see Appendix A) which is the basis for the Town of Caledon's goals and priorities.

The Community Based Strategic Plan (CBSP) is the blueprint and guide to manage change in the Town of Caledon over a period of ten years (2010 to 2019). The CBSP and the Long-Term Strategic Financial Plan will guide the Town's future operating and capital budgets and other financial decisions. The implementation of new initiatives and/or services that Council approves to undertake in the future will be considered within the parameters of the vision and the six goals which are the basis of the plan.

The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the CBSP's actions, goals, and objectives. Specifically, the departmental business plans include a section for departments to outline their 2016 departmental priorities, goals and initiatives; how the initiatives/goals are funded and how the initiatives/goals help achieve the actions, goals, and objectives of the CBSP.

Departmental business plan goals and objectives become goals and objectives for staff on which they are evaluated in their annual performance reviews. This also ensures that Town staff is engaged in realizing the goals and objectives identified within the CBSP.

Below are the six key goals identified in the CBSP:

GOAL 1: PARTNER WITH LAND OWNERS AND COMMUNITY TO PRESERVE, PROTECT AND ENHANCE OUR ENVIRONMENT AND AGRICULTURAL RESOURCES AND NATURAL CAPITAL

Continue to live green and be responsible stewards of the environment and promote Caledon as a leader in sustainability.

GOAL 2: COMPLETE OUR COMMUNITY OF COMMUNITIES

Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

GOAL 3: LIVE HEALTHY

Promote active, healthy living for people of all ages and abilities by providing the necessary programs and facilities that foster wellness and leisure.

GOAL 4: VALUE AND PROMOTE CULTURE, HERITAGE AND THE ARTS

Honour and preserve the rich natural, agricultural and built heritage of Caledon and foster a dynamic cultural community by encouraging residents to engage in the arts.

GOAL 5: CULTIVATE A DIVERSE AND PROSPEROUS ECONOMY

Foster a diverse, prosperous economy by attracting and retaining employment and providing the required environment for businesses to thrive.

Overview of Budget Processes and Policies

GOAL 6: PROVIDE STRONG GOVERNANCE AND COMMUNITY ENGAGEMENT

Commitment to sound, transparent municipal governance and open communication.

As part of the action plan and monitoring framework for the Community Based Strategic Plan each department is required to identify three to five actions from the CBSP in their Business Plan to be implemented through the budget process.

In conclusion, the Community Based Strategic Plan has been approved by Council as the guiding document that identifies the community vision, goals and strategic objectives and acts as the blueprint for managing change over ten years in the Town of Caledon.

Caledon Council Work Plan (CWP)

In 2015, staff worked with Council and the Public to develop a Council Work Plan (See Appendix D) with tangible and directed activities to be achieved within the current term of Council (ending 2018). The goal for developing and implementing the CWP is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following 9 priority areas listed below:

Council Work Plan Priorities	
Priority Area	Priority Vision Statement
Infrastructure	To increase overall condition of Town's assets for public use
Broadband Internet	To provide high speed internet access to each home
Growth	To plan for complete communities as required under growth plan
Customer Service	To adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices
Communications	To provide direct, timely and strategic communications to citizens in appropriate, desired and cost effective way
Recreation	To establish and implement a collective community vision for the allocation of parks, facilities and recreation in the Town.
Tourism and Sports	To explore Caledon's sport tourism potential and what the Caledon model could look like
Senior's Housing	To provide aging in place options for residents
Protection of Rural Environment	To enhance and protect our rural environment and to enable a viable rural economy

Overview of Budget Processes and Policies

Caledon Long-term Strategic Financial Plan (CLTSFP)

The Caledon Long-term Strategic Financial Plan (see Appendix B) is an integral part of the Town's annual budget process. The direction of the annual budget process is consistent with the principles and policies of the Caledon Long-term Strategic Financial Plan.

The purpose of the CLTSFP is to provide a framework to guide Council and the Town's departments and library board in their financial planning and decision-making processes. Through this, the output is to improve and strengthen the long-term financial health for the Town of Caledon.

The objectives of the CLTSFP are:

- To focus on cost efficient and effective service and program delivery
- To maximize revenues through a variety of sources
- To use debt in a fiscally responsible manner
- To properly maintain and fund the Town's physical assets
- To account for and fund liabilities
- To ensure that user fees remain regionally competitive
- To ensure that growth pays its fair share of growth related infrastructure costs
- To establish a stable and equitable tax burden policy for the community

These objectives have led to the creation of several internal policies including: Financial Management, Development Charges, and Funding from Other Levels of Government, Asset Management & Liabilities, Capital Budget Management and Debt Management policies. Within each of these policy categories are direct influences to the budget process, these policies are listed below:

- Financial Management Policy - Proposals for new services or service level adjustments (mandatory or discretionary) will be presented to Council for consideration. These proposals shall include impacts on the operating and capital budgets, funding sources, human resource requirements, performance measures, and long-term financial impact.
- Asset Management and Liabilities Policy - The Town will include increased funding within its annual capital funding to effect lifecycle costing for all of the Town's tangible capital assets to be fully implemented by 2020.
- Capital Budget Management Policy – The Town has moved to a multi-year capital process: one year detailed Capital budget, Term of Council Capital, and Ten Year Capital Forecast. The Multi-Year Capital Forecast will be re-evaluated and updated on an annual basis by staff for consideration by Council.
- Debt Management Policy - For tax-supported debt, debt carrying costs must be paid through the Town's Operating Budget, while for rate-supported debt, debt carrying costs must be paid through user fees. The Town's current debt policy is 10% which is less than the province maximum of 25%.

The Caledon Long-term Strategic Financial Plan has shifted the focus of budget preparation beyond one year and this has also changed the budget process and the factors that are considered in the preparation of both the operating and capital budgets. Currently, the operating budget is only prepared for the next year but in the near future it will be prepared for multiple years. The Town budgets for projects referred to as "Term of Council" which are projects where the total capital project amount is approved and Council commits to fund the balance for the Council term. The Capital Budget is prepared for the next year and capital priorities are forecasted over a 10 (ten) year period.

Overview of Budget Processes and Policies

BUDGET IMPACTS

Base Annual Operating Budget Impacts

Each year, departments consider factors that impact the Town's base operating budgets, e.g. budgets that provide the same level of service. To assist in this process, departments have been provided two broad categories of base budget impacts:

- 1) Unavoidable Budget Changes
- 2) Recommended Budget Reductions

There are also sub-categories within each of the broad categories to organize and communicate, in a consistent manner, the increases and decreases to their base operating budgets.

All 2016 base operating budget increases and decreases are categorized into one of the following sub-categories by department (see table below). All departmental base budget increases/decreases are rolled-up for the Town, as a whole, to communicate the overall impact to the Town's Operating Budget in the same categories and sub-categories:

Unavoidable Budget Changes

Mandatory Legislation	Includes new or a change in legislation that requires the department to incur additional costs to start a new service or change service levels.
Employee Compensation	This is directly linked to existing staffing and includes negotiated union contract adjustments for union staff, economic adjustments for non-union staff, job rate progression, and benefit adjustments such as statutory deductions (Canada Pension Plan, Employment Insurance) and pension rate adjustments related to the Ontario Municipal Employees Retirement System (OMERS).
Annualization of New Staff	If partial-year funding for a new hire was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
Annualization of New Services	If partial-year funding for new services was approved in the previous year's budget, the balance of the budget (to equal a full year) is identified.
Inflationary	This section is used to identify budget increases due to rate increases for items such as maintenance supplies/services, insurance, winter maintenance salt. This section excludes utilities, which is specifically identified below.
Utilities	This section is used to identify utility changes; projected rate changes are provided from Finance and the volume changes are determined by the department responsible for the facility.
Revenues	This section is for departments to identify revenue adjustments based on volume only.

Overview of Budget Processes and Policies

Previously Approved Council Initiatives	During 2015, Council reports that have 2016 budget implications are identified in the reports and summarized quarterly. Subject to Council approval of the reports and initiatives contained in the reports, the 2016 budget implications are included in the base 2016 budget as an unavoidable budget increase in this section.
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Recommended Budget Reductions

Service Delivery Efficiencies	Departments are required to find base operating budget reductions without a reduction to service levels. That is, the same level of service as in 2015 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
New Fees/Revenues	Incremental revenue impact of new fees or charges for a product, service or program that the Town has not charged for in the past.
Fee Rate Increases	Incremental revenue impact of proposed increases to existing fees in the fees by-law.

Short-term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost centre managers for incorporation into the 2016 budget, if applicable

Budget Assumptions

Consumer Price Index used for the 2016 budget is 1.0% based on Bank of Canada statement release on July 2015.

Utilities:

Overall Note: Items that impact utility volumes include new energy conservation equipment/initiatives implemented in 2015, new improved energy efficient equipment replacements in 2015 that will lower consumption/utility volumes in 2016.

- a) Natural Gas = 7% rate increase; However, staff were ask to adjust the budget up or down based on projected volume for 2016 for factors like historical actuals, new energy efficient equipment recently installed;
- b) Electricity = 6% rate increase; adjustments were made for volume changes first, and then the rate increase was applied.
- c) Water = 7% rate increase; adjusted for volume changes, if applicable.

Insurance = 20% increase on actuals for 2015

Overview of Budget Processes and Policies

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from 2015 Council Reports that have 2016 budget implication are identified during the year and summarized for Council quarterly. Subject to Council approval of the reports and initiatives contained in the reports, the 2016 budget implications are included in the base 2016 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2015 budget that now should be removed from the base in the 2016 operating budget.

The list below identifies previously approved council initiatives that have an impact to the 2016 budget:

Increases to 2016 Base Budget

Department	Description	Annualized Amount
Corporate Accounts	Phasing in of debt Payments - Principal & Interest	\$300,000
Corporate Accounts	Annualization of 2015 staff included in 2015 budget for 6 months	\$300,000
CAO	Cost associated with annual update and reporting of the Caledon Work Plan	\$4,000
CAO	Specialist - Corporate Partnership	\$150,000
Building Services	Building Inspector - HVAC	\$0
TOTAL		\$754,000

Decreases to 2016 Base Budget

Department	Description	Annualized Amount
Parks & Recreation	Removal of one time funding for the Municipal Designation program for TORONTO 2015 Pan/Parapan Am Games	(\$97,500)
Corporate Accounts	Removal of one Time costs for Computer & Furniture for new hires in 2015	(\$56,000)
General Governance & Administration	Removal of one time 2015 cost for Creating Accessible Web Documents	(\$8,500)
Human Resources	Removal of one time 2015 cost to fund Recognition Monument	(\$5,000)
Fire & Emergency Services	Removal of one time 2015 cost for a review of fire service delivery across the Town	(\$50,000)
Public Works	Removal of one time 2015 cost for rural numbering project	(\$20,000)
Public Works	Projected electricity cost savings related to LED Streetlight Replacement	(\$89,000)
Public Works	Projected maintenance cost savings related to LED Streetlight Replacement	(\$43,000)
TOTAL		(\$369,000)
Net result of Unavoidable Budget Decreases to be included in 2016 Budget		\$385,000

Overview of Budget Processes and Policies

BUDGET PROCESS

In July 2015, in preparation for the 2016 Budget, budget templates were available on the Town's Corporate Intranet and parameters were provided to the departments with instructions of how to complete the templates. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in templates and to provide general financial/budget advice for new managers. The instructions included discussion of Town-wide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms.

The budget templates provided to the departments include the following:

- **Operating Budget Template**

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2014 actuals, 2014 budget, current year 2015 budget which is considered the base budget, as well as 2015 year-to-date actual figures. Columns are also provided for departments to account for the annual budget impacts mentioned on the previous page, e.g. unavoidable budget increases/decreases and recommended budget reductions. Since all increases/decreases to the 2016 budget is consistently entered into specific columns, communication of operating budget pressures facing the Town, overall, and specific to departments is consistent and easy to understand.

Each departmental business plan includes a summary of the base operating budget and approved 2016 Budget.

A sample of the [2016 Operating Budget](#) template is shown below and also available in Appendix C.

Overview of Budget Processes and Policies

- Unmet Needs Template**

Increase in service levels, additional staffing, or new programs that are not part of the base operating budget from the previous year are documented on Unmet Needs templates. The Senior Management Team reviews all unmet need requests and then categorizes the requests between Urgent Unmet Needs and Other Unmet Needs. All unmet needs are presented for Council consideration, however, given other budget pressures only Urgent unmet needs are recommended to be approved by Council. Other unmet needs are presented for Council review and consideration for inclusion in the budget should there be sufficient funds. Council, upon reviewing all unmet needs, may direct staff to move Unmet Needs submissions from the funded list to the unfunded unmet needs list or vice versa.

Below is a sample of the form used by staff:

Department	Corporate Services			Division/ Facility	
1 - Purpose of Expenditure					
2 - Need					
3 - Benefit of the Investment					
4 - Risk Assessment					
5 - Financial Impact					
	One-time request for 2016 Budget only?	No			
		2016 Budget	# Months in 2016	Annualized Budget Impact (12 months)	# of Staff
Revenues			0	\$0	
Total Revenues		\$0		\$0	
Expenses					
	Salary	\$0	0		0.0
	Benefits (use 30% for full time staff & 12% for part time budget)	\$0	0		
	Training/Seminars				
	Memberships/Dues				
Total Expenses		\$0		\$0	0.0
Net Expense/(Revenue)		\$0		\$0	
					<i>Estimated Cost</i>
	Furniture/Fixtures Required for new staff?	No			\$2,500
	Computer Required for new staff?	No			\$4,000
	Fleet Vehicle Required for new staff?	No			\$40,000

Overview of Budget Processes and Policies

- **Fee By-law Template**

A Town wide user fees review was conducted during 2015 to better align fees with the Town's cost associated with each fee. The objective was to set fees at a level that recovers direct (e.g. labour time, copies, courier costs and materials) and indirect costs (e.g. training, mileage, and other costs associated with the department). The review excluded Parks and Recreation, Library Services and Building Services. For recreation a subsidy level calculations and benchmarking was conducted. Further, Building Services Division fees were reviewed to ensure full cost recovery including corporate overhead costs, as required per Bill 124 of the *Ontario Building Code Act*. Bill 124 amended the Building Code Act by requiring that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act.

The Recreation Department tax subsidy was calculated for 2016 based on comparing budgeted expenses to revenues and benchmarking with other municipalities. The Recreation tax subsidy was approved at 46% which added \$95,600 in additional non- tax revenue to the 2016 Budget. A recreation subsidy allows the department to be fully responsible for their budget. If the recreation expenses increase they have 3 options to keep within the approved tax subsidy:

1. Reduce expenses in other areas
2. Look for efficiencies within the budget
3. Increase fees

This will allow flexibility with the department to adjust fees and expenses accordingly each year as long as they maintain the approved tax subsidy.

Staff were provided with a prepopulated Fee By-law template relevant to their department and asked to fill in staff time, materials and other costs required for each fee. Standard cost rates were determined for staff time, copying fees, advertising, mailings, rentals, and mileage. The standard rates were multiplied by the quantities received from department to calculate actual cost per fee. Indirect costs per department were determined from the previous year's budget (e.g. office supplies, training and development) and converted to a cost per staff hour. This rate was then applied to each fee based on number of hours worked per fee. The fees review resulted in \$300,000 in additional non-tax revenue to the 2016 Budget.

Overall several fees stayed the same and several increased and some decreased.

	# of Fees	% of Total Fees
Fees Decreasing	39	7%
Fees Increasing	188	34%
Fees Unchanged	333	59%

*total number of fees 560

The revenue impact of fee rate increases are calculated by multiplying the new rates by an annual average occurrence of each fee from the past two years. Departments include the Revenue impact of fee rate increases or decreases in the Operating Budget template under the heading (Column O – Fee Rate Increases). The propose 2016 Fees changes and Fee By-law schedules were approved by Council at the same time as the 2016 Budget.

Business at a Glance – Is a document that summarizes each department's business plan in one page and includes the following:

- 2015 Accomplishments
- 2016 Objectives & Goals
- Challenges

Overview of Budget Processes and Policies

- **Business Plan Template**

The Business Plan Template allows for each department to communicate their:

- mission statement;
- departmental organization chart
- department roles and responsibilities;
- major customers or clients;
- 2015 achievements;
- significant trends and challenges for the department; and
- 2016 departmental priorities

The 2016 priorities identified in the department business plan templates are aligned to the goals and objectives of the Community Based Strategic Plan (see Appendix A) and the Council Work Plan (Appendix D).

- **Headcount Information**

Departments are provided with the current year (2015) employee information to be reviewed for the 2016 budget consisting of the following details:

- Employee name and job title
- Hourly rate and/or annual salary
- Wage increases
- Job Grade
- Total cost of benefits as it related to: pension, health and dental, disability, life insurance, provincial Employer Health Tax, Worker's Compensation and provincial and federal statutory benefits

- **Capital Budget Template**

Capital Budget templates are provided to departments to submit capital projects to be considered in the 2016 Capital Budget.

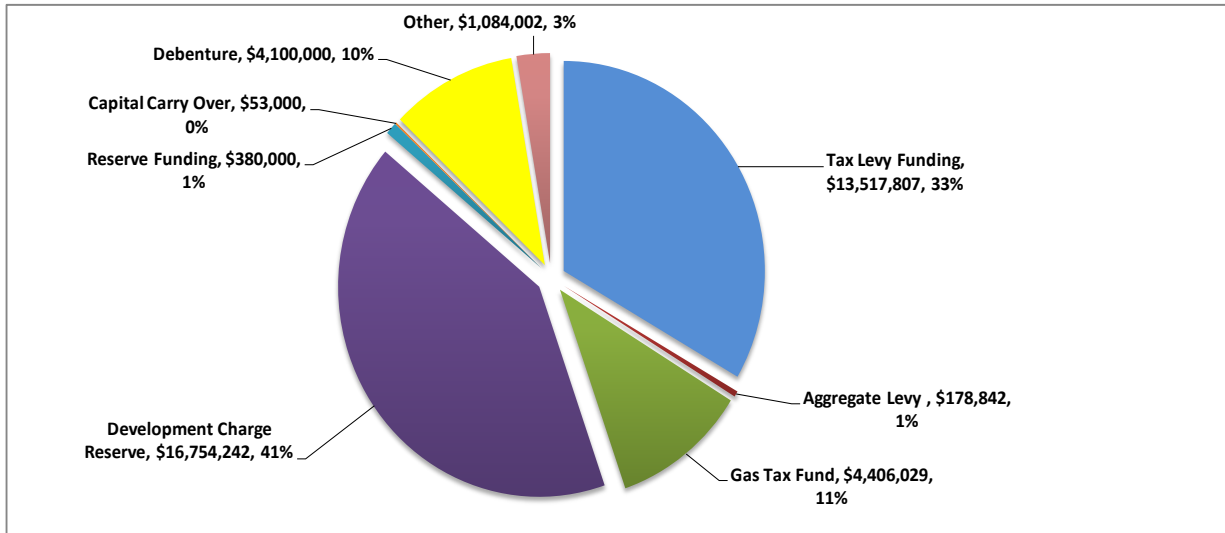
Capital items are considered to be infrastructure, and items having a useful life exceeding one year. They can include buildings and building improvements, land and land improvements, bridges, culverts and storm ponds, vehicles, machinery and equipment, office furniture and fixtures and results in the acquisition of, or extends the life of a fixed asset.

The Town's capital program funds from various sources such as reserves and reserve funds, tax funding, infrastructure grants from other levels of government, external debt (issued via or through the upper-tier municipality), and grants/donations provided from private organizations/charities.

Overview of Budget Processes and Policies

The 2016 Capital budget totals \$40,473,922 and is funded from the following sources:

Tax Levy Funding	Aggregate Levy	Gas Tax Fund	Development Charge Reserve	Reserve Funding	Capital Carry Over	Debenture	Other	Total
\$13,517,807	\$178,842	\$4,406,029	\$16,754,242	\$380,000	\$53,000	\$4,100,000	\$1,084,002	\$40,473,922



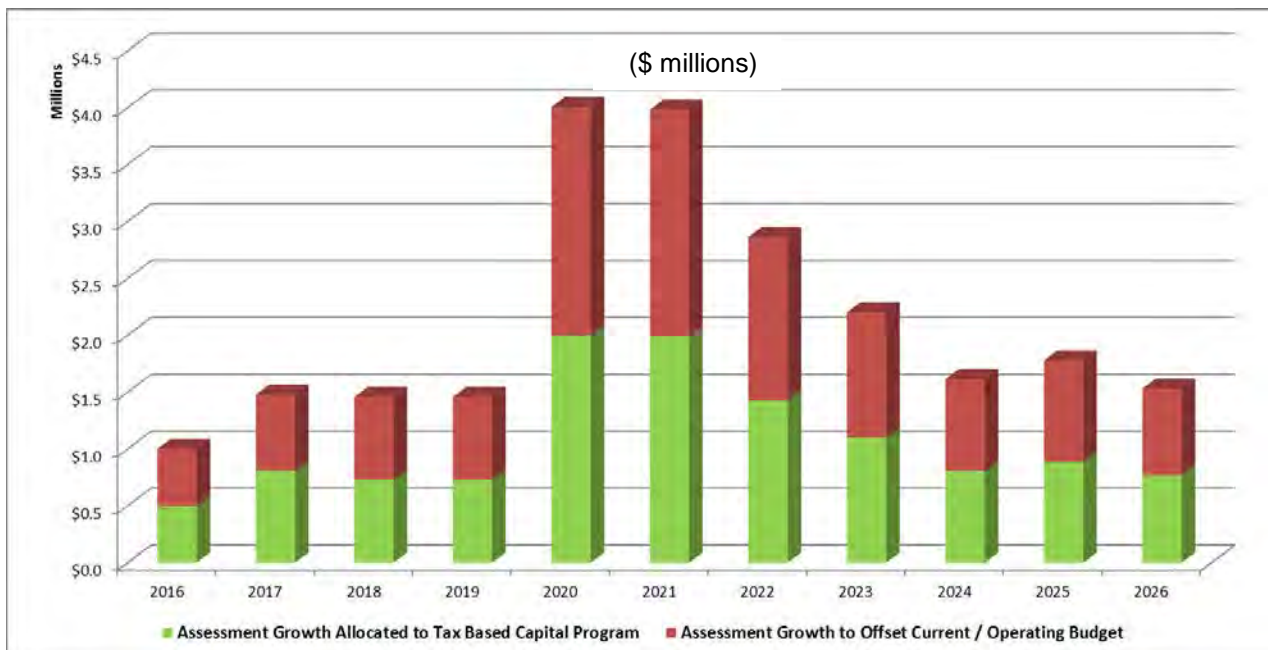
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town's tax funded capital program (a sustainable source to fund capital):

Incremental tax revenues from assessment growth is to be allocated to the tax levy funded Capital program annually equal to the greater of:

- a) 1% of assessment growth plus half of new Commercial / Industrial assessment revenue; or
- b) 50% of assessment growth revenue for the year.

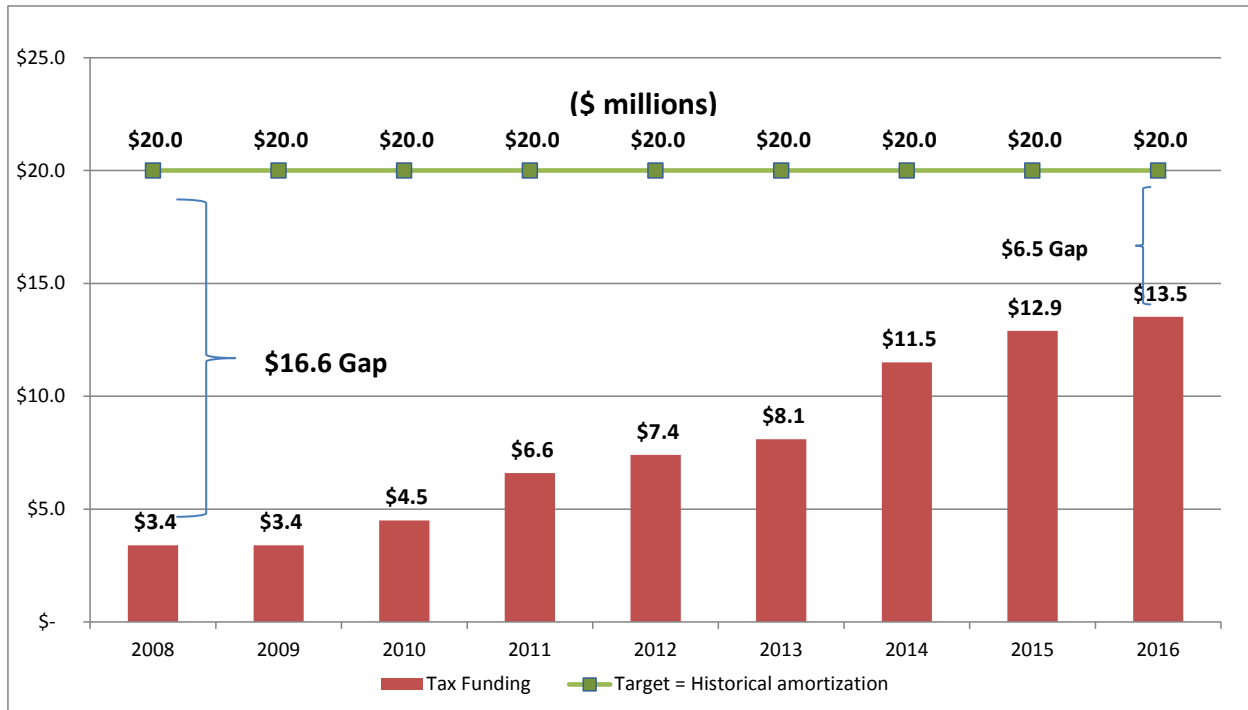
For 2016 the Town is to use part of assessment growth to fund capital projects.

The Town is projected to continue to increase its' commitment to increase capital funding from property taxes based on future assessment growth. See chart below:



Overview of Budget Processes and Policies

The Town is working towards bridging the gap between Tax Funded Capital to a target of \$20 million which represents the historical annual amortization expense. The next chart shows the history of the tax funded capital program and the Town's annual goal for funding capital infrastructure.



In 2008 / 2009 the Town's Tax funded capital program was \$3.4M and the Town amortization was \$20M using amortization as a proxy for the amount of sustainable funding the town should set aside for infrastructure repairs, maintenance and replacement, a goal of the Town's tax funded capital program to \$20M was established. The capital infrastructure funding gap in the 2008 capital program was \$16.6M the gap has been reduced in the 2016 capital budget to \$6.5M as shown in the chart above. This addresses some of the infrastructure funding gap but only at a historical cost level and not full replacement value and not for investment in net new infrastructure as the Town continues to grow.

- **10-Year Capital Forecast Template**

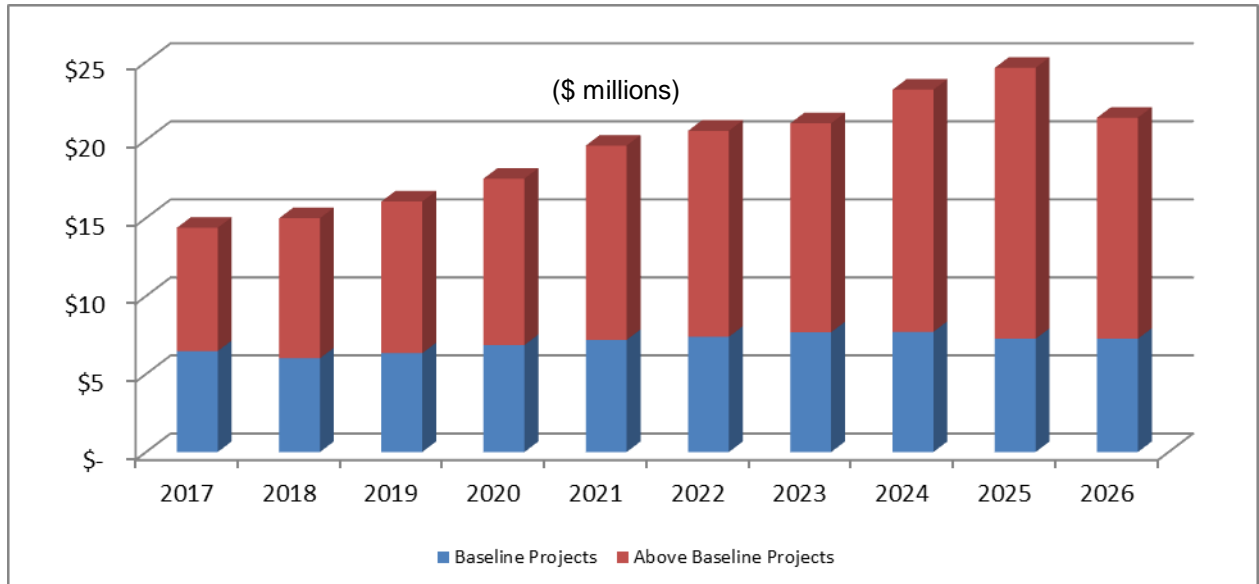
Departments were also provided the 10-year Capital forecast used in the 2015 Budget to:

- Update their capital requirements for an additional year (e.g. 10th year of the capital projection needs to be added annually);
- Update based on changes in priorities, new costing information;
- Obtain preliminary information to prepare the 2016 Capital Budget templates (e.g. capital requests for 2016)

The 10-Year capital forecast was developed based on baseline projects and above baseline projects:

- a) Baseline projects – annual projects for each department for items such as annual repairs/maintenance of existing facilities that prolong the life of the asset, annual road resurfacing/reconstruction work.
- b) Above Baseline projects – significant capital projects that are new, such as a new recreational facility, new fleet equipment, and major renovations/reconstruction projects that are not accommodated through annual repairs/maintenance.

Overview of Budget Processes and Policies



The 10-Year capital forecast was reviewed in conjunction with the anticipated funding increases over the same 10-year period (e.g. tax levy funded capital outlined in the previous section and growth in capital-related reserve fund). Where possible the 10-year capital plan was adjusted to match projected funding. Specifically, the following adjustments were made:

- capital projects were moved to different years based on projected funding;
- baseline projects were reduced to accommodate large dollar above baseline projects in a particular year (e.g. regular repairs and maintenance for a department was reduced in a year where there was also a requirement to construct a new facility that year);
- projects were split into phases to be funded over several years.

The capital project and funding details are provided at the end of each of the departmental business plans.

2016 Budget Timelines

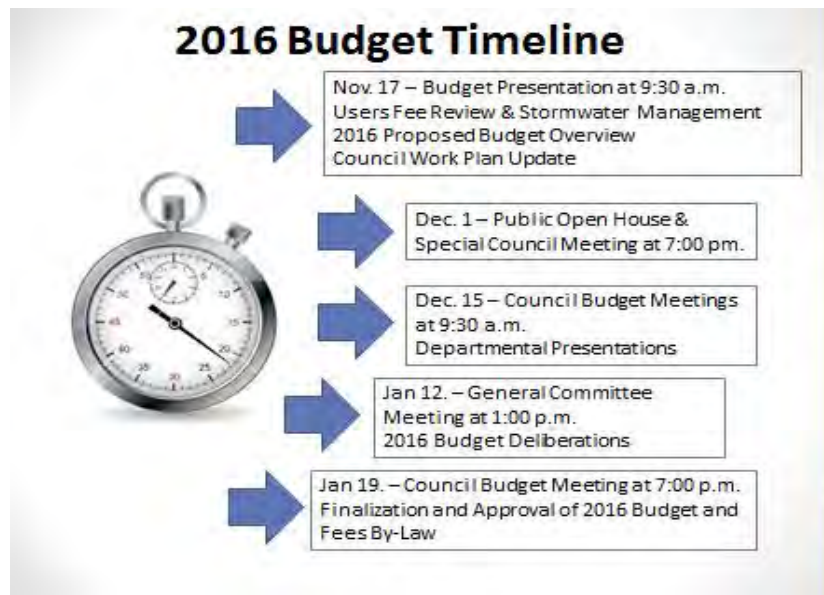
In July, departments were provided the 2016 headcount information that relates to salaries and benefits for all staff. Managers were required to return the headcount information to Finance by August 7th, 2015 with any changes or corrections. The Operating and Capital templates were available on our budget software with a final deadline for input by departments set for September 25, 2015.

Over a period of three weeks the budgets/budget templates were reviewed by the Chief Financial Officer, the Treasurer, the Manager of Finance and department Director to obtain an understanding of the budgetary requirements/requests. At these budget review meetings, adjustments were discussed based on funding projections and clarifications about the requests, trends, and other factors.

Following all budget adjustments, a consolidated summary was prepared by the Finance Division for review the by the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Treasurer and the Senior Management Team to suggest additional strategies for the 2016 Operating Budget and other recommended target reductions.

Overview of Budget Processes and Policies

The 2016 proposed Operating and Capital Budgets was presented to Council for review on November 17th, 2015. The schedule of the Town's 2016 Budget process for council following Town staff's internal budget preparation is outlined below:



A Town Council meeting was scheduled for November 17, 2015 in the Council Chambers. At this meeting Town staff provided Council with an overview of the capital and operating budgets including unmet needs (new services, additional service levels, and additional staff) recommended funded. This information was also be provided at an evening Town Hall Budget meeting to be held on December 1st, 2015 to gather public input. The first part of the Town Hall Budget meeting was an open house for the public to speak to each director from the various departments about budget impacts.

Departmental budget presentations were held on December 15th, 2015 to provide Council more details on the individual department Unmet needs and 2016 Capital Requests. The final 2016 Town Budget was approved on January 19th, 2016.

Communications and Engagement in the 2016 Budget Process

Social Media used to engage the Public

Social Media will be used to engage and inform the public on the budget process and to relay budget information.

Feedback from Taxpayers Earlier On in Budget Process

A Town Hall Budget meeting was scheduled for December 1st, 2015 for all public questions and input in the budget process in advance of department presentations.

Overview of Budget Processes and Policies

BUDGET ROLES AND RESPONSIBILITIES

Every employee plays a role in budgeting, whether in its formulation, preparation, implementation, administration or evaluation. Ultimately, the Town's Senior Management Team (SMT), through the CAO, is accountable to Town Council for the performance of departmental personnel in meeting specific objectives within allocation resource limits. Actual budget preparation responsibility can be identified more specifically as follows:

- SMT is responsible for reviewing, modifying and assembling their cost data into a departmental request package and a departmental business plan;
- SMT critically evaluates all requests, prioritizes, and submits only those requests which are consistent with Council policies, the Community Based Strategic Plan, administrative direction and departmental objectives. Preparation of budget requests, goals and objectives should coincide with stated annual goals.
- The Treasurer and staff within the Finance Division are responsible for:
 - Preparing short and long range revenue and expenditure forecasts
 - Reviewing departmental budgets with SMT and individual departments
 - Analyzing, summarizing, and making recommendations on the budget requests to the Chief Financial Officer (CFO)
 - Reviewing the linkage/consistency/alignment between budget requests and overall budget goals, Development Charge Background Study, 10-year Capital Plan, department Master Plans and policies
 - Consolidating all budget requests and the impact of all budget requests into a package that clearly communicates the Town's budget, budget pressures, budget impacts, financial/budget policies and the Town's financial plan.
- Councillors provide their insights into needs, pressures and desires of the community. Council ultimately makes the decision on spending and the resulting impact on the tax rate.

BUDGET POLICIES ON AMENDMENTS AFTER ADOPTION

Procedures for amending the Capital and Operating Budgets after adoption are to be treated as follows:

Increase to Capital Budgets

- Where authority has been given in the budget for a particular project, the appropriate Director and the Treasurer may jointly approve increases to such authorized amounts provided that the total amount of the increase:
 - a) does not exceed the lesser of 10% of the applicable capital budget or \$10,000.00; and
 - b) such increases are offset by corresponding decreases in other capital projects; and
 - c) these re-allocations between capital projects are reported to Council in the report(s) prepared by the Treasurer on the status of capital projects; and
 - d) Capital budget increases requiring additional funding that cannot be accounted through transfers from other capital projects (e.g. additional reserve funding) are approved individually by Council via an in-year report.

Overview of Budget Processes and Policies

Increase to Operating Budgets

- Where it is desirable to reallocate the funds between operating expense appropriations in order to achieve the most efficient and effective use of resources, the reallocations are carried out as follows:
 - a) Financial analysts meet with managers and directors of the affected departments to discuss and gain a consensus of the amounts and line items to be apportioned.
 - b) The Operating Budget transfer template is completed by the financial analyst and presented to the department director for approval of the dollar amount and scheduling of the budget transfers.
 - c) The transfers are reviewed and approved by the Treasurer or designate.
 - d) Only re-allocations which in the opinion of the Treasurer are significant and material shall be processed in the next budget year
 - e) Budget re-allocations cannot be made to compensate for over-expenditures.

BUDGET ACCOUNTING POLICY

As in prior years, the Town of Caledon's 2016 Budget was completed on the fund basis of accounting. However, per *Ontario Regulation 284-09*, the Town of Caledon must disclose the impact on the 2016 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2016 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2016 Operating Budget.

The following are some of the differences between fund accounting and full accrual accounting:

Description	Fund Accounting Treatment	Full Accrual Accounting Treatment
Tangible Capital Assets and Amortization of Tangible Capital Assets	Tangible capital assets and amortization are not included in the financial statements. All capital expenditures are expensed in the year it occurred.	Tangible capital assets are included in the Statement of Financial Position (Balance Sheet) at the net book value (NBV). (NBV = Historical cost less accumulated amortization) Annual Amortization is expensed under the Statement of Operations. (Income Statement)
Accumulated Surplus/ (Deficit) from Operations	The Statement of Financial Position does not contain the Accumulated Surplus/(Deficit) from operations but includes only the Fund balances such as Current Fund, Capital Fund, and Reserve Fund.	Statement of Financial Position shows an Accumulated Surplus/(Deficit) consisting of all fund balances at a consolidated level. (Funds include reserves, boards, TCA's)
Revenue Recognition	Revenue is recognized when received.	Revenue is recognized when matched to expenses
Revenue / Expenditures	Statement of Operations shows Revenue/Expenditures for capital, operating, and reserves.	Revenue and expenses shown on the Statement of Operations (Income Statement) and Capital expenses are shown on the Statement of Financial Position (Balance Sheet) as assets.

Overview of Budget Processes and Policies

The Public Sector Accounting Board's (PSAB) financial reporting requirements for the 2009 and future reporting periods incorporates the capitalization of tangible capital assets and amortization expenses in the financials for all Ontario municipalities. For budget purposes, *Ontario Regulation 284/09*, allows municipalities to exclude TCA amortization from the budget.

The following table below outlines the high level adjustments made that converts the balanced 2016 Budget prepared on the fund basis of accounting to an estimated \$27.7M surplus which will increase to the Town's accumulated surplus when preparing the 2016 financial statements in accordance with PSAB.

	<u>\$ Millions</u>	
2016 Proposed Budget - Fund Accounting		
Proposed 2016 Operating Budget Revenues	\$80.5	
Proposed 2016 Operating Budget Expenses	<u>(\$80.5)</u>	
2016 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
Projected 2016 Tangible Capital Asset Amortization	(\$14.0)	
2016 Proposed Budget Tax Levy Funded Capital Program	\$14.5	
2016 Proposed Capital Budget Items not considered TCA	(\$2.1)	
2016 Proposed Budget Transfer from Reserves considered		
Deferred Revenues & Other external Funding (e.g. grants)	<u>\$27.1</u>	
		<u>\$25.5</u>
Revised shortfall after accounting for TCA		\$25.5
Other Full Accrual Adjustments		
Net 2016 Budget Transfers to Reserves not considered as		
Expenses	\$3.2	
Long Term debt Payment (External)	<u>(\$1.0)</u>	
		<u>\$2.2</u>
Estimated Impact on the ending 2016 Accumulated Surplus		<u>\$27.7</u>

As shown in the table above, the Tax Levy Funded Capital and Transfers from Reserves are the main drivers of the projected full accrual surplus. TCA amortization, at \$14M is a significant full accrual adjustment that historically has resulted in a full accrual budget deficit. For 2016 we have more transfers from reserves which is causing a \$27.7M projected surplus and an overall increase to the Town's accumulated surplus.

Until the financial statement and budget models have been refined to enable the Town to add the impact of TCA amortization into future budgets and to convert future budgets, this report will be prepared for Council to show the impact of excluding amortization expense on the Town's accumulated surplus and the estimated capital funding implications, prior to the adoption of future budgets, in accordance with *Ontario Regulation 284/09* of the *Municipal Act, 2001*.

Town of Caledon 2016 Operating Budget Summary

A Summary of the 2016 Net Operating Expense (Expenses less Revenue) by department is listed below with a comparison to the 2015 Budget.

DEPARTMENT	2015 BUDGET	2016 BUDGET
Building Services*	\$0	\$0
Corporate Accounts	\$(41,527,960)	\$(44,083,748)
Corporate Services	3,875,359	4,008,612
Development Approval and Planning Policy	1,264,798	1,942,925
Economic Development	612,495	683,469
Fire and Emergency Services	7,213,865	7,776,302
General Governance and Administration	2,404,223	2,555,121
Human Resources	997,091	1,004,874
Caledon Public Library	2,791,129	2,879,038
Parks and Recreation	6,612,838	7,082,556
Public Works	15,756,162	16,150,851
Total	\$ 0	\$ 0

*Building Services shows a net zero balance in accordance with BILL 124 which mandates Building Services must be fully funded by its revenue from building permits.

As outlined in the previous section, the Town of Caledon prepares a base operating budget to support existing approved service levels and identifies incremental costs for improved service levels through "Urgent Unmet Needs" requests. The figures listed above include the approved base operating budget and approved Urgent Unmet Needs for 2016.

Town of Caledon 2016 Operating Budget Summary

A summary of the 2016 approved Urgent Unmet Needs is listed on the next two pages. For the 2016 budget, the Unmet Needs were organized into 4 major categories:

- A. **Council Work Plan Priorities** - Unmet needs that relate to the objectives in the Council Work plan

- B. **Keeping Technology Current** - Unmet needs that enhance customer service. Provides staff tools to be more efficient and effective and advances the Town's technology architecture

- C. **Growth-Related** - Unmet need requests that maintain service levels challenged by growth, such as more roads, parks, facilities, customer service and staffing

- D. **Organizational Excellence** – Unmet need that contribute to the attraction and retention of high quality staff to service the public

2016 Approved Unmet Needs

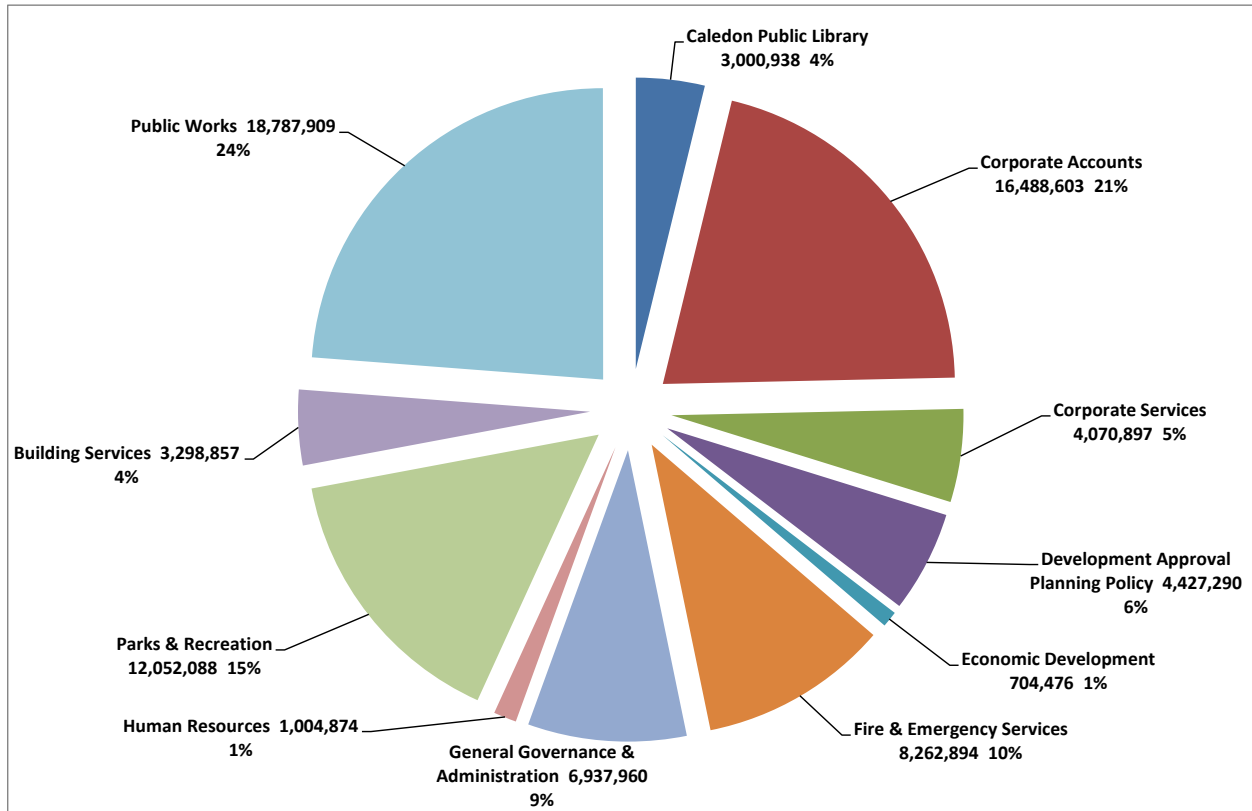
A. Council Work Plan Priorities - Unmet needs that relate to the objectives in the Council Work Plan				
Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
Economic Development	5	Marketing & Advertising	\$40,000	
Economic Development	21	Physician Recruitment	\$10,000	
General Governance	7	Community Engagement	\$20,000	
General Governance	9	Students for Communications	\$18,816	
Parks & Recreation	14	Customer Service Administrator	\$25,030	1
Parks & Recreation	15	Administrator for the Adult 55+ programs and deliverables (Part Time)	\$38,180	
Parks & Recreation	29	Casual Labour to assist special needs in seasonal recreation programs, some offset from additional revenues	\$21,400	
Corporate Services	2	Increase to Grant Assistance offered to Low Income Seniors and Low Income Persons with Disabilities	\$2,250	
B. Keeping Technology Current - Unmet need that enhance customer service. Provides staff tools to be more efficient and effective and advances the Town's technology architecture.				
Corporate Services	1	Application and Database Administrator	\$117,000	1
Development Approval and Planning Policy Department	4	Intermediate Policy Planner - GIS	\$78,635	1

2016 Approved Unmet Needs

Department	Reference #	Description	2016 Net Budget \$	Full Time Headcount
C. Growth Related - Unmet need requests that maintain service levels challenged by growth, such as more roads, parks, facilities, customer service and staffing.				
Emergency Services	6	Chief Training Officer	\$156,226	1
Emergency Services	23	1 Captain & 1 Firefighter	\$135,952	2
Human Resources	10	Conversion of Human Resources Associate	\$25,000	1
Parks & Recreation	13	Parks Operator	\$87,299	1
Public Works	16	Operators (1)	\$133,705	2
Public Works	17	Fleet Service Technician	\$83,857	1
D. Organizational Excellence - Unmet need that supports the attractions, retention and engagement of staff.				
Development Approval and Planning Policy Department	3	Intermediate Planner	\$87,039	1
Human Resources	11	2 Permanent full time headcount - Knowledge Transfer to deal with retirement and as part of the retention strategy	\$0	2
Library Services	12	Customer Service Staff	\$47,760	4
Development Approval and Planning Policy Department	20	Conversion of Law Clerk from Part Time to Full Time	\$0	1
Total Approved Unmet Needs			\$1,128,149	
Total Approved Full Time Headcount				19

2016 Operating Budget

Expenditures by Department

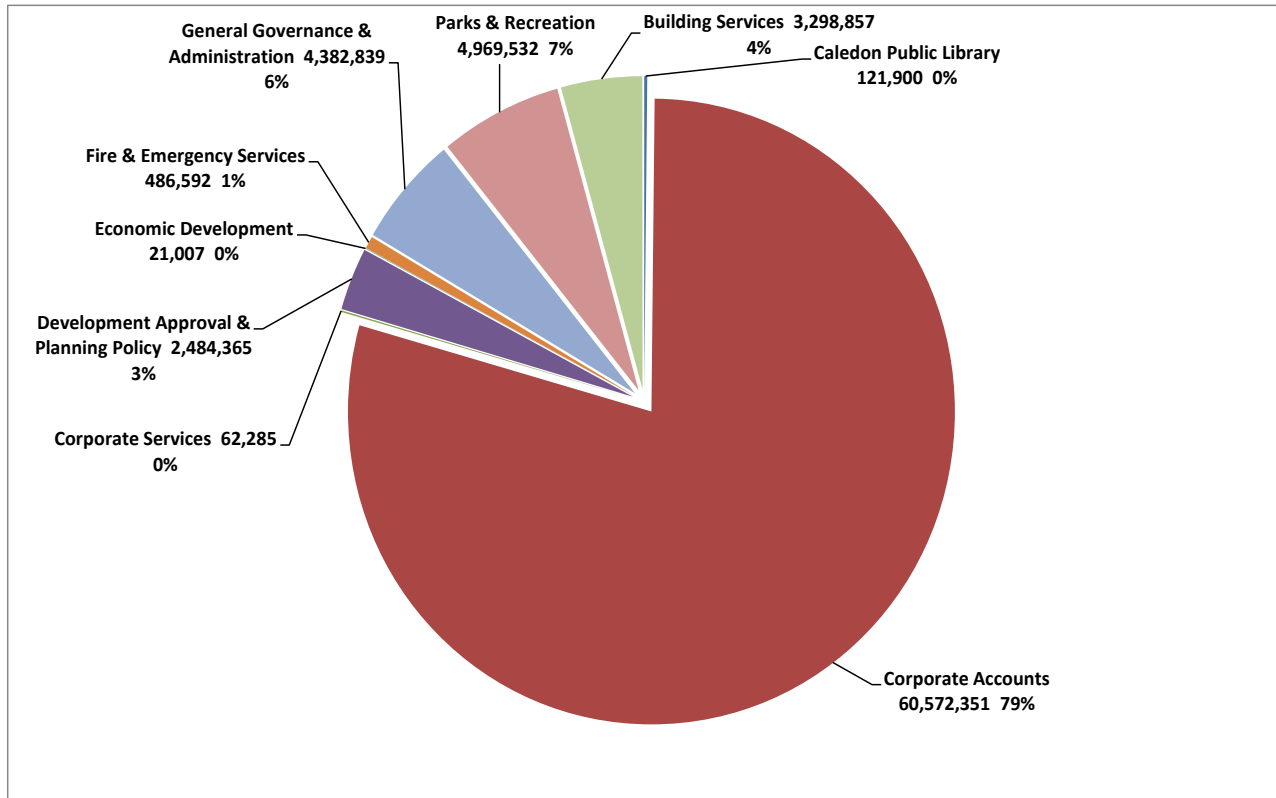


Expenditures by Category

	2014 Approved Budget	2015 Approved Budget	2016 Approved Budget
Salaries, Wages & Benefits	\$35,905,527	\$37,764,056	\$40,400,177
Transfer to Reserves/Capital	14,587,727	16,650,005	17,346,967
Services and Rents	8,765,731	8,381,772	7,694,573
Materials, Equipment & Supplies	4,099,534	4,212,191	4,499,795
Utilities	2,470,655	2,348,281	2,394,621
Other	6,203,470	6,426,013	6,700,653
Expenditures Total	\$72,032,644	\$75,782,318	\$79,036,786

2016 Operating Budget

Revenues by Department



Revenue By Source	2014 Approved Budget	2015 Approved Budget	2016 Approved Budget
Tax Revenue	\$48,797,031	\$52,507,109	\$55,780,777
Fines and Penalties	4,792,004	4,818,611	5,247,934
User Fees/Rentals	12,165,856	12,207,701	12,279,975
Transfer from Reserves	636,519	514,270	187,535
Interest	750,500	815,000	1,219,757
Grants	1,302,594	1,285,269	1,296,761
Sales	303,580	265,880	279,689
Other	3,284,560	3,368,478	2,744,358
Revenue Total	\$72,032,644	\$75,782,318	\$79,036,786

Major Revenue Sources and Trends

Tax Revenue - \$55,780,777

This is the largest funding source for the Town of Caledon and it funds both operating and capital expenditures. The funding requirements of the Town are determined through the budget process and the tax rate is set on these requirements. The tax rate is determined by dividing the funding requirement by the property assessment base. The assessment base for 2016 is projected to increase by approximately 2.0%. The estimated projection added to the tax base is \$1 million of assessment growth which will be split to fund the capital program and unmet need requests. The 2016 Operating Budget required an additional \$2.2 million of funding to balance the budget. This includes Urgent Unmet Needs for new services, new service levels or new staffing and additional capital funding sources.

The Town of Caledon is also responsible for collecting taxes on behalf of the Region of Peel (upper tier municipal government) and the Board of Education (both public and separate). These amounts are not included in the Town of Caledon tax revenues shown in this document but are included on the property tax bills sent to the Town of Caledon property owners.

Fines and Penalties - \$5,247,934

There are two types of fines and penalties collected by the Town:

- The Provincial Offences Act (POA) allows for the collection of fines for violations under the *Highway Traffic Act* and for parking infractions within the Town of Caledon.
- Corporate Services charges a 1.25% late payment fine on the first day of default of the tax installment due date and on any remaining balance until paid on the first of each month for all property taxes in arrears. The fee was imposed to discourage taxpayers from paying late and ensure the Town has adequate funds to pay the school boards and the Region of Peel when required. The Town is obligated to make these payments regardless if the taxpayers make late payments. If the Town of Caledon does not have sufficient cash flow to pay the Region of Peel, school boards, and to pay for the provision of services, we may have to borrow money in the short-term, which impacts all taxpayers.

Major Revenue Sources and Trends

User Fees/Rentals - \$12,279,975

This is the second largest revenue source for the Town of Caledon and is reviewed and updated annually. This year finance undertook a special review to ensure user fees cover direct and indirect costs related to the user fees. User fees were adjusted based on the results of this exercise. Some examples of user fees include fees charged for recreation programs, facility rentals, development applications, building permits and licenses. The operating budget is adjusted for changes to the user fees through the budget process. In conjunction with the adoption of the budget the fee by-law is also approved by Council on a yearly basis.

Transfer from Reserves - \$187,535

These transfers are used to fund certain debt payment requirements in the operating budget and some one time positions approved during the budget process. This also includes an offset of temporary revenue fluctuations related to residential and non-residential growth.

Interest - \$1,219,757

Interest revenue included in the Operating Budget is projected to increase in 2016 due to the adoption of proactive cash management and investment strategies. Incremental interest earned from higher cash balances in recent years related to obligatory reserve funds are allocated to those reserve funds and do not impact the Operating Budget.

Grants - \$1,296,761

A significant portion of this revenue comes from the Ontario Municipal Partnership Fund (OMPF) which is an annual unconditional grant from the Province of Ontario, for assisting rural communities in providing services to their citizens. Other large grants received by the Town from various agencies are for Library services for accessibility purposes; *Provincial Offences Act* for bilingual purposes; and recreational grants for programs offered. Trends for grants are difficult to predict as the programs being offered could be stopped by the originating body at any time. The Town budgets for grants annually and will adjust based on Federal/Provincial notification of new grants, grant increases or cancellation/reduction in grant programs.

Sales - \$279,689

This type of revenue includes concession and vending machine revenue from all of the Town's Recreation Facilities.

Major Revenue Sources and Trends

Other - \$2,744,358

A significant portion of this funding comes from internal charges for work performed for other departments or divisions within the Corporation of the Town of Caledon. These internal recoveries include charges for capital and full cost recovery for building inspectors.

2016 APPROVED CAPITAL BUDGET

The total approved capital budget for 2016 is \$40,473,922. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Reserve Funding	DC Reserve	Capital Carry Forward	Other	Funding Comment
Corporate Services	16-091	Town Insurance Policy and Property Appraisal Review	Purchasing & Risk Management	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-083	Information Technology - PC Refresh Project	Information Technology	\$ 265,000	\$ 251,750	\$ -	\$ -	\$ 13,250	\$ -	\$ -	\$ -	Building Stabilization Reserve
	16-144	Information Technology - Microsoft EA		\$ 235,000	\$ 223,250	\$ -	\$ -	\$ 11,750	\$ -	\$ -	\$ -	Building Stabilization Reserve
	16-146	Information Technology - Application Maintenance & Upgrade (AMANDA)		\$ 132,000	\$ -	\$ -	\$ -	\$ 132,000	\$ -	\$ -	\$ -	Building Stabilization Reserve
	16-147	Information Technology - Infrastructure Maintenance and Upgrade		\$ 60,000	\$ 57,000	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ -	Building Stabilization Reserve
	16-149	Enterprise Asset Management System (Phase 1)		\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-150	GIS Integration with Road Patrol Monitor		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-151	Electronic Document and Records Management System (Discovery & Design)		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-154	Information Technology - Public Wifi Expansion to MRC, CCRW and ABUCC		\$ 23,000	\$ 23,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-155	Information Technology - Remote Access (VPN) Deployment and Expansion		\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-180	Business Continuity Planning Software & Tools		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-183	IT Enterprise Architecture		\$ 200,000	\$ 140,000	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	Building Stabilization Reserve
	16-186	Microsoft Project (Interim Solution)		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Services Total				\$ 1,295,000	\$ 1,075,000	\$ -	\$ -	\$ 220,000	\$ -	\$ -	\$ -	
Development Approval & Planning Policy	16-156	Grade Separation & Bolton Residential Expansion Study	Policy & Sustainability	\$ 180,000	\$ 12,600	\$ -	\$ -	\$ -	\$ 167,400	\$ -	\$ -	
	16-158	Bolton Queen Street Corridor Study		\$ 80,000	\$ 41,200	\$ -	\$ -	\$ -	\$ 38,800	\$ -	\$ -	
	16-160	Heritage Designation Studies		\$ 20,000	\$ 5,450	\$ -	\$ -	\$ -	\$ 14,550	\$ -	\$ -	
	16-161	Land Use Policies - Official Plan Review		\$ 235,000	\$ 61,325	\$ -	\$ -	\$ -	\$ 120,675	\$ 53,000	\$ -	Capital Carry Forward -Tax
	16-164	Pioneer Cemetery Restoration		\$ 65,000	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-166	Heritage and Cemetery Signage		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Development Approval & Planning Policy Total				\$ 600,000	\$ 205,575	\$ -	\$ -	\$ -	\$ 341,425	\$ 53,000	\$ -	
Fire & Emergency Services	16-086	Large Fire Equipment Replacement	Emergency Ops & Fire Supress	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	
	16-087	Personal Protective Equipment		\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	
	16-088	Six Wheeled Utility Task Vehicle (2)		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-089	Fire Training Facility		\$ 950,000	\$ 237,500	\$ -	\$ -	\$ -	\$ 712,500	\$ -	\$ -	
	16-090	Joint Fire Communication Center Equipment Replacement		\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	
	16-139	Major Repairs to Buildings (Alton, Mono Mills & Caledon East)		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-179	Additional Funding - Bolton Fire Station		\$ 1,700,000	\$ 1,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-084	Chief Fire Prevention Officer Vehicle	Fire Support Services	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Fire & Emergency Services Total				\$ 2,950,000	\$ 2,092,500	\$ -	\$ -	\$ 145,000	\$ 712,500	\$ -	\$ -	
General Governance	16-136	Customer Service Satisfaction Survey and Benchmarking	Administration	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-187	Website Upgrades	Corporate Communications	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
General Governance Total				\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Caledon Public Library	16-001	Library Books & Materials	Lending Services	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-002	Library IT Equipment Replacement		\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-003	Library Furniture and Fixture Replacement		\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-004	Mayfield West Library - (Term of Council)	Technical Services	\$ 2,475,000	\$ 809,032	\$ -	\$ -	\$ -	\$ 1,665,968	\$ -	\$ -	
	16-006	Library Connectivity Improvements		\$ 9,000	\$ 9,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Caledon Public Library Total				\$ 2,964,000	\$ 1,298,032	\$ -	\$ -	\$ -	\$ 1,665,968	\$ -	\$ -	

2016 APPROVED CAPITAL BUDGET

The total approved capital budget for 2016 is \$40,473,922. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Reserve Funding	DC Reserve	Capital Carry Forward	Other	Funding Comment
Parks & Recreation	16-024	Caledon Centre for Recreation & Wellness (CCRW) Activity Room	Facilities & Operations	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-028	Caledon Centre for Recreation & Wellness (CCRW) Rockwall Safety Mats and Gates		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-029	Caledon Centre for Recreation & Wellness (CCRW) Campus Infrastructure		\$ 225,800	\$ 225,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-036	Feasibility Assessment & Facility Planning		\$ 162,000	\$ 68,985	\$ -	\$ -	\$ -	\$ 93,015	\$ -	\$ -	
	16-039	Caledon Village Place (CVP) Entrance Doors, Kitchen, Washroom & Room Upgrade		\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-042	Mayfield Recreation Complex (MRC) Washroom Renovation Top Up		\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-043	Mayfield Recreation Complex (MRC) Pool Bleacher Replacement		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-044	Mayfield Recreation Complex (MRC) Arena Paving - Olympia Dumping Area		\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-045	Mayfield Recreation Complex (MRC) Pool Changeroom Fixtures & Floor Repairs		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-050	Various Satellite Facilities Web Based Access Keypads		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-051	Lloyd Wilson Centennial Arena (LWCA) Humicon Replacement		\$ 165,000	\$ 82,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 82,500	Community Infrastructure Plan (CIP) Grant
	16-055	Inglewood Community Centre (ICC) Electrical Panel & Lighting Replacement		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-058	Branding and Wayfinding Programming		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-060	Mayfield West Recreation Centre (MW) - (Term of Council)	\$ 4,750,000	\$ 712,500	\$ -	\$ -	\$ -	\$ 4,037,500	\$ -	\$ -		
	16-191	Additional Funding for Cheltenham & Inglewood Parking Lot Paving	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-009	Palgrave Tennis Water Line	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-010	Terra Cotta Park Equipment	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-011	Edelweiss Soccer Washroom/Snack Bar Building Roof	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-012	RJA Potts Memorial Park Rubber Surface Repairs	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-013	Caledon East Splash Pad	\$ 200,000	\$ 38,000	\$ -	\$ -	\$ -	\$ 162,000	\$ -	\$ -		
16-015	North Hill Park Backstop Enhancements	\$ 50,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000			
16-016	Alton and Caledon Village Skatepark Design	\$ 33,000	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
16-017	Fibar Playground Surfacing	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
16-018	Caledon Trailway Resurfacing	\$ 345,000	\$ 172,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 172,500	Community Infrastructure Plan (CIP) Grant		
16-021	John Nichols Park Water Service	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
16-022	Street Tree Replacements	\$ 175,000	\$ 175,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
16-174	Leased Space Improvements – ABUCC - Caledon Parent & Child Centre	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Parks & Recreation Total				\$ 6,815,800	\$ 2,253,285	\$ -	\$ -	\$ -	\$ 4,292,515	\$ -	\$ 270,000	

2016 APPROVED CAPITAL BUDGET

The total approved capital budget for 2016 is \$40,473,922. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Project #	Project Name	Division	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Reserve Funding	DC Reserve	Capital Carry Forward	Other	Funding Comment	
Public Works & Engineering	16-062	LED Phase 2 Consultant and Pilot	Energy & Environment	\$ 199,005	\$ 169,005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000	Region of Peel	
	16-063	Energy and Environment Projects		\$ 116,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-094	Climate Change Adaptation Plan		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-109	Bridge Program	Engineering Services	\$ 3,936,593	\$ -	\$ 3,302,591	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 634,002	Town of Erin Regarding Winston Churchill Road Bridge
	16-114	Crack Sealing Program		\$ 178,842	\$ -	\$ -	\$ 178,842	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-115	Kennedy Road Rehabilitation		\$ 2,229,139	\$ 1,100,695	\$ -	\$ -	\$ -	\$ 1,128,444	\$ -	\$ -		
	16-116	George Bolton Parkway Extension & Industrial Road Rehabilitation		\$ 7,183,008	\$ -	\$ -	\$ -	\$ -	\$ 7,183,008	\$ -	\$ -		
	16-117	Heart Lake Road Rehabilitation		\$ 623,043	\$ 31,152	\$ -	\$ -	\$ -	\$ 591,891	\$ -	\$ -		
	16-118	Town Wide Sidewalk Rehabilitation		\$ 309,216	\$ -	\$ 309,216	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-123	George Bolton Parkway Rehabilitation to Coleraine Drive		\$ 585,199	\$ 72,127	\$ -	\$ -	\$ -	\$ 513,072	\$ -	\$ -		
	16-128	Chapel Street Access Construction		\$ 30,612	\$ 30,612	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-130	Drainage Studies (Multiple Locations)		\$ 339,504	\$ 339,504	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-138	Roads Rehabilitation & Reconstruction Program		\$ 801,906	\$ 7,684	\$ 794,222	\$ -	\$ -	\$ -	\$ -	\$ -		
	16-172	2016 Enhanced Roads Program		\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	Debtenture
	16-176	Alton Cemetery Retaining Wall		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-188	Road Engineering Design and Environment Assessment		\$ 620,000	\$ 620,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-189	Bridge Engineering Assessment and Studies		\$ 414,000	\$ 414,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-190	Stormwater Management		\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-095	Accessibility Improvements - Town Hall	Facilities & Operations	\$ 15,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	Accessibility Reserve
	16-097	Old Caledon Town Hall Roof Repair		\$ 16,517	\$ 16,517	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-098	Animal Shelter Upgrades		\$ 21,800	\$ 21,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-100	Carpentry / Trades Workshop		\$ 50,250	\$ 50,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-102	Town Hall HVAC - Phase 2 Funding		\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-104	Old Church Road Reconfiguration and Parking Lot Upgrade		\$ 246,000	\$ 246,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-105	Town Hall Parking Lot Rehabilitation		\$ 180,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-106	Town Hall Improvements		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-107	OPP Capital Repairs	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Region of Peel	
	16-064	Parking Enforcement Ticketing Units	Regulatory Services	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-066	Commercial Large Scale Fill Consultant		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-070	Asphalt Spreader/Roller/Cracksealer	Road & Fleet Services	\$ 255,000	\$ 255,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	16-072	(1) Heavy Single Axle Plow Trucks		\$ 192,000	\$ 91,581	\$ -	\$ -	\$ -	\$ 100,419	\$ -	\$ -	\$ -	
	16-074	Construction Loader		\$ 231,000	\$ 231,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
16-075	Roll-off Attachments for 3 New Plow Trucks	\$ 233,500		\$ 233,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16-173	Parks Equipment	\$ 110,988		\$ 110,988	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16-008	Road Safety Program	Traffic	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16-068	Traffic Calming		\$ 56,000	\$ 31,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -		
16-069	Traffic Studies & Counts		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
16-079	Traffic Signalization		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -		
16-177	Public Transit Feasibility Study		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Public Works & Engineering Total				\$ 25,804,122	\$ 6,548,415	\$ 4,406,029	\$ 178,842	\$ 15,000	\$ 9,741,834	\$ -	\$ 4,914,002		
Grand Total Town of Caledon - 2016				\$ 40,473,922	\$ 13,517,807	\$ 4,406,029	\$ 178,842	\$ 380,000	\$ 16,754,242	\$ 53,000	\$ 5,184,002		

Town of Caledon Details of Major Capital Projects for 2016

The total 2016 capital budget for the Town of Caledon is \$40,473,922. Additional details regarding some of the significant projects to be undertaken are as follows:

Corporate Services

Project 16-083 – 16-186 – Information Technology Capital Request **Budget \$1,230,000**

I.T. Capital Projects are established to implement, upgrade and integrate new and existing technologies as outlined in the I.T. Strategic Plan and the Community Based Strategic Plan. Some of the projects outlined for 2016 are:

- PC Refresh Project
- Application Maintenance & Upgrade (AMANDA)
- Infrastructure Maintenance and Upgrade
- Enterprise Asset Management System
- GIS Integration with Road Patrol Monitor
- Electronic Document and Records Management System (Discovery & Design)
- IT Enterprise Architecture
- Public Wi-Fi Expansion to Mayfield Recreation Complex, Caledon Centre Recreation & Wellness and Albion Bolton Union Community Centre

Development Approval and Planning Policy

Project 16-161 – Land Use Policies – Official Plan Review **Budget \$235,000**

The Official Plan Review will involve the following studies:

Land Use Policies for Aggregate Recycling: Provincial Policy Statement (2014) encourages aggregate recycling, which will help to reduce the use of virgin aggregates.

Land Use Policies to Promote Community Well-being (Aging, Housing and Healthy Built Environment): Aging, housing, and healthy built-environment are focused areas of the Region's Official Plan Review, and are important goals of the Town's Community Strategic Plan. This project is to develop specific land use policies to address the Town's specific needs in these three areas.

Land Use Policies for Commercial Fill: Council has approved a bylaw for commercial fills up to 10,000 cubic meters. Proposed commercial fills beyond 10,000 cubic meters will require an amendment to the Official Plan. A study is required to determine detailed requirements for such an Official Plan Amendment.

Caledon Archeological Master Plan: An Archeological Master Plan includes operational planning policies, guidelines, and provisions for implementation. The documentation of sites in the Archaeological Master Plan includes maps of known archaeological sites (may be slightly randomly offset so as to not publicly release the exact site locations), built heritage resources, traditional land use patterns, as well as site integrity mapping. It also includes areas of non-interest, which will not require an archaeological assessment ahead of being developed.

Intelligent Communities: The land use implication of an intelligent community is that the Town may be able to attract high quality employment, such as major financial or educational institutions, to Caledon that was virtually impossible 10 years ago. High speed internet has enable employees of these institutions to work anywhere in the world and still have full access to data.

Town of Caledon Details of Major Capital Projects for 2016

In other words, the early morning commutes to Bay Street, for instance, may not become necessary, and a Bay Street institution can, in theory, be relocated to a near-urban municipality, such as Caledon. This change, which is happening rapidly, will also help to resolve the GTA wide transportation problem. The relatively lower land price and superb connection the Town provides will help to attract this kind of employment.

Fire and Emergency Services

Project 16-089 – Fire Training Facility **Budget \$950,000**

To construct a multi-disciplined fire training facility in the Caledon Village location.

Project 16-179 – Additional Funding – Bolton Fire Station **Budget \$1,700,000**

Final funding for the replacement of the Bolton fire station to include space for apparatus, career fire staff, volunteer firefighters and some administrative operations. This is to add to the existing capital project 14-008 for \$6,210,000 for a total funding of \$7,910,000.

Caledon Public Library

Project 16-004 – Mayfield West Library (Term of Council Project) **Budget \$2,475,000**

To provide for additional Library services in the Mayfield West Community as the population grows. This is the second year of funding for the term of council project for a total of \$9,900,000 over the 4 year term.

Parks and Recreation

Project 16-060 – Mayfield West Recreation Centre (Term of Council) **Budget \$4,750,000**

The Mayfield West Community Centre construction cost is estimated to be \$22,800,000 from tax levy and development charges spread over 2014-2018. The Town is obligated to start construction upon issuance of the 2,500th building permit in the Mayfield West community, which is estimated to happen in 2017.

Project 16-024 – 16-029 – Improvements to CCRW **Budget \$260,000**

Improvements to the Caledon Centre for Recreation and Wellness (CCRW) for the activity room, Rockwall Safety Mats / Gates and Campus Infrastructure, which includes removal of the existing lights and replace with LED fixtures at the CCRW Complex parking lots.

Project 16-042 – 16-045 – Improvements to Mayfield Recreation Complex **Budget \$140,000**

Improvements include renovations to the washrooms for accessibility needs, pool bleacher replacements, arena paving for Ice Resurfacer area and pool change room fixtures and floor repairs.

Town of Caledon Details of Major Capital Projects for 2016

Parks and Recreation

Project 16-018 Caledon Trailway Resurfacing **Budget \$345,000**

Resurfacing portions of the Caledon Trailway as part of the resurfacing program. For 2016 the Town will receive a grant from the Federal Community Infrastructure Program (CIP 150) for 50% of the cost of this project. This will ensure Caledon trails meet a multi-purpose standard.

Project 16-051 Lloyd Wilson Centennial Arena (LWCA) Humicon Replacement **Budget \$165,000**

To replace two (2) Dehumidification units at the Lloyd Wilson Centennial Arena. For 2016 the Town will receive a grant from the Federal Community Infrastructure Program (CIP 150) for 50% of the cost of this project.

Public Works

Project 15-132 – Bridge Program **Budget \$3,936,593**

The objective is to ensure that the Town's bridges are maintained in a state of good repair so as to maintain usability and safety. The Town has an inventory of 133 bridges and culvert structures most of which are in need of maintenance, replacement or rehabilitation. Given the need to prioritize resources Public Works has engaged a bridge consultant to undertake a bridge inspection program on a bi-annual basis. The collected data is used to compile a bridge capital rehabilitation program. The ultimate goal of the program is to define a capital plan that makes the most effective use of available Town resources and to ensure the integrity of these structures.

Below is a list of bridges to be repaired or rehabilitated for 2016:

- Kennedy Road Bridge
- Credit Road Bridge
- Winston Churchill Road Bridge
- McLaren Road Bridge

Project 16-115 – Kennedy Road Rehabilitation **Budget \$2,229,139**

The rehabilitation and reconstruction of Kennedy Road from King to Boston Mills and to Old base road. This will be funded by \$1,100,695 tax and \$1,128,444 from Development Charges.

Project 16-116 – George Bolton Parkway Extension & Industrial Road **Budget \$7,183,008**

This project consists of the extension of George Bolton Parkway from Highway 50 to the Vaughan/ Caledon Town Line. The scope will also include the reconstruction /rehabilitation of Commercial and Industrial Roads. This project is fully funded by Development Charges.

Town of Caledon Details of Major Capital Projects for 2016

Project 16-172 – 2016 Enhanced Road Program

Budget \$4,100,000

This is the third year of a Town-wide enhanced asphalt resurfacing and major asphalt patching on various roads. This is a comprehensive pavement management program that includes the periodic reconstruction or major rehabilitation of roads to extend the life of the roads and address major deficiencies. This project is expected to be funded by a debenture in 2017 upon completion.

The full list of roads is listed below:

Street Name	From Location	To Location
Huntsmill Dr	Airport Rd	End
Old Church Rd	Mount Pleasant Rd	Mount Wolfe Rd
5th Side Road	Pembrook St	Autumn Oak Ct
Beaver Av	Dale St	Birchlawn Rd
Beaver Ct	Dale St	South End
Birchlawn Rd	Crestwood Rd	End
Castleberg Sr	50 Hwy	Mount Hope Rd
Dale St	Kingsview Dr	End
Dalton St	Sackville St	Temperance St
Dingle Ct	Longwood Dr	End
Grace Ct	Hersey Cr	End
Hersey Cr	Longwood Dr	Longwood Dr
Hickman St	Queen St N	Sackville St
Hickman St	Sackville St	End
King Arthur S Ct	Royal Terrace Cr	End
Kingsview Dr	Crestwood Rd	Birchview Cr
Kingsview Dr	Birchview Cr	Bolton Heights Rd
Pembrook St	Fifth Sr	Queensgate Bv
Riverpark Ct	Hickman St	End
Royal Terrace Cr	Fountainbridge Dr (W)	Fountainbridge Dr (E)
Sackville St	Dalton St	End
Sir Lancelot Ct	Fountainbridge Dr	End

TOWN OF CALEDON
2017-2026 Tax Levy Baseline & Above Baseline Capital Expenditure Forecast

As part of the 2016 budgeting process, the Town has developed a ten year capital forecast. The portion of the capital expenditure to be tax funded is summarized by department as follows:

Sum of Tax Levy		Year										
Baseline	Department	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Grand Total
Baseline	Corporate Services	\$ 700,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 9,700,000
	DAPP	\$ 15,450	\$ 45,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 15,450	\$ 184,500
	FIRE	\$ 750,000	\$ 915,000	\$ 920,000	\$ 945,000	\$ 770,000	\$ 970,000	\$ 995,000	\$ 1,020,000	\$ 1,045,000	\$ 1,045,000	\$ 9,375,000
	Library	\$ 500,000	\$ 500,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 5,400,000
	Public Works	\$ 3,601,893	\$ 2,644,126	\$ 2,944,126	\$ 3,444,126	\$ 3,944,126	\$ 3,944,126	\$ 4,215,000	\$ 4,215,000	\$ 3,744,126	\$ 3,744,126	\$ 36,440,777
	Parks and Recreation	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000
Baseline Total		\$ 6,467,343	\$ 6,004,576	\$ 6,329,576	\$ 6,854,576	\$ 7,179,576	\$ 7,379,576	\$ 7,675,450	\$ 7,700,450	\$ 7,254,576	\$ 7,254,576	\$ 70,100,277
Above Baseline	Corporate Services	\$ 525,000	\$ 3,750					\$ 3,750				\$ 532,500
	DAPP	\$ 21,685	\$ 212,465	\$ 99,505	\$ 131,500	\$ 474,025	\$ 378,750	\$ 210,465	\$ 91,090	\$ 17,488	\$ 64,375	\$ 1,701,347
	FIRE	\$ 497,500	\$ 697,500	\$ 560,000	\$ 685,000	\$ 735,000	\$ 600,000	\$ -	\$ -	\$ 1,638,625	\$ 300,000	\$ 5,713,625
	General Governance & Administration			\$ 150,000				\$ 1,167,583				\$ 1,317,583
	Library	\$ 962,224	\$ 931,585									\$ 1,893,809
	Public Works	\$ 3,704,256	\$ 4,820,256	\$ 5,963,640	\$ 7,460,704	\$ 9,866,727	\$ 10,135,985	\$ 9,671,000	\$ 8,952,191	\$ 8,686,191	\$ 6,737,000	\$ 75,997,950
Parks and Recreation	\$ 2,186,995	\$ 2,304,765	\$ 2,943,632	\$ 2,386,654	\$ 1,380,554	\$ 2,087,789	\$ 2,332,456	\$ 6,471,408	\$ 7,021,408	\$ 7,066,408	\$ 36,182,070	
Above Baseline Total		\$ 7,897,660	\$ 8,970,321	\$ 9,716,777	\$ 10,663,858	\$ 12,456,306	\$ 13,202,525	\$ 13,385,254	\$ 15,514,689	\$ 17,363,711	\$ 14,167,783	\$ 123,338,884
Grand Total		\$ 14,365,003	\$ 14,974,897	\$ 16,046,353	\$ 17,518,435	\$ 19,635,882	\$ 20,582,101	\$ 21,060,704	\$ 23,215,139	\$ 24,618,288	\$ 21,422,359	\$ 193,439,161

Note: The Town of Caledon's 2016 base tax funded capital program is \$13.5 million (see page 27 or pages 47-49)

TOWN OF CALEDON

2017-2026 Total Capital Forecast

The total capital expenditure forecast for the next 10 years totals \$356.9 million which includes \$198.2 million of capital projects that are funded by tax revenue. The following chart provides a breakdown of the forecasted expenditures by the type of funding for each of the Town's departments.

Department		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total
Corporate Services	Tax Funding	\$1,200,000	\$1,000,000	\$1,003,750	\$1,000,000	\$1,000,000	\$800,000	\$800,000	\$753,750	\$750,000	\$750,000	\$9,057,500
	Development Charges	\$0	\$0	\$121,250	\$0	\$0	\$0	\$121,250	\$121,250	\$0	\$0	\$363,750
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Corporate Services Total		\$1,200,000	\$1,000,000	\$1,125,000	\$1,000,000	\$1,000,000	\$800,000	\$921,250	\$875,000	\$750,000	\$750,000	\$9,421,250
Development Approval & Planning Policy	Tax Funding	\$232,612	\$175,338	\$170,725	\$221,450	\$345,150	\$164,925	\$120,400	\$59,225	\$129,825	\$222,750	\$1,842,400
	Development Charges	\$302,866	\$2,642,085	\$640,045	\$63,050	\$225,525	\$240,075	\$659,600	\$55,775	\$75,175	\$412,250	\$5,316,446
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Development Approval & Planning Policy Total		\$535,478	\$2,817,423	\$810,770	\$284,500	\$570,675	\$405,000	\$780,000	\$115,000	\$205,000	\$635,000	\$7,158,845
Fire & Emergency Services	Tax Funding	\$942,500	\$1,190,000	\$2,110,000	\$1,145,000	\$1,500,000	\$1,505,000	\$1,570,000	\$995,000	\$1,020,000	\$2,645,000	\$14,622,500
	Development Charges	\$412,500	\$0	\$3,405,000	\$1,350,000	\$4,995,000	\$1,215,000	\$0	\$0	\$0	\$0	\$11,377,500
	Reserve Funds	\$0	\$10,000	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fire & Emergency Services Total		\$1,355,000	\$1,200,000	\$5,525,000	\$2,505,000	\$6,515,000	\$2,740,000	\$1,590,000	\$1,015,000	\$1,040,000	\$2,665,000	\$26,150,000
General Governance & Administration	Tax Funding	\$50,000	\$0	\$0	\$150,000	\$0	\$0	\$0	\$583,792	\$583,791	\$0	\$1,367,583
	Development Charges	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$633,709	\$633,708	\$1,267,417
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General Governance & Administration Total		\$50,000	\$0	\$0	\$150,000	\$0	\$0	\$0	\$583,792	\$1,217,500	\$633,708	\$2,635,000
Library Services	Tax Funding	\$1,301,717	\$1,463,680	\$1,431,287	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$8,046,684
	Development Charges	\$1,673,283	\$2,011,320	\$1,943,713	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,628,316
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Services Total		\$2,975,000	\$3,475,000	\$3,375,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$13,675,000
Parks and Recreation	Tax Funding	\$2,485,995	\$3,055,265	\$4,458,500	\$4,526,132	\$4,264,154	\$1,774,554	\$2,792,036	\$8,451,168	\$8,356,168	\$8,906,168	\$49,070,139
	Development Charges	\$7,342,005	\$7,368,735	\$8,251,500	\$8,986,500	\$9,985,635	\$3,230,235	\$4,143,753	\$1,038,832	\$93,832	\$93,832	\$50,534,859
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Gas Tax	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Debentures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Parks and Recreation Total		\$9,828,000	\$10,424,000	\$12,710,000	\$13,512,632	\$14,249,789	\$5,004,789	\$6,935,789	\$9,490,000	\$8,450,000	\$9,000,000	\$99,604,998

TOWN OF CALEDON

2017-2026 Total Capital Forecast

The total capital expenditure forecast for the next 10 years totals \$356.9 million which includes \$198.2 million of capital projects that are funded by tax revenue. The following chart provides a breakdown of the forecasted expenditures by the type of funding for each of the Town's departments.

Department		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total	
Public Works	Tax Funding	\$7,433,250	\$8,167,250	\$7,883,250	\$11,429,425	\$12,371,826	\$16,156,948	\$15,850,650	\$11,554,450	\$12,279,598	\$11,107,598	\$114,234,246	
	Development Charges	\$2,915,000	\$2,915,000	\$2,915,000	\$3,092,825	\$3,726,424	\$6,575,302	\$6,447,600	\$2,525,000	\$2,665,652	\$2,665,653	\$36,443,456	
	Reserve Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Gas Tax	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$31,553,400	
	Debentures	\$4,100,000	\$4,100,000	\$4,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,300,000
	Other*	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$3,750,000
Public Works Total		\$17,978,590	\$18,712,590	\$18,428,590	\$18,052,590	\$19,628,590	\$26,262,590	\$25,828,590	\$17,609,790	\$18,475,590	\$17,303,591	\$198,281,102	
Grand Total		\$33,922,068	\$37,629,013	\$41,974,360	\$36,054,722	\$42,514,055	\$35,762,380	\$36,605,629	\$30,238,581	\$30,688,089	\$31,537,299	\$356,926,195	
Total Tax Funding		\$13,646,074	\$15,051,533	\$17,057,512	\$19,022,007	\$20,031,131	\$20,951,428	\$21,683,086	\$22,947,384	\$23,669,381	\$24,181,516	\$198,241,051	
Total Development Charges		\$12,645,654	\$14,937,140	\$17,276,508	\$13,492,375	\$18,932,584	\$11,260,612	\$11,372,203	\$3,740,857	\$3,468,368	\$3,805,443	\$110,931,744	
Total Reserve Funds		\$0	\$10,000	\$10,000	\$10,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$150,000	
Total Gas Tax		\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$3,155,340	\$31,553,400	
Total Debenture		\$4,100,000	\$4,100,000	\$4,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,300,000	
Total Other		\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$3,750,000	
Grand Total of all funding sources		\$33,922,068	\$37,629,013	\$41,974,360	\$36,054,722	\$42,514,055	\$35,762,380	\$36,605,629	\$30,238,581	\$30,688,089	\$31,537,299	\$356,926,195	

* Other Funding - Aggregate Levy and Region of Peel

Town Of Caledon Debt And Long-Term Debt Limit

The Town of Caledon currently has external debt, issued by the upper-tier municipality, the Region of Peel related to capital infrastructure. Provincial limits on municipal debt are set based on a maximum percentage of revenues that may be used to service the debt costs (e.g. interest and principal payments) on an annual basis.

In the Province of Ontario, municipalities have the authorization to incur long-term debt for municipal infrastructure as long as annual debt repayments do not exceed 25% of net revenues. The Province provides an annual statement for municipalities known as the Annual Repayment Limit statement, outlining the revenue and debt servicing calculations. The Town of Caledon's 2015 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.65% of net revenues to service debt.

The Town of Caledon's debt servicing costs, as a percentage of net revenues, are projected not to exceed the provincial annual repayment limit of 25%. In 2011, Town of Caledon Council approved the establishment of an internal long-term debt limit for the Town of 10% of net revenues (Below the Province 25%)

The Town currently has external debt, issued through the Region of Peel, related to:

1. The purchase of hydro assets outside the former Village of Bolton from Ontario Hydro.
2. The completion of the Bolton Arterial Route – Phase 3 on Coleraine Drive.
3. The 2011 Fire Aerial Apparatus purchase.

The chart below shows the details of the debt or debt obligations:

	2015 ARL Statement	2015 Updated
	(in millions)	
Caledon Hydro External Debt	\$ 2.7	\$ 2.7
Non-Material Leases	\$ 0.1	\$ 0.1
Fire Aerial Debt	\$ 0.0	\$ 0.0
Bolton Arterial Route Debt	\$ 0.2	\$ 0.2
Fleet Debenture	\$ -	\$ 0.6
Trackless Units	\$ -	\$ 0.2
TOTAL	\$ 3.0	\$ 3.8

Hydro Debenture (1999)

In 1999, the Town issued debt for the purchase of hydro assets. The hydro assets were subsequently sold and a portion of the funds were transferred the Region of Peel to setup a Debt Retirement Fund. Semi-annual payments of principal and interest for the Hydro debenture are funded from a Debt Retirement Fund. When the Debt Retirement fund was established, projections on the initial investment and interest to be earned indicated that the Debt Retirement Fund would have sufficient funds to meet the semi-annual interest payments and annual principal payments to maturity, December 2019. Due to past and current economic conditions, projections on interest income for the Debt Retirement Fund have been revised downwards in recent years and there is a projected shortfall between the Debt Retirement Fund and the Town's future debt payments (towards the end of 2016).

Town Of Caledon Debt And Long-Term Debt Limit

The projected shortfall between the debt retirement reserve fund and the Town's external long-term debt repayments is planned to be covered from the Town's other reserve funds. The Town of Caledon plans to use an existing internal reserve fund that has accumulated sufficient funds to cover the projected 2016-2019 shortfall of approximately \$8.2M in the Debt Retirement Fund.

Bolton Arterial Route Debenture (2010)

This external debenture was issued in 2010 for the completion of the Bolton Arterial Route (BAR) on Coleraine Drive. The thirty-year, \$5.4M debenture issued is known as a "sinker", where interest payments are made semi-annually and the full amount of the \$5.4M principal is due at the end of 30 years. In addition to annual internal payments the Town contributes annually to a sinking fund is held and managed by the Region of Peel, for the purposes of extinguishing the debt at maturity. The annual sinking fund contributions and the interest income to be earned on the investments of the sinking fund over 30 years are projected to fully cover the principal payment due at maturity. Since the BAR was transferred to the Region of Peel the Town of Caledon, the Region has assumed the debt servicing costs. However, due to the fact that the debenture was issued for the Town of Caledon the debenture will continue to be reported on the Town of Caledon books with an offsetting payment from the Region of Peel until maturity at 2041.

Fire Aerial Apparatus (2011)

In 2011, Council approved additional external debt to be issued, through the Region of Peel, for the purchase of a Fire Aerial truck. The ten-year, \$0.6M debenture issued in 2011 is also a "sinker", described above where interest payments are made semi-annually and the full amount of the \$0.6M principal is due at the end of 10 years. The sinking fund is held and managed by the Region of Peel, for the purposes of extinguishing the debt at maturity. The annual sinking fund contributions and the interest income to be earned on the investments of the sinking fund over 10 years are projected to fully cover the principal payment due at maturity.

The following are fixed payments beyond the term of council and are considered debt obligations to be included as part of the annual repayment limit.

Fleet Repayment (2012)

In 2012, Council approved a capital project for the replacement of 34 vehicles and equipment. The annual debenture payments were estimated at \$640,000 annually for a five year term (2013 to 2017), which is included in the 2013 operating budget. Due to a positive cash flow in the Town's account the issuance of this debenture was not required however the payment will still remain as part of the base operating budget to repay the capital project over the original 5 year term of the estimated debt.

Trackless Equipment – Repayment (2013)

In 2013, Council approved the purchase of (7) Seven used Trackless Sidewalk Plows and Sanding Units for \$629,691. The project is to be funded from the Public Works Operating Budget savings related to equipment rentals for the balance of 2013 and in 2014, 2015 and 2016. These are fixed payments beyond the term of council and are considered like debt obligations to be included as part of the annual repayment limit.

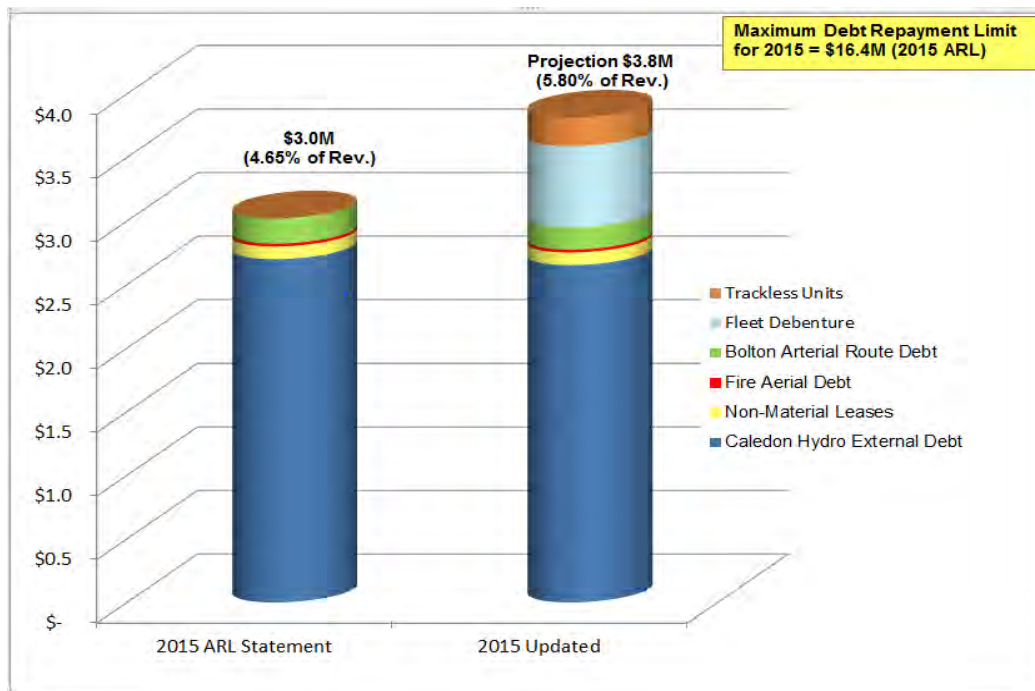
Town Of Caledon Debt And Long-Term Debt Limit

Annual Repayment Limit (ARL)

Provincial policy allows municipalities to incur debt charges equivalent to 25 percent of their net revenues without prior approval of the Ontario Municipal Board. On an annual basis, the Province provides each municipality with an Annual Repayment Limit (ARL) statement that outlines the maximum debt charges allowed (25% of net revenues), the debt charges reported, and the remaining debt repayment limit. Further, as part of the 2012 Budget, Council adopted a debt policy where the Town may issue debt to a maximum projected debt servicing charges (principal and interest payments) of 10% of net revenues.

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403/02 of Section 401 of the Municipal Act 2001, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2015 is based on its analysis of data contained in the 2013 Financial Information Return (FIR). The Town of Caledon's 2015 ARL statement report indicates that the Town has net debt charges of \$3.0M or approximately 4.65% of the Town's net revenues. This leaves a balance of 20.35% (25% - 4.65%) or approximately \$13.4M of the ARL available.

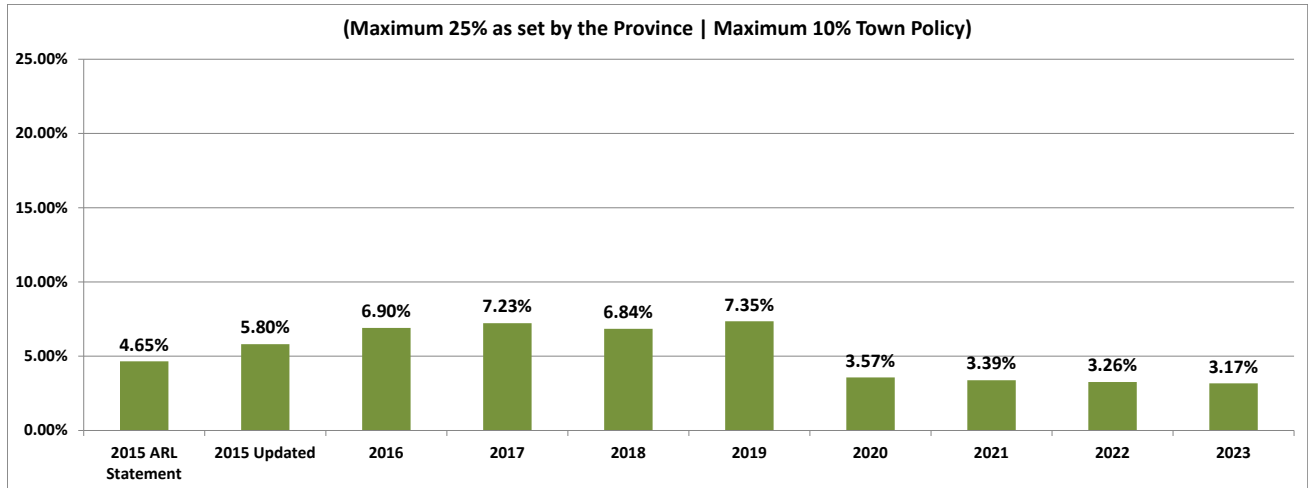
The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures and projections are included in the chart below:



Town Of Caledon Debt And Long-Term Debt Limit

The chart below shows an adjusted 2015 ARL and includes updates/assumptions such as:

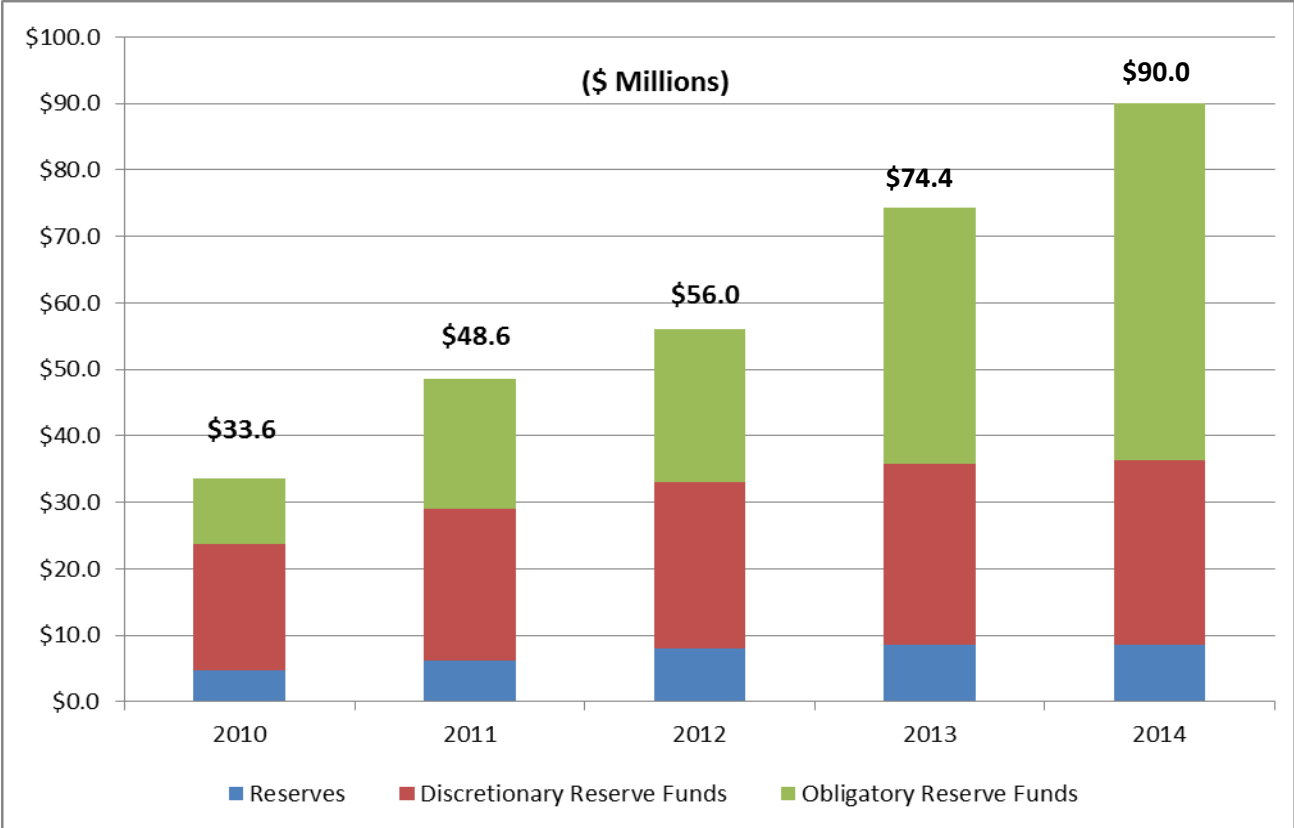
- Revised photocopier lease costs;
- Future debentures assumed:
 - 2013 Caledon Equestrian Park (Town's \$1.7M investment to be funded via a Non-Tax Supported debenture following construction) - 2016
 - 2014 Caledon East Concrete Road \$0.67M - 2016
 - 2014 Reconstruction and Rehabilitation Roads Project (Enhanced) \$4.1M -2016
 - 2015 to 2018 Enhanced Road Project \$4.1M each year.
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2015 to 2023 based on the same assumptions used in the 2016 budget



Reserves and Reserve Funds

Reserves and Reserve funds are established by Town by-law and/or through Provincial legislation. Both Reserves and Reserve Funds are considered during the annual operating and capital budget process and for the purpose of long-term planning.

Reserves are established for a predetermined purpose and are applied at the discretion of Council for that purpose, whereas the Reserve Funds are restricted by statute or by Council direction. Reserve Funds must be segregated from general revenues but Reserves do not have to be segregated. Over the years the Town has been working to contribute more to reserves and maintain balances for various funding options.



RESERVES

- a) **Description:**
Reserves are an appropriation from net revenue at the discretion of Council, after the provision for all known expenditures. It has no reference to any specific asset and does not require the physical segregation of money or assets. Reserves cannot have a revenue or expense of itself.

- b) **Purpose:**
While reserves may be established for any municipal purpose, the most common are:
 - Reserve for Working Funds
 - Reserve for Contingencies
 - Reserve for Facility Repairs and Restoration

Reserves and Reserve Funds

As of **December 31, 2014**, the Town had available the following reserves for operating and capital budget allocation:

<u>Reserves</u>	<u>2014</u>
Working Funds	\$1,299,647
Contingencies	\$4,632,010
Equipment	\$585,883
Caledon Community Development Fund	\$5,630
Accessibility (previously tax rate stabilization)	\$79,953
Corporate Energy	\$158,811
Capital Tax Levy	\$1,335,595
Bridge Replacement	\$341,732
Go Transit	\$72,803
Animal Shelter	\$90,187
Arlington Homes Culvert Maintenance	\$1,360
Reserves Total	\$8,603,612

Reserve for Working Funds

This reserve was established through Town of Caledon By-law No. 90-76. In most municipalities, accounts have to be paid before taxes, grants and other revenues become available, including revenues still to be collected for the previous year.

Reserve for Contingencies

The contingency reserves being held by the Town are a combination of reserves either restricted by agreement or reserves established for specific purposes. The contingency reserves are currently allocated as follows:

Contingency Reserve	Purpose	Balance (2014)
Operating Contingency	To be used to stabilize the tax rate	2,498,788
Fire Equipment	To be used for Fire Equipment	4,936
Facility Repairs & Reinvestment	To provide funding for equipment replacement	569,336
Self-Insured Loss	To offset major insurance claims	852,828
Surplus Land Sales	Purchase of Town properties	297,523
Economic Development	To encourage economic development	47,148
Ice Resurfacers	To provide funding for Recreation Equipment	84,424
Animal Shelter	Animal Shelter Donations	72,000
Records Management	For software purchase	25,011
Election	To finance future elections	-
Council Carry Forward	For the term of Council	91,538
Total		\$4,461,532

Reserves and Reserve Funds

Equipment Reserve

Established in 1980 for equipment replacement related to capital road equipment.

Caledon Community Development Fund Reserve

Established in 2007 to provide support for eligible community events.

Accessibility Reserve

The balance of the funds in this reserve relate to accessibility contributions and will be used for accessibility issues.

Corporate Energy Reserve

Established in 2008 to be used for Town Hall energy efficiency retrofits.

Capital Tax Levy Reserve

Established to set aside funding for replacement of Town capital infrastructure.

GO Transit Reserve

These funds were set aside per Council resolution W-62-2002 from the 2002 GO transit allocation. The funds have been used to support the Caledon Community Service's Transportation Program.

Animal Shelter Reserve

This reserve was established by the Town to carry out the requirements to manage the funds received for the animal shelter being held for future animal care.

Arlington Homes Culvert Maintenance Reserve

For the purpose of maintaining a culvert located within the Arlington Homes subdivision over a 20 year period.

RESERVE FUNDS

Reserve funds differ from reserves in that reserve funds assets are segregated from general revenues and restricted in use to meet the purpose of the reserve funds. There are two types of reserve funds: discretionary reserve funds and obligatory reserve funds.

Discretionary Reserve Funds

Discretionary reserve funds are created under Section 417 of the *Municipal Act, 2001* (S.O. 2001, c.25) and under similar sections in the *Regional Municipalities Act*, the *Municipality of Metropolitan Toronto Act*, the *County of Oxford Act* and the *District of Muskoka Act*. Discretionary reserve funds are established whenever a municipal Council wishes to earmark revenues to finance a future expenditure for which it has the authority to spend money, and set aside a certain portion of the year's revenues so that the funds are available as required. In accordance with Section 417 of the *Municipal Act, 2001* (S.O. 2001, c.25), it is suggested that municipalities create new reserve funds or additional allocations to a reserve fund through the estimates process, defining the purpose for which the reserve fund is being created.

Reserves and Reserve Funds

Discretionary reserve funds may be used for a number of different purposes. Some examples of these are:

- Winter maintenance;
- new buildings and other capital projects;
- community improvement plan

There are two major advantages to discretionary reserve funds:

Similar to a reserve, they help to stabilize the general municipal tax levy. In a year when a large amount of revenue is required to finance capital projects, a previously established discretionary reserve fund can enable a municipality to spend money without affecting the general municipal levy or the need to issue debentures.

The assets of the reserve fund can be invested to earn income, thus helping to reduce the amount of money to be set aside.

As at **December 31, 2014**, the balances in the Town’s discretionary reserve funds are as follows:

<u>Discretionary Reserve Funds</u>	<u>2014</u>
Winter Maintenance	\$ 229,520
Cash in Lieu of Parking	\$ 168,000
Capital Asset Replacement Fund (previously Caledon Hydro)	\$ 12,363,687
Community Improvement Plan	\$ 517,193
Debt Retirement	\$ 13,453,703
Roads Capital	\$ 10,817
CAMP Agreement	\$ 153,094
Development Approvals Stabilization	\$ 214,078
Development Charge Exemptions & Discounts	\$ 100,000
Northwest Caledon Indoor Recreation Facility	\$ 101,715
Discretionary Reserve Funds Total	\$ 27,745,687

Winter Maintenance Reserve Fund

This reserve has been set up per Council direction to provide winter maintenance funding as needed to offset unusual/severe winter maintenance costs.

Cash in Lieu of Parking Reserve Fund

This reserve fund has been set up per Council direction to provide funds to address the issue of parking in downtown Bolton.

Caledon Hydro Reserve Fund

Proceeds from sale of Caledon Hydro approved By-law no. 2005-170 to establish a set amount in a Hydro Reserve Fund for future capital allocation.

Community Improvement Plan Reserve Fund

Established in 2009 to carry forward unexpended Community Improvement Plan funding. To be used for the Caledon East and Bolton Community Improvement Plan areas.

Reserves and Reserve Funds

Debt Retirement Reserve Fund

Established and held at the Region of Peel to provide payment for debt used to purchase Caledon Hydro.

Roads Capital Reserve Fund

Established in 2011 for the purpose of providing funds for the repair and rehabilitation of Caledon roads resulting from the use of the roads for repeated delivery of fill for private purposes by heavy trucks.

Comprehensive Adaptive Management Plan (CAMP) Agreement Reserve Fund

Established in 2011 for the purpose of providing funds for equipment, services, and the environmental monitoring to be performed by Caledon as required by the Comprehensive Adaptive Management Plan for Mayfield West Phase 1.

Development Approvals Stabilization Reserve Fund

Established in 2011 for the purpose of providing funds for the processing of subdivisions and condominiums by the municipal development staff.

Group Benefit Stabilization Reserve Fund

Established in 2011 to mitigate high health and dental payments in a future year and/or a large spike in premiums in a future year. The Town is self-insured for its benefit plans. In a given year, if we have more claims or increases to premiums, this reserve is used to fund these initiatives.

Obligatory Reserve Funds

These funds must be created whenever a statute requires revenue received for special purposes to be segregated from the general revenues of the municipality.

Examples of obligatory reserve funds are:

- **Monies received in lieu of land** for park purposes as set out under Subsection 42 (14) and (15) of the *Planning Act*;
- **Monies received in lieu of land** for park purposes under a subdivision agreement as set out under Subsection 51.1 (5) of the *Planning Act*;
- **Monies received as development charges** as set out under Subsection 16 (1) of the *Development Charges Act*;

Obligatory reserve funds are to be used solely for the purpose prescribed for them by Statute.

Reserves and Reserve Funds

As at **December 31, 2014**, the balances in the following accounts are:

Obligatory Reserve Funds	2014
Federal Gas Tax	\$ 597,629
Building Permit Stabilization	\$ 3,381,659
Payment In Lieu of Parkland	\$ 2,891,445
Development Charges	\$ 36,996,294
Heritage Property	\$ 15,840
Obligatory Reserve Funds Total	\$ 43,882,867

Federal Gas Tax Rebate Reserve Fund

This reserve fund was established in 2005 as per the agreement between the Town and The Association of Municipalities of Ontario for transfer of Federal Gas Tax Revenues to be used for future capital work. Caledon also receives 4.9% of the Upper Tier funding received at the Region of Peel. A list of eligible project categories from the program includes:

- public transit
- wastewater infrastructure
- drinking water
- solid waste management
- community energy systems
- local roads and bridges
- capacity building
- broadband and connectivity
- brownfield redevelopment
- culture
- tourism
- sport
- recreation

Building Permit Stabilization Reserve Fund

This reserve was established from the 2005 implementation of the Building Code Statute Law Amendment Act (Bill 124). The purpose of the reserve is to allow a municipality to stabilize slow years in terms of building activity and permit revenue.

Payment-in-lieu of Parkland Reserve Fund

This reserve fund has been set up as per Provincial legislation and it is restricted to its use by Provincial legislation. Effective 2007, an additional 2% in lieu of cash on commercial/industrial development was established as per resolution W-397-2006 and By-law 2013-140.

Reserves and Reserve Funds

Development Charges

This reserve fund is comprised of development charges received through registered plans of subdivision and through individual land severances. The uses for this reserve fund are restricted by Town of Caledon by-law. A more detailed summary of each balance is reflected below:

Animal Control	\$	9,607
Fire	\$	553,505
Library	\$	2,056,229
Parkland Development	\$	2,800,691
POA Court Facilities	\$	199,098
Works Department	\$	1,362,749
Recreation	\$	7,682,173
Roads & Related	\$	22,360,643
Studies	\$	(481,741)
BSH Pond	\$	(124,358)
BSH Other Works	\$	268,261
Ferrier Pond	\$	309,437
Total Development Charges	\$	36,996,294

Heritage Property Reserve Fund

Established in 2010, the purpose of this fund is to accumulate unspent grant monies in annual budgets relating to the Designated Heritage Property Grant program and to supplement when required, grants relating to the Designated Heritage Property Grant program exceeding the current year's approved operating budget.

ANNUAL BUDGET FISCAL YEAR 2016

Building Services

2016



BUILDING SERVICES

2016 BUSINESS PLAN AT A GLANCE

We help to create a prosperous, vibrant, liveable community that values its past, respects the environment and looks to the future by administering and enforcing the Building Code Act and the Ontario Building Code.

BY THE NUMBERS: Last year, the Town of Caledon processed small building and house permits faster than the Provincial standard requirement. In total, we processed **989** building and renovation permit applications – that’s **3.8** per day. Building Permits are expected to reach close to **1,500** total for 2015, exceeding 2014 by 30%. More than 75% of building permits are being issued on the first submission.



2015 ACCOMPLISHMENTS

BETTER CUSTOMER SERVICE	<ul style="list-style-type: none"> - Improved customer service, resulting in reduced review times and resubmissions of additional information. - Implemented an organizational structure to improve division efficiency. - Communicated more effectively with applicants and their consultants through the permit application process.
PROCESS IMPROVEMENTS	<ul style="list-style-type: none"> - Changed building permit submission requirements by accepting standard construction practices and specifications, and limiting the need for engineering on common building elements.
TECHNOLOGY UPGRADE	<ul style="list-style-type: none"> - Accommodated new technology by accepting electronic applications through a pilot project.



2016 OBJECTIVES & GOALS

DATABASE MAINTENANCE	<ul style="list-style-type: none"> - Maintain a useable database for AMANDA
FINESSE PROCESSES	<ul style="list-style-type: none"> - Develop and sustain the appropriate processes, and business rules, in AMANDA
e-APPLICATIONS	<ul style="list-style-type: none"> - Proceed to an electronic application process, moving towards a functional web portal



CHALLENGES

- Staying current with changes to the Ontario Building Code as they are implemented by the Ministry through continuous training.
- Delivering excellent customer service while administering the Building Code.
- Adapting to new Provincial plans and mandates as they become applicable law.
- Establishing written procedures that reflect our normal business practices, so that existing and new staff are able to access a clear and concise reference of business flow within Building and Support Services.
- Establishing a protocol and reference manual for the Town’s AMANDA file management system so that all correspondence, building permit information including building plans are documented and attached to the appropriate building permit folder, property record or people record for quick and accurate reference.

2016 Business Plan

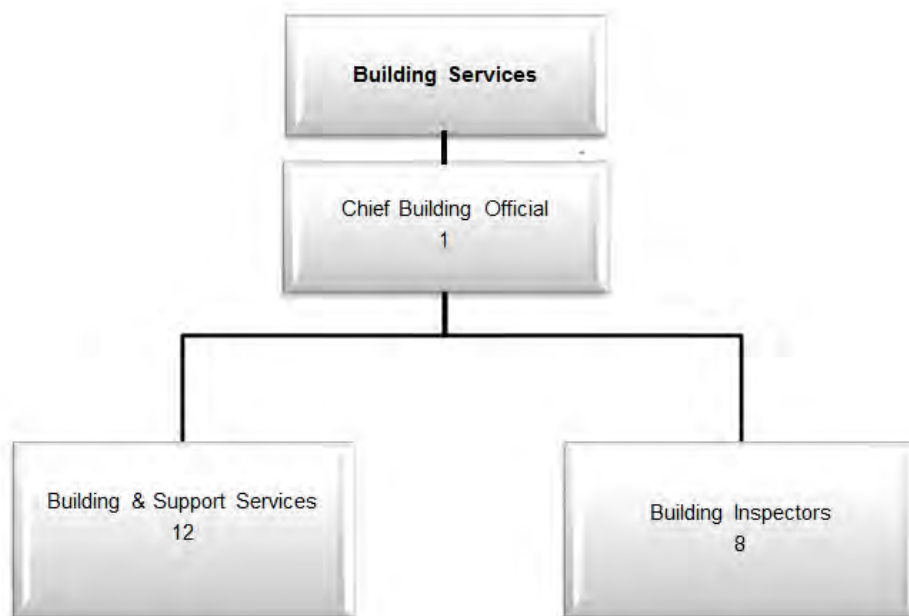
Building Services

1.0 Mission Statement

Working together to help create a prosperous and completely vibrant, liveable community that values its past, respects the environment and looks to the future by:

Administering and enforcing the Building Code Act and the Ontario Building Code with respect to buildings as they relate to health and safety, fire protection, structural sufficiency, conservation, environmental integrity and barrier-free accessibility, while maintaining mandatory legislative requirements and providing an excellent level of service.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 21, 2015 – 20 (included in DAPP department)
(Full-time Staff Only)

Under the direction of the Chief Building Official, the department is responsible for the following:

Building & Support Services

Building & Support Services is responsible for the administration and enforcement of the *Building Code Act* and the Ontario Building Code:

- Process and issue various types of permit applications for compliance with the Ontario Building Code including:
 - Building permits (new buildings, additions, renovations)
 - On-site sewage system permits
 - Change of use permits
 - Plumbing permits
 - Permanent ground sign permits
 - Demolition permits

2016 Business Plan

Building Services

- Coordinate building permit applications prior to issuance with internal and external agencies, to ensure that any other relevant approvals are obtained such as:
 - Town's zoning by-law compliance
 - Site plan control
 - Conservation authorities
 - Ministry of Transportation
 - Ministry of the Environment
 - Niagara Escarpment
- Provide comments on the following types of applications:
 - Committee of Adjustment (minor variance and consent)
 - Part lot control
 - Site plan control
 - Niagara Escarpment Commission
 - Special Occasion Permits
 - Liquor Licence applications
- Provide advice on building-related matters
- Prepare compliance letters for solicitors for real estate transactions

3.0 **Major Customers or Clients**

The primary customers or clients of the department include:

- General public
- Residents
- Business owners
- Land owners
- Developers
- Builders
- Development consultants
- Real estate agents and appraisers
- General contractors, architects, engineers
- Town Council
- Senior Management Team
- Internal departments
- Advisory committees (Heritage Caledon, Caledon Environmental Advisory Committee)
- Committee of Adjustment
- Other lower and upper tier municipalities (Region of Peel)
- Residents associations (e.g. community environmental groups)
- Consultants retained for planning, heritage, transportation projects
- Government agencies (Provincial and Federal Ministries and Conservation Authorities)

4.0 **Achievements in 2015**

Building & Support Services

- Improved and maintained customer service, sustaining reduced review times and resubmissions of additional information
- Changing building permit submission requirements, accepting standard construction practices and specifications, limiting the need for engineering on common building elements

2016 Business Plan

Building Services

- Accommodated new technology accepting electronic applications through a pilot project
- Implemented an organizational structure to improve division efficiency
- Better communication with applicants and their consultants through the permit application process

5.0 Department's Significant Trends and Challenges

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2016 and beyond are as follows:

Trends

Building & Support Services

- Changes to the Ontario Building Code including:
 - Enhancements to barrier-free construction requirements
 - Increased energy efficiency
 - Future changes to the Ontario Building Code to reduce climate change
 - New requirements to register annually and maintain qualifications
- A new focus on leadership training and customer service is introduced through the Ontario Building Officials Association
- *Ontario Clean Water Act* - implications including sewage system maintenance programs and wellhead protection areas restricting land use and construction.

Challenges

Building & Support Services

- Stay current with changes to the Ontario Building Code as they are implemented by the Ministry through continuous training. Plans Examiners and Inspectors will need to communicate effectively with each other and with external clients to ensure the Building Code is applied correctly ensuring a consistent approach to meeting Provincial legislative changes.
- To challenge Building Services in delivering good customer service while administering the Building Code, adapting to new provincial plans and mandates as they become applicable law. As new technical and provincial requirements are introduced communication with applicants and consultants is vital to ensure that changes are understood and the transition from legislation into practice is as seamless as possible. Establish acceptable submission requirements that meet the objective of the Ontario Building Code and are consistent with neighboring municipalities
- Establish written procedures that reflect our normal business practices so that existing and new staff are able to access a clear and concise reference establishing a consistent business flow within Building and Support Services.
- Establish a protocol and reference manual for the Town's AMANDA file management system so that all correspondence, building permit information including building plans are documented and attached to the appropriate building permit folder, property record or people record for quick and accurate reference. Ensure that normal business rules are logical and simplified where possible. Ensure that data input is consistent and accurate creating an easily searchable database. Provide training to staff ensuring basic program knowledge is achieved.

2016 Business Plan

Building Services

- Work towards an electronic application process making greater use of AMANDA, EMMA and the Outlook Add-in
- Work towards a useable web portal for accepting building permit applications.

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following is a list of the 2016 priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
BUILDING SERVICES				
1	Maintain a useable database for AMANDA, develop and sustain the appropriate processes, and business rules in AMANDA. Proceed to an electronic application process moving towards a functional web portal	6a, 6b	Base Operating Budget	Customer Service

TOWN OF CALEDON
2016 OPERATING BUDGET - BUILDING SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Building & Support Services	Building & Support Services	Revenue	01-11-145-44010-365-50608	Sign Variances	\$ (2,148)	\$ (1,000)		
			01-11-145-44010-365-50670	Building Permits	\$ (3,279,088)	\$ (3,279,088)		
			01-11-145-44010-365-50844	Compliance Letters/Inquiries	\$ (33,476)	\$ (18,769)		
		Revenue Total					\$ (3,314,712)	\$ (3,298,857)
		Expense	01-11-145-44010-365-61510	Salaries-Permanent	\$ 974,387	\$ 884,885		
			01-11-145-44010-365-61511	Overtime-Permanent	\$ 1,000	\$ 1,000		
			01-11-145-44010-365-61513	Benefits-Permanent	\$ 286,007	\$ 265,653		
			01-11-145-44010-365-61520	Wages-Casual Temporary	\$ -	\$ 32,300		
			01-11-145-44010-365-61523	Benefits-Casual Temporary	\$ -	\$ 3,900		
			01-11-145-44010-365-62011	Office Supplies	\$ -	\$ 3,000		
			01-11-145-44010-365-62014	Uniforms/Protective Clothing	\$ 300	\$ 300		
			01-11-145-44010-365-62015	Inspection Supplies	\$ 300	\$ 300		
			01-11-145-44010-365-62306	Publications	\$ 2,500	\$ 2,500		
			01-11-145-44010-365-62310	Training/Development/Seminars	\$ 24,400	\$ 25,940		
			01-11-145-44010-365-62311	Memberships/Dues	\$ 3,700	\$ 4,700		
			01-11-145-44010-365-62314	Mileage	\$ 1,500	\$ 1,500		
			01-11-145-44010-365-62315	Printing & Advertising	\$ 2,500	\$ 4,000		
			01-11-145-44010-365-62322	Postage	\$ 162	\$ 162		
			01-11-145-44010-365-62396	Mobile Phones / Pagers	\$ 640	\$ 500		
		01-11-145-44010-365-62416	Interdepartmental Charges	\$ 1,378,297	\$ 788,880			
01-11-145-44010-365-62437	Contribution to Reserves	\$ 626,019	\$ 402,375					
Expense Total					\$ 3,301,712	\$ 2,421,895		
Building & Support Services Total					\$ (13,000)	\$ (876,962)		
Building & Support Services Total					\$ (13,000)	\$ (876,962)		
Regulatory Services	Building Inspectors	Revenue	01-11-475-49020-365-50300	Internal Recoveries	\$ (730,707)	\$ -		
			Revenue Total					\$ (730,707)
		Expense	01-11-475-49020-365-61510	Salaries-Permanent	\$ 532,107	\$ 628,687		
			01-11-475-49020-365-61513	Benefits-Permanent	\$ 153,912	\$ 185,315		
			01-11-475-49020-365-62011	Office Supplies	\$ 1,200	\$ 1,200		
			01-11-475-49020-365-62014	Uniforms/Protective Clothing	\$ 2,143	\$ 3,200		
			01-11-475-49020-365-62015	Inspection Supplies	\$ 857	\$ 857		
			01-11-475-49020-365-62306	Publications	\$ 2,500	\$ 2,500		
			01-11-475-49020-365-62310	Training/ Development/ Seminars	\$ 7,200	\$ 9,200		
			01-11-475-49020-365-62311	Memberships/Dues	\$ 3,643	\$ 5,243		
			01-11-475-49020-365-62314	Mileage	\$ 21,857	\$ 37,260		
			01-11-475-49020-365-62315	Printing & Advertising	\$ 429	\$ 1,000		
		01-11-475-49020-365-62396	Mobile Phones / Pagers	\$ 4,859	\$ 2,500			
Expense Total					\$ 730,707	\$ 876,962		
Building Inspectors Total					\$ -	\$ 876,962		
Regulatory Services Total					\$ -	\$ 876,962		
Building Services Total					\$ (13,000)	\$ -		

ANNUAL BUDGET FISCAL YEAR 2016

Corporate Services

2016



CORPORATE SERVICES

2016 BUSINESS PLAN AT A GLANCE

We provide professional financial, procurement, risk management, property tax, and information technology services and advice that supports the vision, goals and performance of the Town.

BY THE NUMBERS: Caledon is the only Ontario municipality in recent history to receive all **3** financial reporting and budget awards offered by the Government Finance Officers Association. We've reduced the tax arrears below the provincial threshold of 10%. We've increased Tax Funded Capital from **\$3.3 million** in 2008 to **\$13 million** in 2015 to address aging infrastructure.

2015 ACCOMPLISHMENTS

INFORMATION TECHNOLOGY IMPROVEMENTS	<ul style="list-style-type: none"> - Implemented Public WiFi pilot at Town Hall and the Caledon Community Complex. - Established strategic direction for the buildout of high speed internet services in Caledon. - Updated the Town's telephone system to provide a better customer service experience.
PURCHASING AND RISK MANAGEMENT IMPROVEMENTS	<ul style="list-style-type: none"> - Utilized www.govdeals.ca service to effectively manage corporate assets at end of lifespan. - Completed procurements for Caledon Equestrian Park construction. - Implemented new vendor performance scorecard.
FINANCIAL REPORTING AWARDS	<ul style="list-style-type: none"> - Received the Canadian Award for Financial Reporting (CAnFR) for the 2014 financial statements. - Received the GFOA Distinguished Budget Award for the 2015 Budget document. - Received the Popular Annual Financial Report (PAFR) for the 2014 financial report.

2016 OBJECTIVES & GOALS

CONNECTIVITY IN CALEDON	<ul style="list-style-type: none"> - Work with the South Western Integrated Fibre Technology (SWIFT) group in the buildout of High Speed Internet Services throughout the Town, and continued implementation of the IT Strategic Plan to address the technology trends and needs of the Town.
PUBLIC BIDDING	<ul style="list-style-type: none"> - Implement public bidding for Town insurance requirements, and investigate the efficiency, reporting, and internal control benefits of implementing an electronic purchase order module.
STORM WATER MANAGEMENT SYSTEM FUNDING	<ul style="list-style-type: none"> - Assist the Public Works department by implementing a sustainable funding program to support the long-term plans to repair, maintain, and replace storm water management systems and ponds across the Town.

CHALLENGES

- Lack of broadband infrastructure investments in rural Caledon by the private sector due to low population densities.
- Insurance costs for municipalities continue to increase.
- Increasing the Town's tax funded capital program to ensure there are sufficient funds to repair, replace, maintain existing assets, fund the Town's share of growth (development charge) related capital infrastructure projects, and to fund the Town's share of any future Federal and Provincial infrastructure grant programs means property tax increases and allocating a portion of assessment growth revenues.

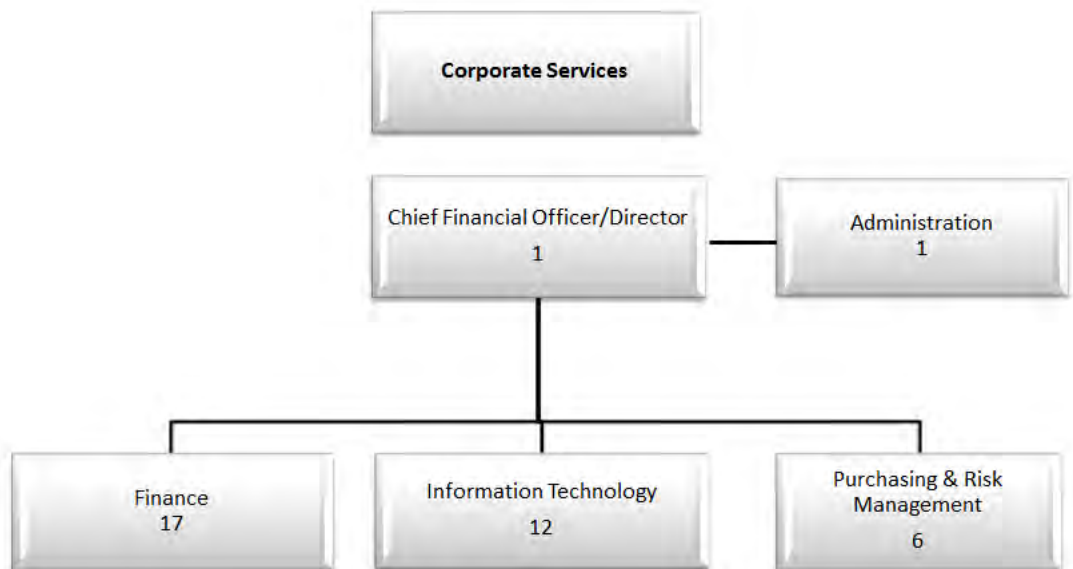
2016 Business Plan

Corporate Services Department

1.0 Mission Statement

To provide professional financial, procurement, risk management, property tax, and information technology services and advice that supports the vision, goals and performance of the Town.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 - 37, 2015 - 36, 2014 - 32
(Full-time Staff only)

Under the direction of the Director of Corporate Services / Chief Financial Officer, Corporate Services is responsible for:

Information Technology

- in partnership with the business, identifying, implementing, managing and supporting the Town's enterprise applications to drive excellence in service delivery
- planning, developing, implementing, managing, securing, and supporting the Town's network infrastructure, software applications, geographic information system, end user PCs and devices, and telecommunication components
- Providing IT Help Desk services to support the use of technology and address service requests and issues

Purchasing and Risk Management

- facilitating all tenders and requests for proposals
- staff training and support for all purchasing and risk matters to ensure accountability and transparency
- managing the Town's insurance policy
- the purchasing card program (P-card)
- encouraging and supporting procurement activities that will promote open competition; fair and transparent processes and good value for taxpayers
- supporting risk management activities that reduce risk exposure for the Town

2016 Business Plan

Corporate Services Department

- administering the Town's purchasing policy and various procedures for all our procurement activities
- administering the Town's corporate insurance and insurance claims
- assisting in cost saving initiatives for operating divisions/departments
- developing risk management procedures

Finance

- the Town's operating & capital budgets, development charges and management of the corporation's finances
- providing financial support and accurate financial information to internal and external stakeholders in a timely manner
- processing centralized accounts receivable, accounts payable, and payroll
- preparation of financial statements, ad-hoc financial analysis
- development and implementation of new/improved financial policies and processes related to financial transactions
- developing and implementing long-term financial strategies and advice
- issuing property tax bills and collecting tax payments throughout the year on behalf of the Town, Region of Peel, and school boards
- preparing tax certificates, processing tax appeals and responding to property tax related inquiries

3.0 Major Customers or Clients

The primary customers or clients of the department include:

- Council and all Town staff
- The residents and businesses in the Town of Caledon
- Vendors/contractors

The secondary customers or clients include:

- Region of Peel, Conservation Authorities and School Boards
- Neighbouring municipalities
- Low Income Seniors and Low Income Persons with Disabilities
- Builders

4.0 Achievements in 2015

Information Technology

- Deployment of enhanced telephone services to employees in support of the Town's customer service enhancement initiatives
- Implemented Public WiFi pilot at Town Hall and the Caledon Community Complex
- Established strategic direction for the buildout of high speed internet services throughout the Town
- Replacement of aging infrastructure / servers / computers / mobile devices to enhance performance and reliability of technology based services
- Completed the implementation of the Enterprise Geographical Information System (GIS) and delivered new functionality to internal and external clients
- Completed the redesign of the corporate telephony system to align with disaster recovery requirements

2016 Business Plan

Corporate Services Department

Purchasing and Risk Management

- Implementation of on-line purchasing of janitorial cleaning supplies through P-card to streamline the process and reduce costs
- Utilizing on-line asset disposal service www.govdeals.ca to maximize disposal revenue and encourage re-use vs. disposal to landfill
- Successful procurements completed for the Caledon Equestrian Park construction
- New vendor performance scorecard implemented
- Executed procurement planning with department directors and managers to identify and clarify lead times and workload issues
- Provided purchasing fundamentals training for new hires

Finance

- Successfully obtained the Canadian Award for Financial Reporting (CANFR) from the Government Finance Officers Association of the United States and Canada (GFOA). The GFOA award encourages annual financial reports to be prepared in the spirit of transparency and full disclosure. The Town's achievement of this award for four consecutive years from 2011 to 2014 is third party recognition of the Town's financial reports as documents that go beyond the minimum requirements of generally accepted accounting principles, as set by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants.
- Successfully obtained the GFOA Distinguished Budget Award for a third consecutive year for the 2015 Budget document. This award recognizes the Town's 2015 Budget document as a policy document, operations guide, a financial plan, and a communications device.
- Successfully obtained the Popular Annual Financial Report (PAFR) for the 2012, 2013, and 2014 financial reports. Caledon is the only Ontario municipality in recent history to receive all three financial reporting and budget awards offered by the GFOA.
- Consolidation of the Municipal Agricultural and Community Grants with Parks and Recreation's Community Development Fund.
- The completion of the review of contaminated sites in compliance with Public Standards Accounting Board (PSAB) 3260 for reporting on 2015 financial statements.
- Completed fees review for all departments, to be incorporated into the 2016 Budget
- Reduced the tax arrears below the provincial standard of 10%. When the Town first started a proactive collection strategy in 2012 tax arrears were at 11.2% of taxes levied. Currently we are at 7.0% for 2014.
- Amendments to the Town of Caledon's Development Charges By-Law 2014-054 to provide development charge discounts / exemptions for:
 - a. Secondary dwellings on agricultural properties for farm help;
 - b. Seniors housing;

5.0 Department's Significant Trends and Challenges

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2016 and beyond are as follows:

2016 Business Plan

Corporate Services Department

Trends

Information Technology

- Cloud / Web based services
- Data Warehousing and Data Marts for the consumption of business information
- Increased demands for connectivity speeds and options for increasingly mobile and technology dependent users
- Self Service: enabling customers to serve themselves anywhere and anytime for services such as program registration, permits/applications, general inquiries, and service requests

Purchasing and Risk Management

- Municipalities as a group have experienced an increase in the number of insurance claims received.
- Dollar amount of claims is also increasing, including the cost to defend (lawyers, experts, etc.)
- Municipalities are seeing an increase in the number of damage awards.
- Municipalities are seeing an increase in premiums and deductible limits are being raised to offset the insurer's rising costs.

Finance

- Sustainable capital funding from property taxes has improved but is still not keeping pace with the capital budget demands and the requirement to address the infrastructure deficit. The Town will have to make significant tax-funded contributions to its capital program over the next 10 years in order to meet its share of growth related infrastructure spending, and to address its infrastructure funding deficit on existing assets.
- Assessment growth projections for the short-term indicate higher residential assessment growth due mainly to growth in the Mayfield West area and also due to a "freeze" on non-residential development mandated by the Province of Ontario as part of the province's study to create an east-west highway corridor through Caledon, known as the GTA West Corridor Study.
- Reviewing the tax ratios and making adjustments accordingly with the changes in the assessment base.
- Province of Ontario's review of the *Municipal Act* and *Development Charges Act* (Bill 73) may result in significant revenue tools / options available to Ontario Municipalities.

Challenges

Information Technology

- High Speed Internet Connectivity: Internet service providers indicate that relatively low population densities (e.g. customer base) present significant challenges in developing a business case for broadband infrastructure investments in Caledon.
- Limited funding constrains the implementation of information technology infrastructure and service redundancy.
- Cloud based technology: Hosting and transaction costs as well as data security concerns related to the location of data storage facilities
- Self-service: requirement for user-friendly and reliable enterprise grade software systems to enable more online services.
- Demand for workforce mobility options in an environment with a general resistance to telecommunications towers in or near residential areas

2016 Business Plan

Corporate Services Department

Purchasing and Risk Management

- Insurance costs across the board for municipalities continue to increase due to increasing costs to insure municipalities (e.g. trend towards more claims, higher dollar amounts, higher costs to defend)
- Lack of joint several liability will continue to add to municipal insurance costs

Finance

- Increasing the Town's tax funded capital program to ensure there are sufficient funds to repair, replace, and maintain existing assets; fund the Town's share of growth (development charge) related capital infrastructure projects; and to fund the Town's share of any future Federal and Provincial infrastructure grant programs means property tax increases and allocating a portion of assessment growth revenues.
- Investigate sustainable funding source(s) for the maintenance and replacement of the Town's storm water systems and ponds.
- Working with the Municipal Property Assessment Corporation (MPAC) to ensure all new construction is promptly captured on the assessment roll as part of a commitment to fairness and equity for all taxpayers and to ensure all supplementary tax revenues are captured.
- Review and consider the impact of change to the *Development Charges Act* and *Municipal Act*, when available, for the Town.

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

- For 2016, this department will focus its strategic action and major initiatives on Goal #6 "Provide strong governance and community engagement".
- Other CBSP goals are identified below for specific projects as applicable

In 2015, staff worked with Council to develop a Council Work Plan (the plan) with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions will be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

2016 Business Plan

Corporate Services Department

The following is a prioritized list of the 2016 departmental priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
INFORMATION TECHNOLOGY				
1	Continue to work with south western Ontario municipal partners in the buildout of high speed internet services throughout the Town	6a	Capital Budget	Broadband Internet
2	Improve customer service via the development and publication of an enterprise permitting and licensing application (AMANDA) online portal	6a	Capital Budget	Customer Service
3	Continued implementation of the IT Strategic Plan to address the technology trends and needs of the Town	6a	Capital Budget	
4	Continue to expand and upgrade system integration to facilitate improved co-ordination of customer service delivery	6a	Capital Budget	Customer Service
5	Develop an Enterprise Architecture Framework to provide principles and practices guidelines to enable service delivery excellence through technology	6a	Capital Budget	
6	Develop and document an Information Technology Service Catalog in conjunction with an IT Disaster Recovery Plan	6a	Base Operating Budget	
PURCHASING AND RISK MANAGEMENT				
1	Investigate e-bidding solution	6a	Base Operating Budget	Customer Service
2	Public bidding for Town insurance requirement	6a	Base Operating Budget	
3	Create a paper based procurement process and solution – business continuity plan	6a	Base Operating Budget	
4	Conduct a supplier survey – continuous improvement of the procurement process	6a	Base Operating Budget	Customer Service
5	“How to do business with government” regional presentation	6a	Base Operating Budget	
6	Test and provide staff training on the purchase order module – Corporate Services as the pilot department	6a	Base Operating Budget	Customer Service
7	Continue to grow our “vendor of record” program	6a	Base Operating Budget	
8	Conduct “quote process” staff training sessions	6a	Base Operating Budget	Customer Service

2016 Business Plan

Corporate Services Department

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
FINANCE				
1	Investigate sustainable funding sources to support the long-term plans to repair, maintain, and replace storm water management systems and ponds across the Town. Working with various stakeholders, including public consultation meetings, to develop a financial model for a potential storm water tax levy.	6a, 6b	Base Operating Budget	Infrastructure
2	Improve processes and controls between Town and the Municipal Property Assessment Corporation to ensure new assessments and other assessment changes are reflected on the tax roll in a timely manner and to safeguard against unnecessary assessment/tax losses.	6a, 6d	Base Operating Budget	Growth
3	Continue to communicate financial information in an open and transparent manner by applying the GFOA's best practices. In recognition that the Town continues to implement GFOA's best practice guidelines, the Town intends to obtain the GFOA's Distinguished Budget Presentation Award for the 2016 Budget and the Canadian Award for Financial Reporting for the 2015 financial statements.	6b, 6c	Base Operating Budget	Communication
4	Achieve the Popular Annual Financial Report (PAFR) award for 2015.	6b, 6c	Base Operating Budget	Communication

TOWN OF CALEDON
2016 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Finance	Finance	Expense	01-01-285-43060-365-61510	Salaries-Permanent	\$ 991,369	\$ 1,047,273		
			01-01-285-43060-365-61513	Benefits-Permanent	\$ 278,616	\$ 297,135		
			01-01-285-43060-365-62011	Office Supplies	\$ 6,500	\$ 6,500		
			01-01-285-43060-365-62310	Training/Development/Seminars	\$ 21,000	\$ 21,000		
			01-01-285-43060-365-62311	Memberships/Dues	\$ 8,800	\$ 9,000		
			01-01-285-43060-365-62314	Mileage	\$ 1,000	\$ 1,000		
			01-01-285-43060-365-62315	Printing & Advertising	\$ 15,000	\$ 7,500		
			01-01-285-43060-365-62335	Contracted Services	\$ 2,200	\$ 2,200		
			01-01-285-43060-365-62346	Courier	\$ 200	\$ 200		
			01-01-285-43060-365-62396	Mobile Phones / Pagers	\$ 2,640	\$ 800		
	Expense Total					\$ 1,327,325	\$ 1,392,608	
	Finance Total					\$ 1,327,325	\$ 1,392,608	
	Finance	Revenue	Revenue	01-01-285-43070-365-50125	Merchandise Sales	\$ (2,000)	\$ (2,000)	
				01-01-285-43070-365-50329	Recycling Bin Admin .Fees	\$ (100)	\$ -	
				01-01-285-43070-365-50522	Copy Fees	\$ (500)	\$ (4,588)	
				01-01-285-43070-365-50562	Garbage Tag Sales	\$ (9,000)	\$ (9,000)	
		Revenue Total					\$ (11,600)	\$ (15,588)
		Finance	Expense	Expense	01-01-285-43070-365-61510	Salaries-Permanent	\$ 498,048	\$ 501,908
					01-01-285-43070-365-61513	Benefits-Permanent	\$ 144,770	\$ 150,818
					01-01-285-43070-365-62011	Office Supplies	\$ 3,700	\$ 2,500
					01-01-285-43070-365-62120	Marriage Licenses Forms	\$ 7,700	\$ 7,700
					01-01-285-43070-365-62310	Training/Development/Seminars	\$ 5,000	\$ 6,200
					01-01-285-43070-365-62311	Memberships/Dues	\$ 1,500	\$ 1,500
01-01-285-43070-365-62314					Mileage	\$ 400	\$ 400	
01-01-285-43070-365-62315					Printing & Advertising	\$ 9,500	\$ 12,500	
01-01-285-43070-365-62335					Contracted Services	\$ 145,220	\$ 145,220	
01-01-285-43070-365-62396					Mobile Phones / Pagers	\$ -	\$ 252	
01-01-285-43070-365-62412					Special Charges	\$ 2,000	\$ 2,000	
01-01-285-43070-365-62415					Garbage Tags	\$ 7,200	\$ 7,200	
Expense Total					\$ 825,038	\$ 838,198		
Revenue Total					\$ 813,438	\$ 822,610		
Finance Total					\$ 2,140,763	\$ 2,215,218		
Information Technology	Information Technology	Revenue	01-01-335-43080-365-50050	Miscellaneous	\$ (1,000)	\$ (1,388)		
		Revenue Total					\$ (1,000)	\$ (1,388)
		Expense	Expense	01-01-335-43080-365-61510	Salaries-Permanent	\$ 814,458	\$ 1,000,401	
				01-01-335-43080-365-61512	Recovery-Salaries-Permanent	\$ (143,185)	\$ (108,235)	
				01-01-335-43080-365-61513	Benefits-Permanent	\$ 228,956	\$ 289,005	
				01-01-335-43080-365-61520	Wages-Casual Temporary	\$ 30,966	\$ -	
				01-01-335-43080-365-61523	Benefits-Casual Temporary	\$ 3,645	\$ -	
				01-01-335-43080-365-62011	Office Supplies	\$ 2,000	\$ 1,000	
				01-01-335-43080-365-62014	Uniforms/Protective Clothing	\$ 500	\$ 500	
				01-01-335-43080-365-62018	Operating Supplies	\$ 20,000	\$ -	
				01-01-335-43080-365-62303	New Staff Computer	\$ 36,000	\$ 12,000	
				01-01-335-43080-365-62310	Training/Development/Seminars	\$ 19,000	\$ 24,500	
				01-01-335-43080-365-62311	Memberships/Dues	\$ 6,900	\$ 5,000	
				01-01-335-43080-365-62314	Mileage	\$ 3,600	\$ 3,600	
				01-01-335-43080-365-62396	Mobile Phones / Pagers	\$ 7,600	\$ 5,200	
				01-01-335-43080-365-62412	Special Charges	\$ 1,000	\$ 1,000	
Expense Total					\$ 1,031,440	\$ 1,233,971		
Information Technology Total					\$ 1,030,440	\$ 1,232,583		
Information Technology Total					\$ 1,030,440	\$ 1,232,583		
Purchasing & Risk Management	Purchasing & Risk Management	Revenue	01-01-435-43090-365-50520	Document Sales	\$ (17,000)	\$ (45,309)		
		Revenue Total					\$ (17,000)	\$ (45,309)
		Expense	Expense	01-01-435-43090-365-61510	Salaries-Permanent	\$ 430,783	\$ 449,620	
				01-01-435-43090-365-61513	Benefits-Permanent	\$ 126,508	\$ 133,804	
				01-01-435-43090-365-62011	Office Supplies	\$ 2,500	\$ 2,500	
				01-01-435-43090-365-62309	Insurance Deductible	\$ 100,000	\$ -	
				01-01-435-43090-365-62310	Training/Development/Seminars	\$ 15,525	\$ 15,525	
				01-01-435-43090-365-62311	Memberships/Dues	\$ 3,395	\$ 3,395	
				01-01-435-43090-365-62313	Insurance Adjust. Service	\$ 40,000	\$ -	
				01-01-435-43090-365-62314	Mileage	\$ 1,725	\$ 1,000	
				01-01-435-43090-365-62396	Mobile Phones / Pagers	\$ 720	\$ 276	
Expense Total					\$ 721,156	\$ 606,120		
Purchasing & Risk Management Total					\$ 704,156	\$ 560,811		
Purchasing & Risk Management Total					\$ 704,156	\$ 560,811		
Total for Corporate Services					\$ 3,875,359	\$ 4,008,612		

TOWN OF CALEDON
2016 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Administration	Revenue	01-10-115-40010-365-50986	Reserve Fund To Revenue	\$ (2,600)	\$ -
	Revenue Total			\$ (2,600)	\$ -
	Expense	01-10-115-40010-365-62312	Insurance	\$ 58,406	\$ 73,406
		01-10-115-40010-365-62317	Audit	\$ 57,000	\$ 50,000
		01-10-115-40010-365-62319	Grants	\$ 80,130	\$ 70,000
		01-10-115-40010-365-62327	Municipal Taxes	\$ 30,766	\$ 30,766
		01-10-115-40010-365-62335	Contracted Services	\$ 8,000	\$ 20,000
		01-10-115-40010-365-62408	Contingency	\$ 547,701	\$ 457,701
		01-10-135-42010-365-62437	Contribution to Reserves	\$ 98,995	\$ 98,995
	01-10-115-40010-365-62805	Managed Payroll Savings	\$ (333,333)	\$ (333,333)	
Expense Total			\$ 547,665	\$ 467,535	
Administration Total			\$ 545,065	\$ 467,535	
Bolton Business Improvement	Revenue	01-10-505-42260-365-50922	Bolton B.I.A.	\$ (81,100)	\$ (81,100)
	Revenue Total			\$ (81,100)	\$ (81,100)
	Expense	01-10-135-42010-365-62319	Grants	\$ 81,100	\$ 81,100
	Expense Total			\$ 81,100	\$ 81,100
Bolton Business Improvement Total			\$ -	\$ -	
Centralized Charges	Revenue	01-10-175-42030-365-50348	Insurance Recovery	\$ -	\$ (20,000)
	Revenue Total			\$ -	\$ (20,000)
	Expense	01-10-175-42030-365-62009	Bulk Office Supplies	\$ 12,500	\$ 14,000
		01-10-175-42030-365-62011	Office Supplies	\$ -	\$ 2,400
		01-10-175-42030-365-62016	Records Managment Supplies	\$ 20,000	\$ 55,000
		01-10-175-42030-365-62018	Operating Supplies	\$ -	\$ 20,000
		01-10-175-42030-365-62249	Copiers/Faxes	\$ 165,000	\$ 165,000
		01-10-175-42030-365-62254	Maintenance Contracts - IT	\$ 460,611	\$ 560,611
		01-10-175-42030-365-62305	Computer Services	\$ 50,000	\$ 60,000
		01-10-175-42030-365-62309	Insurance Deductible	\$ -	\$ 110,000
		01-10-175-42030-365-62310	Training/Development/Seminars	\$ 22,500	\$ 2,000
		01-10-175-42030-365-62313	Insurance Adjust. Service	\$ -	\$ 40,000
		01-10-175-42030-365-62322	Postage	\$ 83,786	\$ 100,000
		01-10-175-42030-365-62335	Contracted Services	\$ 35,000	\$ -
		01-10-175-42030-365-62396	Mobile Phones / Pagers	\$ 3,000	\$ 1,500
		01-10-175-42030-365-62397	Telephone	\$ 62,000	\$ 77,000
		Expense Total			\$ 914,397
Centralized Charges Total			\$ 914,397	\$ 1,187,511	
Fees & Service Charges	Revenue	01-10-275-42170-365-50050	Miscellaneous	\$ (62,100)	\$ (66,100)
	01-10-275-42170-365-50300	Internal Recoveries	\$ (631,390)	\$ (718,725)	
	01-10-275-42170-365-50333	Mortgage Company Fee	\$ (50,000)	\$ (50,000)	
	01-10-275-42170-365-50335	Ownership Change Fee	\$ (38,750)	\$ (38,750)	
	01-10-275-42170-365-50339	Tax Account Fees	\$ (71,050)	\$ (99,092)	
	01-10-275-42170-365-50354	Tax Cert. - Fast Track	\$ (12,000)	\$ (8,961)	
	01-10-275-42170-365-50505	Gst Revenue	\$ (2,000)	\$ (2,000)	
	01-10-275-42170-365-50510	PST Revenue	\$ (400)	\$ (400)	
	01-10-275-42170-365-50515	Tax Certificate	\$ (30,000)	\$ (30,989)	
	01-10-275-42170-365-50550	Fire False Alarms	\$ (15,000)	\$ (15,000)	
	Revenue Total			\$ (912,690)	\$ (1,030,017)
Fees & Service Charges Total			\$ (912,690)	\$ (1,030,017)	
Financial Expenses	Expense	01-10-295-42180-365-62244	Bank Charges	\$ 96,000	\$ 96,000
	01-10-295-42180-365-62417	Town PIL due to Region	\$ 19,400	\$ 19,400	
	01-10-295-42180-365-62421	Collection Fees	\$ 2,000	\$ 2,000	
	01-10-295-42180-365-62422	Tax Adjustments	\$ 260,000	\$ 280,000	
	Expense Total			\$ 377,400	\$ 397,400
Financial Expenses Total			\$ 377,400	\$ 397,400	
Grants	Revenue	01-10-415-42230-365-50952	General Support Grant	\$ (1,121,800)	\$ (1,121,800)
	Revenue Total			\$ (1,121,800)	\$ (1,121,800)
	Expense	01-10-415-42230-365-62251	Grants-DC Exemptions/Discounts	\$ 100,000	\$ 100,000
	Expense Total			\$ 100,000	\$ 100,000
Grants Total			\$ (1,021,800)	\$ (1,021,800)	
Other Revenue	Revenue	01-10-375-42200-365-50570	Donations	\$ (2,600)	\$ -
	01-10-375-42200-365-50575	Penalty/Interest-Taxes	\$ (1,400,000)	\$ (1,400,000)	
	01-10-375-42200-365-50580	Interest Earned	\$ (815,000)	\$ (1,219,757)	
	Revenue Total			\$ (2,217,600)	\$ (2,619,757)
Other Revenue Total			\$ (2,217,600)	\$ (2,619,757)	
Reserves	Expense	01-10-485-40010-365-62420	Interest Earned on Reserves	\$ 97,000	\$ 280,000
	01-10-485-40010-365-62437	Contribution to Reserves	\$ 85,000	\$ 85,000	
	01-10-485-40010-365-62438	Capital exp. (tax levy)	\$ 12,909,928	\$ 13,517,807	
	01-10-485-40010-365-62440	Contribution to Broadband	\$ -	\$ 300,000	
	Expense Total			\$ 13,091,928	\$ 14,182,807
Reserves Total			\$ 13,091,928	\$ 14,182,807	

TOWN OF CALEDON
2016 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Taxation	Revenue	01-10-505-42210-365-50932	Canada	\$ (17,000)	\$ (27,000)
		01-10-505-42210-365-50934	Mun.Assist.Mmah-Min.Trsnp	\$ (55,850)	\$ (75,850)
		01-10-505-42210-365-50944	Other Municipalities	\$ (90,000)	\$ (91,800)
		01-10-505-42210-365-50946	PIL - Other	\$ (100,000)	\$ (103,000)
		01-10-505-42240-365-50923	Cdn Pacific Railway	\$ (124,000)	\$ (109,000)
		01-10-505-42260-365-50900	Current Levy-Res/Farm	\$ (42,512,806)	\$ (45,451,674)
		01-10-505-42260-365-50901	Current Levy-Multi Res	\$ (183,273)	\$ (183,273)
		01-10-505-42260-365-50902	Current Levy - Commercial	\$ (5,325,613)	\$ (5,325,613)
		01-10-505-42260-365-50903	Current Levy-Industrial	\$ (2,647,820)	\$ (2,647,820)
		01-10-505-42260-365-50904	Current Levy - Pipelines	\$ (55,868)	\$ (55,868)
		01-10-505-42260-365-50905	Current Levy-Farmland	\$ (517,303)	\$ (517,303)
		01-10-505-42260-365-50906	Current Levy-Managed Fore	\$ (53,571)	\$ (53,571)
		01-10-505-42260-365-50907	Supplementary-Res/Farm	\$ (742,905)	\$ (757,905)
		01-10-505-42260-365-50915	Broadband	\$ -	\$ (300,000)
			Revenue Total		
	Expense	01-10-505-42250-365-62551	Elderly Tax Assistance	\$ 50,000	\$ 52,250
	Expense Total			\$ 50,000	\$ 52,250
Taxation Total				\$ (52,376,009)	\$ (55,647,427)
Total for Corporate Accounts				\$ (41,599,309)	\$ (44,083,748)

TOWN OF CALEDON

2016 CAPITAL BUDGET - CORPORATE SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Corporate Services	16-091	Town Insurance Policy and Property Appraisal Review	Purchasing & Risk Management	\$ 65,000
	16-083	Information Technology - PC Refresh Project	Information Technology	\$ 265,000
	16-144	Information Technology - Microsoft EA		\$ 235,000
	16-146	Information Technology - Application Maintenance & Upgrade (AMANDA)		\$ 132,000
	16-147	Information Technology - Infrastructure Maintenance and Upgrade		\$ 60,000
	16-149	Enterprise Asset Management System (Phase 1)		\$ 200,000
	16-150	GIS Integration with Road Patrol Monitor		\$ 15,000
	16-151	Electronic Document and Records Management System (Discovery & Design)		\$ 50,000
	16-154	Information Technology - Public Wifi Expansion to MRC, CCRW and ABUCC		\$ 23,000
	16-155	Information Technology - Remote Access (VPN) Deployment and Expansion		\$ 10,000
	16-180	Business Continuity Planning Software & Tools		\$ 20,000
	16-183	IT Enterprise Architecture		\$ 200,000
	16-186	Microsoft Project (Interim Solution)		\$ 20,000
Corporate Services Total				\$ 1,295,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Corporate Services

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources						Total Funding	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Baseline	IT Capital Projects	\$ 700,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 9,700,000	\$ 9,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,700,000
Baseline Total		\$ 700,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 9,700,000	\$ 9,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,700,000
Above Baseline	2018 DC Background Study		\$ 125,000									\$ 125,000	\$ 3,750	\$ -	\$ 121,250	\$ -	\$ -	\$ -	\$ 125,000
	2023 DC Background Study							\$ 125,000				\$ 125,000	\$ 3,750	\$ -	\$ 121,250	\$ -	\$ -	\$ -	\$ 125,000
	Tax System	\$ 525,000										\$ 525,000	\$ 525,000	\$ -		\$ -	\$ -	\$ -	\$ 525,000
Above Baseline Total		\$ 525,000	\$ 125,000					\$ 125,000				\$ 775,000	\$ 532,500	\$ -	\$ 242,500	\$ -	\$ -	\$ -	\$ 775,000
Grand Total		\$ 1,225,000	\$ 1,125,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,125,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 10,475,000	\$ 10,232,500	\$ -	\$ 242,500	\$ -	\$ -	\$ -	\$ 10,475,000

ANNUAL BUDGET FISCAL YEAR 2016

Development Approval & Planning Policy

2016



DEVELOPMENT APPROVAL & PLANNING POLICY

2016 BUSINESS PLAN AT A GLANCE

We work together to help create a prosperous and vibrant, liveable community that values its past, respects the environment and looks to the future.

BY THE NUMBERS: Caledon's population is **65,530** within a land area totaling over **688 km²**. Planning staff are processing over **270** development applications at this time. Approximately **5,000** enquiries were received in-person and by phone during the year.

2015 ACCOMPLISHMENTS

PROGRESSED CALEDON'S GROWTH AND SUSTAINABILITY	<ul style="list-style-type: none"> - Council endorsed the preferred population and employment growth scenario to 2031 and 2041. - Council adopted OPA 237 regarding secondary uses in Prime Agricultural, General Agricultural, and Rural Areas. - Completed Phase 1 of the Bolton Heritage District Study.
BUILT A SOLID FOUNDATION FOR COMMUNITY IMPROVEMENT	<ul style="list-style-type: none"> - Completed the Caledon East Community Improvement Plan and won an award from Ontario Professional Planners Institute for this project. - Updated our telecommunications protocol. - Initiated Community Improvement Plans for 6 Villages (Inglewood, Cheltenham, Alton, Palgrave, Mono Mills, Caledon Village).
PLANNED FOR RESPONSIBLE GROWTH	<ul style="list-style-type: none"> - Regional Council adopted ROPA 28 regarding South Albion-Bolton Employment Area and North Hill Supermarket. - Regional Council adopted ROPA 29 regarding Mayfield West Phase 2.

2016 OBJECTIVES & GOALS

CONDUCT STUDIES TO IDENTIFY AREAS FOR GROWTH	<ul style="list-style-type: none"> - Conduct the studies required to support and update the Town's resource and growth management policies to 2031 and 2041; and to identify and protect long-term employment lands along major transportation corridors.
REVIEW AND COMPLETE PLANS	<ul style="list-style-type: none"> - Complete the five-year review of the Town's Official Plan. - Participate in the statutory review of the Greenbelt Plan, the Growth Plan, and other provincial plans to defend and advance the Town's interests. - Complete Community Improvement Plan for 6 Villages.
CREATE NEW PROGRAMS AND CUSTOMER SERVICE MATERIALS	<ul style="list-style-type: none"> - Implement a new Cash-in-Lieu of Parkland program. - Create a 'subdivision manual' to enhance customer service to internal and external clients.

CHALLENGES

- Challenge to recognize Caledon's small community character in following Provincial regulations to combine employment and residential growth/density calculations.

2016 Business Plan

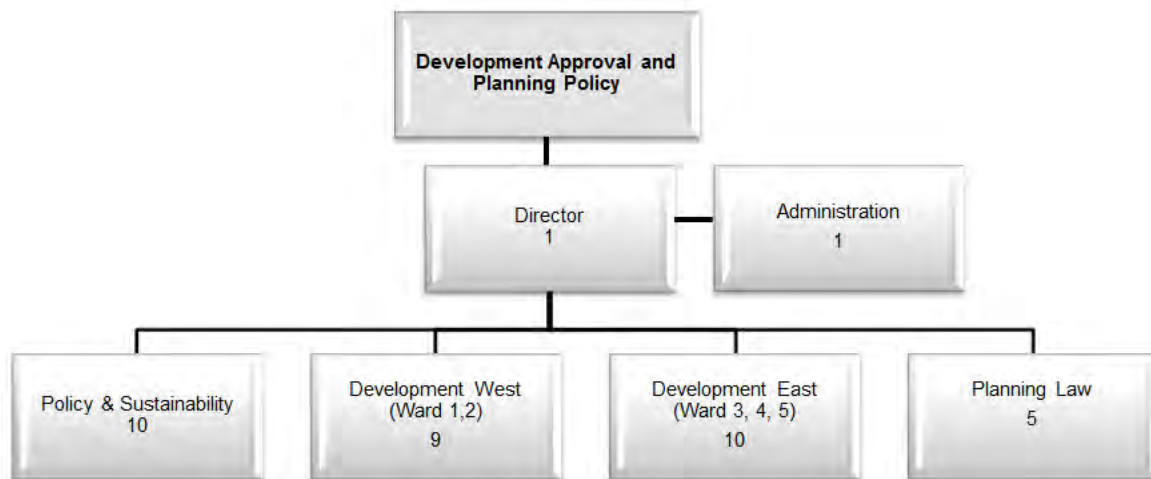
Development Approval & Planning Policy

1.0 Mission Statement

Working together to help create a prosperous and completely vibrant, liveable community that values its past, respects the environment and looks to the future by:

- *Providing professional planning advice and legal support to Town Council regarding appropriate current and future land use planning and development of the Town.*
- *Representing the municipality and its interests regarding land use planning to the public, the development industry and other government departments, agencies and levels.*
- *Ensuring that the Town's development activities comply with provincial planning legislation and land use policies, while working cooperatively with landowners to build communities that are safe, diverse and economically vibrant.*

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 36, 2015 – 52, 2014 - 41
(Full-time Staff Only)

Under the direction of the Director of the Development Approval & Planning Policy, the department is responsible for the following four sections that provide advice to Council:

Policy & Sustainability

Policy & Sustainability is responsible for providing professional support to Town Council for:

- Official Plan
- Growth management
- Community planning / settlement area boundary expansion studies
- Secondary Plans / Village Plans
- Liaising with the Region in service planning (water, wastewater, waste management and transportation)
- Conformity with provincial policies and plans
- Reviews and updates jointly with Development sections
- The Town's comprehensive zoning by-law
- Monitoring new developments by time, location and type
- Monitoring progress in developing a healthy built environment
- Conducting research on demographic changes and growth forecasts

2016 Business Plan

Development Approval & Planning Policy

- Special studies and research regarding Official Plan implementation, i.e. intensification, housing, aging, floodplain, special policy area, land evaluation, area review, and natural heritage resources
- Cultural heritage preservation
- Natural heritage conservation
- Transportation planning and environmental assessment
- Intergovernmental planning initiatives
- Responding to major new external planning policy initiatives, e.g. the GTA West Corridor, the 10-year review of Greenbelt Plan and the Growth Plan for the Greater Golden Horseshoe
- Representing the Town's interests at tribunals regarding policy planning matters

Development West (Wards 1 & 2) & Development East (Wards 3, 4 & 5)

Development West and Development East are responsible for providing professional land use support to Town Council for:

- Coordination of the DART process (Development Application Review Team - Pre-consultation)
- Landscape, urban design & engineering review services
- Preparation of community improvement plans
- Processing all development applications
 - Official Plan amendments
 - Zoning by-law amendments & temporary use by-laws
 - Site plan control
 - Draft plans of subdivision and condominium
 - Part lot control
 - Telecommunication towers
 - Committee of Adjustment (minor variance and consent)
- Providing comments on the following development applications
 - Adjacent municipalities
 - Niagara Escarpment development permit and amendments
- Managing the Town's Comprehensive Zoning By-laws
 - Maintaining and updating the Comprehensive Zoning By-laws 87-250 and 2006-50
 - Undertaking housekeeping amendments and comprehensive reviews
 - Issuing legal non-conforming certificates
 - Issue zoning certificates
 - Review of all development applications to ensure compliance with applicable zoning by-law
- General Inquiries
 - Process compliance letter requests
 - Planning information counter
 - Handle all development related inquiries (walk-in, e-mail, telephone)
 - Arrange and attend preliminary meetings
 - Undertake special studies and research as required
- Legal Matters
 - Planning representation on behalf of the Town for tribunals (e.g. OMB) and court proceedings
- Cash-in-Lieu of Parkland
 - Administer the Cash-in-Lieu of Parkland program
- Sustainable Planning
 - Develop and implement sustainable planning policies and guidelines, e.g. integrate new sustainable planning policies into Mayfield West Phase 2 Secondary Plan and determine suitable implementation tools

2016 Business Plan

Development Approval & Planning Policy

Planning Law

Planning Law is responsible for providing legal services (including legal research) to Development Approval and Planning Policy, including:

- Provide legal advice and prepare and register agreements and other legal documents (e.g. transfers, easements, by-laws) for development applications and for matters arising out of the *Planning Act*, the *Building Code* and the *Ontario Heritage Act*, including:
 - Community improvement plan agreements
 - Legal non-conforming uses
 - Second dwelling agreements
 - Building envelope agreements and easements
 - Reserve and road widening transfers
 - Heritage designation by-laws
- Prepare and register all conveyance documents for the registration of plans of subdivision
- Provide legal advice and prepare agreements and other legal documents for policy related matters
- Provide comments on all development applications
- Prepare consent letters for external law firms for real estate transactions

3.0 Major Customers or Clients

The primary customers or clients of the department (excluding Planning Law) include:

- Residents
- Business owners
- Land owners
- Developers
- Builders
- Development consultants
- Real estate agents and appraisers
- General contractors, architects, engineers
- Town Council
- Senior Management Team
- Internal departments
- Advisory committees
- Committee of Adjustment
- Other lower and upper tier municipalities (Region of Peel)
- Residents associations (e.g. community environmental groups)
- Consultants retained for planning, heritage, transportation projects
- Government agencies (Provincial and Federal Ministries and Conservation Authorities)

Planning Law clients include:

- Internal departments
- Town Council
- Senior Management Team

4.0 Achievements in 2015

Policy & Sustainability

- The Town provided comments regarding preferred GTA West Corridor alignment
- ROPA 29 (Mayfield West Phase 2) approved by the OMB
- The Bolton North Hill Supermarket portion of ROPA 28 approved by the Ontario Municipal Board

2016 Business Plan

Development Approval & Planning Policy

- The appeal of Minister's Zoning Order on the Canadian Tire site in Bolton withdrawn
- Bolton Transportation Master Plan adopted by Council
- "Whitebelt" Visioning initiated
- Bolton Heritage Conservation District Study completed
- Street naming policies approved by Council
- Official Plan consolidation released in June
- Successfully organized an agricultural bus tour in June in conjunction with Ontario Professional Planners Institute

Development East and West

- Updated Telecommunications Protocol and will be going to Council in November
- Village Blue amenity area within the village centre of Southfields substantially complete
- Community Improvement Plans for 6 Villages Statutory Meeting / Final Steps (Inglewood, Cheltenham, Alton, Palgrave, Mono Mills, Caledon Village)
- Continuing clean-up of AMANDA database, improvements to improve customer service
- Commenced Subdivision, OPA and Rezoning processes
- Implemented Peer Review Protocol
- Created a Subdivision and Site Plan Process chart
- Oak Ridge Moraine By-law approved by the Ministry
- Initiated the Town-wide Comprehensive Zoning By-law update
- Registered several subdivisions

Planning Law

- Planning Law's achievements are in coordination with Policy & Sustainability and Development East & West.

5.0 Department's Significant Trends and Challenges

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2015 and beyond are as follows:

Trends

Policy & Sustainability

- Sweeping changes to the *Planning Act* and the *Development Charges Act* have been proposed by the province through Bill 73. These changes proposed can significantly alter the land use planning process in Ontario.
- Peel Region is expected to release a draft growth distribution as a result of Amendment #2 to the Growth Plan for the Greater Golden Horseshoe, which sets new growth forecasts for Peel Region by 2031 and 2041.
- The *Planning Act* requires the Town to review its Official Plan no less than every five years from the date the plan came into effect to ensure it is consistent with the Provincial Policy Statement and conforms and/or does not conflict with provincial plans, as required. The five-year review is also to ensure the Official Plan continues to address local priorities and changing community needs
- The province has recently released a policy paper as a result of its review of the *Aggregate Resources Act*.
- The province is expected to release its review of the Growth and the Greenbelt Plan based on comments from all affected municipalities.

2016 Business Plan

Development Approval & Planning Policy

- The GTA West Transportation Corridor Environmental Assessment is about to release the preferred highway alignment and interchange locations for public review. This corridor will significantly influence land use patterns in the Town's "Whitebelt" area.

Development East and West

- Completion of Mayfield West Phase 2, Bolton Residential Expansion Study (BRES) and South Albion-Bolton studies will increase the development activity.

Planning Law

- Planning Law's trends are in coordination with Policy & Sustainability and Development East & West.

Challenges

Policy & Sustainability

- Peel Region Council has directed its staff to participate in a provincial facilitation on Caledon's settlement area boundary expansion and ROPA 28.
- The lengthy GTA West Corridor Environmental Assessment by the province has caused delays to both planning and development in Mayfield West.
- Failure of the province to deliver the required infrastructure to facilitate the implementation of the Growth Plan for the Greater Golden Horseshoe, such as the timely delivery of GO rail services to Bolton, could significantly affect the planning of Bolton Residential Expansion.

Development East and West

- Existing communities are concerned with new mixed use, high density and intensification proposals.
- General increase in the complexity of planning applications due to the applicability of multiple provincial plans, policies and guidelines.

Planning Law

- Planning Law's challenges are in coordination with Policy & Sustainability and Development East & West.

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 Budget. The Council Work Plan identified the following nine priority areas:

2016 Business Plan

Development Approval & Planning Policy

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following is a prioritized list of the 2016 departmental priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
POLICY AND SUSTAINABILITY				
1	"Whitebelt" Visioning	1, 2, 3, 4, 5, 6	Capital Budget	Growth
2	Planning for new growth and 5-year review of the Town's Official Plan	1, 2, 3, 4, 5, 6	Capital Budget	Growth
3	Provide the best customer service for Caledon residents and businesses to ensure orderly growth and continued protection of the Town's natural and cultural heritages	4, 1, 6	Base Operating Budget	Communications
4	Complete Bolton Residential Expansion Study (BRES)	2, 6	Capital Budget	Growth
5	Participate in the forthcoming statutory review of the Greenbelt Plan, the Growth Plan, and other provincial plans to defend and advance the Town's interests	2, 6	Base Operating Budget	Growth
6	Initiate a Study of Bolton's Queen Street corridor to promote sustainable community building	3, 4, 5, and 6	Capital Budget	
DEVELOPMENT EAST AND WEST				
1	Update and review comprehensive Zoning By-law 2006-50	6	Capital Budget	Protection of Rural Environment
2	Implementation of a new Cash-in-Lieu of Parkland program	6	Base Operating Budget	
3	Creation of external subdivision manual to enhance customer service to internal and external clients	6	Base Operating Budget	
4	Update Telecommunications Protocol	2, 5	Base Operating Budget	

2016 Business Plan

Development Approval & Planning Policy

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
5	Complete Community Improvement Plan for 6 Villages	2, 3, 5, 6	Capital Budget	
6	Complete comprehensive review and consolidation of the Town's Urban Design Guidelines	6	Capital Budget	

TOWN OF CALEDON
2016 OPERATING BUDGET - DEVELOPMENT APPROVAL AND PLANNING POLICY

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Administration	Administration	Revenue	01-02-115-40010-365-50328	Engineering Fee	\$ (462,100)	\$ (367,344)		
			01-02-115-40010-365-50520	Document Sales	\$ (3,000)	\$ (4,500)		
			01-02-115-40010-365-50609	Apartment Registration Fees	\$ (500)	\$ (500)		
			01-02-115-40010-365-50672	Pool Permits	\$ (12,000)	\$ -		
			01-02-115-40010-365-50826	Redlining	\$ (10,000)	\$ (5,198)		
			01-02-115-40010-365-50827	Legal Non-Conforming Certificate	\$ (3,280)	\$ (2,626)		
			01-02-115-40010-365-50828	Zoning Certificate	\$ (2,050)	\$ (1,230)		
			01-02-115-40010-365-50830	Admin.Fees-Subdiv.&Condo	\$ (983,524)	\$ (484,455)		
			01-02-115-40010-365-50831	Carrying Fee	\$ (15,375)	\$ (7,708)		
			01-02-115-40010-365-50832	Appln Fees-Subdivision & Condo	\$ (227,185)	\$ (653,949)		
			01-02-115-40010-365-50834	Part Lot Control Fees	\$ (28,700)	\$ (24,320)		
			01-02-115-40010-365-50840	NEC Fees	\$ (6,150)	\$ (23,559)		
			01-02-115-40010-365-50842	Site Plan Applcat. Fees	\$ (266,725)	\$ (373,829)		
			01-02-115-40010-365-50844	Compliance Letters/Inquiries	\$ (54,558)	\$ (11,956)		
			01-02-115-40010-365-50850	Popa Fees	\$ (46,125)	\$ (31,425)		
			01-02-115-40010-365-50855	Rezoning Application fee	\$ (123,000)	\$ (87,561)		
			01-02-115-40010-365-50860	Inspections	\$ (12,500)	\$ (6,000)		
			01-02-115-40010-365-50986	Reserve Fund To Revenue	\$ (290,050)	\$ (140,000)		
		Revenue Total					\$ (2,546,822)	\$ (2,226,160)
		Expense	01-02-115-40010-365-61510	Salaries-Permanent	\$ 224,180	\$ 235,648		
			01-02-115-40010-365-61512	Recovery - Permanent Salaries	\$ (16,200)	\$ -		
			01-02-115-40010-365-61513	Benefits-Permanent	\$ 57,700	\$ 61,002		
			01-02-115-40010-365-61520	Wages-Casual Temporary	\$ 64,800	\$ 43,883		
			01-02-115-40010-365-61523	Benefits-Casual Temporary	\$ 7,627	\$ 5,445		
			01-02-115-40010-365-62011	Office Supplies	\$ 10,100	\$ 7,100		
			01-02-115-40010-365-62310	Training/Development/Seminars	\$ 6,000	\$ 6,000		
			01-02-115-40010-365-62311	Memberships/Dues	\$ 700	\$ 800		
			01-02-115-40010-365-62314	Mileage	\$ 600	\$ 600		
			01-02-115-40010-365-62315	Printing & Advertising	\$ 10,000	\$ 5,000		
			01-02-115-40010-365-62396	Mobile Phones / Pagers	\$ 635	\$ 335		
			01-02-115-40010-365-62412	Special Charges	\$ 1,500	\$ 1,500		
			01-02-115-40010-365-62418	Debt Repayment	\$ 97,700	\$ 97,700		
01-02-115-40010-365-62434	Omb Hearings		\$ 100,200	\$ 85,200				
Expense Total					\$ 565,542	\$ 550,213		
Administration Total					\$ (1,981,280)	\$ (1,675,947)		
Administration Total					\$ (1,981,280)	\$ (1,675,947)		
Development	Committee Of Adjustment	Revenue	01-02-225-47150-365-50836	Committee of Adjustment Fees	\$ (127,600)	\$ (137,109)		
		Revenue Total					\$ (127,600)	\$ (137,109)
		Expense	01-02-225-47150-365-62011	Office Supplies	\$ 950	\$ 700		
			01-02-225-47150-365-62310	Training/Development/Seminars	\$ 5,000	\$ 5,000		
			01-02-225-47150-365-62311	Memberships/Dues	\$ 900	\$ 1,080		
			01-02-225-47150-365-62314	Mileage	\$ 4,550	\$ 4,550		
			01-02-225-47150-365-62315	Printing & Advertising	\$ 500	\$ 500		
			01-02-225-47150-365-62376	Member's Remuneration	\$ 12,900	\$ 12,900		
	Expense Total					\$ 24,800	\$ 24,730	
	Committee Of Adjustment Total					\$ (102,800)	\$ (112,379)	
	Development - East	Revenue	01-02-225-44020-365-50355	Peer Review	\$ (20,000)	\$ (3,000)		
		Revenue Total					\$ (20,000)	\$ (3,000)
		Expense	01-02-225-44020-365-61510	Salaries-Permanent	\$ 634,551	\$ 764,687		
			01-02-225-44020-365-61511	Overtime-Permanent	\$ 3,000	\$ -		
			01-02-225-44020-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (33,449)		
			01-02-225-44020-365-61513	Benefits-Permanent	\$ 181,092	\$ 225,390		
			01-02-225-44020-365-62014	Uniforms/Protective Clothing	\$ 250	\$ 250		
01-02-225-44020-365-62310			Training/Development/Seminars	\$ 12,000	\$ 13,000			
01-02-225-44020-365-62311			Memberships/Dues	\$ 5,050	\$ 6,300			
01-02-225-44020-365-62314			Mileage	\$ 2,125	\$ 2,125			
01-02-225-44020-365-62315			Printing & Advertising	\$ 100	\$ 100			
01-02-225-44020-365-62346	Courier	\$ 500	\$ 500					
01-02-225-44020-365-62396	Mobile Phones / Pagers	\$ 1,100	\$ 400					
01-02-225-44020-365-62412	Special Charges	\$ 500	\$ 500					
Expense Total					\$ 840,268	\$ 979,803		
Development - East Total					\$ 820,268	\$ 976,803		

TOWN OF CALEDON
2016 OPERATING BUDGET - DEVELOPMENT APPROVAL AND PLANNING POLICY

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Development	Development - West	Expense	01-02-225-44025-365-61510	Salaries-Permanent	\$ 684,530	\$ 743,878		
			01-02-225-44025-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (36,706)		
			01-02-225-44025-365-61513	Benefits-Permanent	\$ 191,370	\$ 214,179		
			01-02-225-44025-365-62014	Uniforms/Protective Clothing	\$ 400	\$ 400		
			01-02-225-44025-365-62245	Studies/Consultants	\$ 20,000	\$ 20,000		
			01-02-225-44025-365-62310	Training/Development/Seminars	\$ 12,000	\$ 12,000		
			01-02-225-44025-365-62311	Memberships/Dues	\$ 5,600	\$ 6,100		
			01-02-225-44025-365-62314	Mileage	\$ 2,750	\$ 2,750		
			01-02-225-44025-365-62315	Printing & Advertising	\$ 100	\$ 100		
			01-02-225-44025-365-62346	Courier	\$ 500	\$ 500		
			01-02-225-44025-365-62396	Mobile Phones / Pagers	\$ 1,100	\$ 400		
			01-02-225-44025-365-62412	Special Charges	\$ 500	\$ 500		
			Expense Total		\$ 918,850	\$ 964,101		
		Development - West Total					\$ 918,850	\$ 964,101
Development Total					\$ 1,636,318	\$ 1,828,525		
Planning Law	Planning Law	Revenue	01-02-395-44050-365-50436	Registry Office Recovery	\$ (10,000)	\$ (10,136)		
			01-02-395-44050-365-50525	Agreement Admin. Fees	\$ (77,250)	\$ (107,286)		
		Revenue Total					\$ (87,250)	\$ (117,422)
		Expense	01-02-395-44050-365-61510	Salaries-Permanent	\$ 349,042	\$ 424,857		
			01-02-395-44050-365-61513	Benefits-Permanent	\$ 96,772	\$ 119,628		
			01-02-395-44050-365-61520	Wages-Casual Temporary	\$ 32,150	\$ -		
			01-02-395-44050-365-61523	Benefits-Casual Temporary	\$ 3,784	\$ -		
			01-02-395-44050-365-62306	Publications	\$ 4,000	\$ 4,000		
			01-02-395-44050-365-62310	Training/Development/Seminars	\$ 4,000	\$ 4,000		
			01-02-395-44050-365-62311	Memberships/Dues	\$ 5,000	\$ 6,400		
			01-02-395-44050-365-62314	Mileage	\$ 675	\$ 675		
			01-02-395-44050-365-62315	Printing & Advertising	\$ 750	\$ 750		
			01-02-395-44050-365-62318	Legal Services	\$ 100,000	\$ 100,000		
			01-02-395-44050-365-62341	Registry Office	\$ 20,900	\$ 20,900		
			01-02-395-44050-365-62346	Courier	\$ 500	\$ 300		
			01-02-395-44050-365-62396	Mobile Phones / Pagers	\$ 800	\$ 400		
			Expense Total		\$ 618,373	\$ 681,910		
			Planning Law Total					\$ 531,123
Planning Law Total					\$ 531,123	\$ 564,488		
Policy & Sustainability	Caledon Advisory Committee	Expense	01-02-405-44060-365-62319	Grants	\$ 500	\$ -		
			01-02-405-44060-365-62353	Committee Expenses	\$ 500	\$ -		
		Expense Total		\$ 1,000	\$ -			
	Caledon Advisory Committee Total					\$ 1,000	\$ -	
	Heritage Committee	Revenue	01-02-405-44070-365-50765	Heritage Signage Programs	\$ (200)	\$ (200)		
			01-02-405-44070-365-50779	Property Designation	\$ -	\$ (474)		
		Revenue Total					\$ (200)	\$ (674)
		Expense	01-02-405-44070-365-62221	Heritage Special Events	\$ -	\$ 2,000		
			01-02-405-44070-365-62319	Grants	\$ 50,000	\$ 50,000		
	01-02-405-44070-365-62353		Committee Expenses	\$ 5,000	\$ 3,000			
	Expense Total		\$ 55,000	\$ 55,000				
	Heritage Committee Total					\$ 54,800	\$ 54,326	
	Planning Policy	Expense	01-02-405-44080-365-61510	Salaries-Permanent	\$ 772,232	\$ 873,943		
			01-02-405-44080-365-61513	Benefits-Permanent	\$ 213,470	\$ 245,255		
			01-02-405-44080-365-62310	Training/Development/Seminars	\$ 16,000	\$ 17,000		
			01-02-405-44080-365-62311	Memberships/Dues	\$ 6,700	\$ 7,400		
			01-02-405-44080-365-62314	Mileage	\$ 8,800	\$ 9,600		
			01-02-405-44080-365-62315	Printing & Advertising	\$ 15,000	\$ 15,000		
01-02-405-44080-365-62346			Courier	\$ 1,000	\$ 1,000			
01-02-405-44080-365-62375			Meeting Expenses	\$ 2,000	\$ 2,000			
01-02-405-44080-365-62396	Mobile Phones / Pagers	\$ 635	\$ 335					
Expense Total		\$ 1,035,837	\$ 1,171,533					
Planning Policy Total					\$ 1,035,837	\$ 1,171,533		
Policy & Sustainability Total					\$ 1,091,637	\$ 1,225,859		
Total for Development Approval and Planning Policy					\$ 1,277,798	\$ 1,942,925		

TOWN OF CALEDON

2016 CAPITAL BUDGET - DEVELOPMENT APPROVAL & PLANNING POLICY

Department	Project #	Project Name	Division	Total Project Budget
Development Approval & Planning Policy	16-156	Grade Separation & Bolton Residential Expansion Study	Policy & Sustainability	\$ 180,000
	16-158	Bolton Queen Street Corridor Study		\$ 80,000
	16-160	Heritage Designation Studies		\$ 20,000
	16-161	Land Use Policies - Official Plan Review		\$ 235,000
	16-164	Pioneer Cemetery Restoration		\$ 65,000
	16-166	Heritage and Cemetery Signage		\$ 20,000
Development Approval & Planning Policy Total				\$ 600,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Development Approval & Planning Policy

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources						Total Funding	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Baseline	Heritage Designation Studies	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 200,000	\$ 54,500	\$ -	\$ 145,500	\$ -	\$ -	\$ -	\$ 200,000
	Heritage Signage	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000	
	Pioneer Cemetery		\$ 30,000									\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000	
Baseline Total		\$ 30,000	\$ 60,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 330,000	\$ 184,500	\$ -	\$ 145,500	\$ -	\$ -	\$ -	\$ 330,000
Above Baseline	Bolton Urban Expansion Studies (Residential)		\$ 400,000	\$ 400,000				\$ 400,000	\$ 400,000			\$ 1,600,000	\$ 91,400	\$ -	\$ 1,508,600	\$ -	\$ -	\$ -	\$ 1,600,000
	Comprehensive Zoning By-law Update			\$ 75,000								\$ 75,000	\$ 38,625	\$ -	\$ 36,375	\$ -	\$ -	\$ -	\$ 75,000
	Cultural Heritage Master Plan				\$ 100,000							\$ 100,000	\$ 51,500	\$ -	\$ 48,500	\$ -	\$ -	\$ -	\$ 100,000
	Heritage Conservation District Study - Alton			\$ 50,000								\$ 50,000	\$ 25,750	\$ -	\$ 24,250	\$ -	\$ -	\$ -	\$ 50,000
	Heritage Conservation District Study - Cheltenham					\$ 85,000						\$ 85,000	\$ 43,775	\$ -	\$ 41,225	\$ -	\$ -	\$ -	\$ 85,000
	Mayfield West Urban Expansion Studies (Residential)		\$ 1,000,000					\$ 500,000	\$ 500,000			\$ 2,000,000	\$ 139,900	\$ -	\$ 1,860,100	\$ -	\$ -	\$ -	\$ 2,000,000
	Official Plan 5 Year Review					\$ 250,000	\$ 250,000					\$ 500,000	\$ 257,500	\$ -	\$ 242,500	\$ -	\$ -	\$ -	\$ 500,000
	Official Plan Policy Implementation		\$ 100,000					\$ 100,000				\$ 200,000	\$ 90,875	\$ -	\$ 109,125	\$ -	\$ -	\$ -	\$ 200,000
	SSMP's - Village Studies	\$ 125,000								\$ 250,000		\$ 375,000	\$ 26,231	\$ -	\$ 348,769	\$ -	\$ -	\$ -	\$ 375,000
	Transportation Planning Studies					\$ 100,000					\$ 125,000	\$ 225,000	\$ 115,875	\$ -	\$ 109,125	\$ -	\$ -	\$ -	\$ 225,000
	Victoria - Employment Expansion		\$ 200,000	\$ 200,000								\$ 400,000	\$ 27,980	\$ -	\$ 372,020	\$ -	\$ -	\$ -	\$ 400,000
	Urban Boundary Expansion - Mayfield West Employment		\$ 200,000									\$ 200,000	\$ 13,990	\$ -	\$ 186,010	\$ -	\$ -	\$ -	\$ 200,000
	Urban Boundary Expansion - Tullamore Employment	\$ 185,000	\$ 900,000					\$ 500,000	\$ 500,000			\$ 2,085,000	\$ 145,846	\$ -	\$ 1,939,154	\$ -	\$ -	\$ -	\$ 2,085,000
	Cultural Heritage Landscape Inventory Update		\$ 40,000									\$ 40,000	\$ 10,900	\$ -	\$ 29,100	\$ -	\$ -	\$ -	\$ 40,000
	Heritage Conservation District Study - Belfountain				\$ 80,000							\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
	Settlement Area Boundary Expansion Studies					\$ 250,000	\$ 250,000					\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	General Zoning By-law Update							\$ 80,000				\$ 80,000	\$ 41,200	\$ -	\$ 38,800	\$ -	\$ -	\$ -	\$ 80,000
Above Baseline Total		\$ 310,000	\$ 2,840,000	\$ 725,000	\$ 180,000	\$ 685,000	\$ 500,000	\$ 1,580,000	\$ 1,400,000	\$ 250,000	\$ 125,000	\$ 8,595,000	\$ 1,701,347	\$ -	\$ 6,893,653	\$ -	\$ -	\$ -	\$ 8,595,000
Grand Total		\$ 340,000	\$ 2,900,000	\$ 755,000	\$ 210,000	\$ 715,000	\$ 530,000	\$ 1,610,000	\$ 1,430,000	\$ 280,000	\$ 155,000	\$ 8,925,000	\$ 1,885,847	\$ -	\$ 7,039,153	\$ -	\$ -	\$ -	\$ 8,925,000

ANNUAL BUDGET FISCAL YEAR 2016

Economic Development

2016



ECONOMIC DEVELOPMENT 2016 BUSINESS PLAN AT A GLANCE

We promote economic opportunities and secure investments that support our strategic economic development objectives and activities in order to enhance community prosperity.

BY THE NUMBERS: Nearly **22,000** visitors came to Caledon during the Pan Am Games. Of those we surveyed, **75%** said it was their first time to Caledon. More than **80%** stayed overnight here, most for up to three nights. More than **70%** of the people we surveyed during the Games planned to attend other events and attractions in Caledon during their stay. And more than half said they'd come back again.

2015 ACCOMPLISHMENTS

FACILITATED AND FOSTERED COMMUNITY RELATIONSHIPS	<ul style="list-style-type: none"> - Transferred ownership of the Bolton Farmers' Market to the BIA. - Conducted Tourism Ambassador Training in preparation for the TO2015 Pan American Games. - Organized/executed two (2) Mayor's Business events. - Researched and updated Community and Investment Profiles. - Provided external communications of programs and services via The Caledon Business Report (published 12 times annually to a subscriber base of 2,498).
COMPLETED KEY STUDIES AND ANALYSIS FOR THE TOWN	<ul style="list-style-type: none"> - Completed the Town's Broadband Gap Analysis. - Completed the Business Retention & Expansion Research Project. - Reinitiated the Alton Village Study. - Updated the Competitive Analysis for the Town.
LAUNCHED ONLINE PROJECTS	<ul style="list-style-type: none"> - Developed and launched the award-winning visitcaledon.ca tourism website. - Launched the new online Caledon Business Directory.

2016 OBJECTIVES & GOALS

IMPLEMENT PIVOTAL STRATEGIES TO ENHANCE CALEDON'S COMPETITIVE EDGE	<ul style="list-style-type: none"> - In partnership with Corporate Services, develop and implement Caledon's High Speed Internet Strategy. - Develop and implement the recommendations of the Business Retention & Expansion Project. - Implement the Tourism Strategy by partnering with Parks & Recreation to provide enhanced tourism information and infrastructure.
UPDATE PLANS	<ul style="list-style-type: none"> - Update the Caledon Economic Development Strategy.
HOST HIGH PROFILE EVENT	<ul style="list-style-type: none"> - Host and co-ordinate the 2016 Municipal Agricultural Economic Development Forum.

CHALLENGES

- Land use policy restrictions.
- Land supply due to outside factors (i.e.: GTA West Corridor, OMB Hearing).
- Ability to obtain Federal and/or Provincial funding.

2016 Business Plan

Economic Development

1.0 Mission Statement

Through community commitment and participation, the Town of Caledon will promote economic opportunities and secure investment that supports our strategic economic development objectives and activities in order to enhance community prosperity.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 4, 2015 – 4, 2014 – 4
(Full-time Staff only)

Under the direction of the Office of the CAO, Economic Development is responsible for:

Management and Administration

- Responsible for the management and administration of the Economic Development Department (human resource management, finance, sales)
- Motivate and supervise staff through the performance management program
- Ensure focus on quality customer service

Economic Development/Marketing Planning & Strategy

- Develop and implement marketing programs for the promotion of the Town as an attractive location for new and expanding business
- Develop and maintain short and long range economic development plans
- Administer Community Improvement Plans
- Implement the Caledon Tourism Strategy

Prospect/Lead Management & Advocacy

- Consult with prospective investors, advising on factors affecting locations and business strategies
- Advise and assist existing businesses with business expansion strategies
- Act as a Town liaison with business leaders, business associations and representatives from all levels of government to ensure maximum economic and community impact

Encourage the Creation of Adequate Supply of Serviced Employment Lands

- Ensure Economic Development representation and consultation on issues and studies related to employment lands and issues that impact the business community
- Ensure that lands designated for employment uses continue to be utilized for employment uses and are consistent with relevant federal and provincial legislations
- Encourage the development of quality infrastructure

2016 Business Plan

Economic Development

- Participate in the analysis, review and amendment of regulations and policies impacting industrial and commercial investment

Goals

- Business retention & expansion (BR&E)
- Engage in business attraction programs that target strategic sectors
- Support tourism promotion and investment and entrepreneurship development
- Advocacy and facilitation
- Increased brand recognition

Objectives

- Increase employment opportunities to improve Caledon's live/work balance
- Improve the Town's non-residential tax assessment base
- Participate in policy and regulatory review to provide an environment which supports future investment
- Support appropriate and planned growth strategies
- Generate more business and wealth
- Create a diverse and sustainable economic base

3.0 Major Customers or Clients

The primary customers or clients of the department include:

- New and existing businesses of all sizes and in all business sectors
- Site selectors, developers, realtors and investors
- Residents and visitors to the municipality
- Staff and Council of the corporation

Secondary clients include:

- Senior government departments and agencies
- Community organizations, agencies and groups
- Advisory boards and committees
- General public

4.0 Achievements in 2015

- Completion of the *Broadband Gap Analysis*
- Developed and launched the award-winning *Visitcaledon.ca* tourism website
- Completion of the Business Retention & Expansion Research Project
- Substantial completion of the Alton Village Study
- Transferred ownership of the Bolton Farmers' Market to the BIA
- Conducted *Tourism Ambassador Training* in preparation for the TO2015 Pan American Games
- Launched the new online *Caledon Business Directory*
- Continue to provide external communications of programs and services via *The Caledon Business Report* (published 12 times annually to a subscriber base of 2,498)
- Successfully organized and executed two Mayor's Business events
- Completion of an update of the *Competitive Analysis* for the Town
- Researched and updated *Community and Investment Profiles*

2016 Business Plan

Economic Development

5.0 Department's Significant Trends and Challenges – By Division

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2016 and beyond are as follows:

Trends

- Declining availability/vacancy rate of existing built space to accommodate retention and expansion of existing business and new investment
- Continued economic uncertainty

Challenges

- Land use policy restrictions
- Land supply due to outside factors (e.g.: GTA West Corridor, OMB Hearing)
- Ability to obtain Federal and/or Provincial funding

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

- For 2016, this department will focus its strategic action and major initiatives on Goal #5 "Cultivate a Diverse and Prosperous Economy".
- Other CBSP goals are identified below for specific projects as applicable

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the Plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

2016 Business Plan

Economic Development

The following is a prioritized list of the 2016 departmental priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
ECONOMIC DEVELOPMENT				
1	Update the <i>Caledon Economic Development Strategy</i>	5	Base Operating Budget	
2	In partnership with Corporate Services, develop and implement Caledon's High Speed Internet Strategy	5f	Base Operating Budget	Broadband Internet
3	Develop and implement the recommendations of the Business Retention & Expansion Project	5b	Base Operating Budget	
4	Tourism Strategy Implementation - partner with Parks & Recreation to provide enhanced tourism information and infrastructure	5j	Capital Budget	Tourism & Sports
5	Host and co-ordinate the 2016 Municipal Agricultural Economic Development Forum	5d	Base Operating Budget	Protection of Rural Environment

TOWN OF CALEDON
2016 OPERATING BUDGET - ECONOMIC DEVELOPMENT

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Economic Development	Revenue	01-03-235-45020-365-50310	External Cost Recovery	\$ (20,000)	\$ (20,000)	
		01-03-235-45020-365-50514	Caledon Business Directory	\$ (1,000)	\$ (1,007)	
		01-03-235-45020-365-50527	Caledon Marketing Campaign	\$ (50,000)	\$ -	
		01-03-235-45020-365-50760	Special Events	\$ (10,000)	\$ -	
	Revenue Total				\$ (81,000)	\$ (21,007)
	Expense	01-03-235-45020-365-61510	Salaries-Permanent	\$ 320,369	\$ 325,745	
		01-03-235-45020-365-61513	Benefits-Permanent	\$ 91,195	\$ 94,678	
		01-03-235-45020-365-62011	Office Supplies	\$ 500	\$ 500	
		01-03-235-45020-365-62310	Training/Development/Seminars	\$ 7,850	\$ 7,850	
		01-03-235-45020-365-62311	Memberships/Dues	\$ 2,650	\$ 2,650	
		01-03-235-45020-365-62314	Mileage	\$ 3,500	\$ 3,500	
		01-03-235-45020-365-62315	Printing & Advertising	\$ 76,000	\$ -	
		01-03-235-45020-365-62331	Transit	\$ 49,440	\$ 50,923	
		01-03-235-45020-365-62357	Marketing & Events	\$ -	\$ 66,000	
		01-03-235-45020-365-62379	Partnership Agreements	\$ 140,086	\$ 141,825	
01-03-235-45020-365-62396		Mobile Phones / Pagers	\$ 1,905	\$ 805		
01-03-235-45020-365-62658	Public Relations	\$ -	\$ 10,000			
Expense Total				\$ 693,495	\$ 704,476	
Economic Development Total				\$ 612,495	\$ 683,469	
Total for Economic Development				\$ 612,495	\$ 683,469	

ANNUAL BUDGET FISCAL YEAR 2016

Fire & Emergency Services

2016



FIRE AND EMERGENCY SERVICES

2016 BUSINESS PLAN AT A GLANCE

We protect and strengthen our community through education, prevention, and rapid intervention at emergencies.

BY THE NUMBERS: We responded to approximately **2,450** emergency incidents with an average response time of **8.47** minutes, recruited **15** volunteer firefighters, completed approximately **6,300** hours of additional Fire/Rescue/Medical training, visited **950+** homes in the Town-wide Home Safe Home program.



2015 ACCOMPLISHMENTS

PURCHASED AND DEPLOYED UPGRADED EQUIPMENT	<ul style="list-style-type: none"> - Procured new replacement bunker gear, one large fire apparatus for Bolton Fire District, and two new Training Division vehicles. - Deployed new breathing apparatus to nine stations.
COMPLETED SIGNIFICANT PLANNING FOR CALEDON SAFETY IMPROVEMENTS	<ul style="list-style-type: none"> - Completed the planning stages for the new Bolton Fire Station. - Implemented a revised 'Community Emergency Response Plan'. - Completed the municipal addressing for the Caledon Trail and the Bruce Trail access points.
PARTICIPATED IN EDUCATION AND FIRE-SAFE COMMUNITY EVENTS	<ul style="list-style-type: none"> - Presented the Fire Safety Action Award from the Office of the Fire Marshal to local teens. - Participated in province-wide preparation for the TO 2015 PanAm Games. - Completed annual requirements of the Fire Marshal directives regarding vulnerable occupancies.



2016 OBJECTIVES & GOALS

PREPARE BY PLANNING AND REPLACING EQUIPMENT	<ul style="list-style-type: none"> - Complete a Master Fire Plan; replace aging fire apparatus, vehicles and equipment. - Undertake a feasibility study for Alton, Palgrave and Mono Mills Fire Stations. - Plan and start constructing a multi-disciplined fire training facility.
INCREASE EMERGENCY RESPONSE CAPABILITY	<ul style="list-style-type: none"> - Increase our emergency response capability in the northwest corner of Caledon. - Increase our emergency response capability with a Water Rescue Program. - Provide efficient managerial span of control and direction to the Training division.
FOCUS ON CRISIS COMMUNICATIONS	<ul style="list-style-type: none"> - Increase ability to communicate to residents in a timely manner during an emergency or crisis, via Community Information Signs, development of a crisis communications plan.



CHALLENGES

- Recruitment and retention of volunteer firefighters. Many volunteer firefighters are nearing retirement age.
- The fleet continues to age. This impacts staffing, equipment available on site and pumping capacity which in turn impacts fire insurance premiums and potential liability for the municipality.
- Ensuring safe staffing levels during emergency responses. The Office of the Fire Marshal Emergency Management will be releasing the Operational Planning: an Official Guide to Matching Resource and Risk PFSG 04—08-10 (which replaces PFSG 04-08-12) and is expected to increase the number of firefighters required for structural firefighting in Ontario.

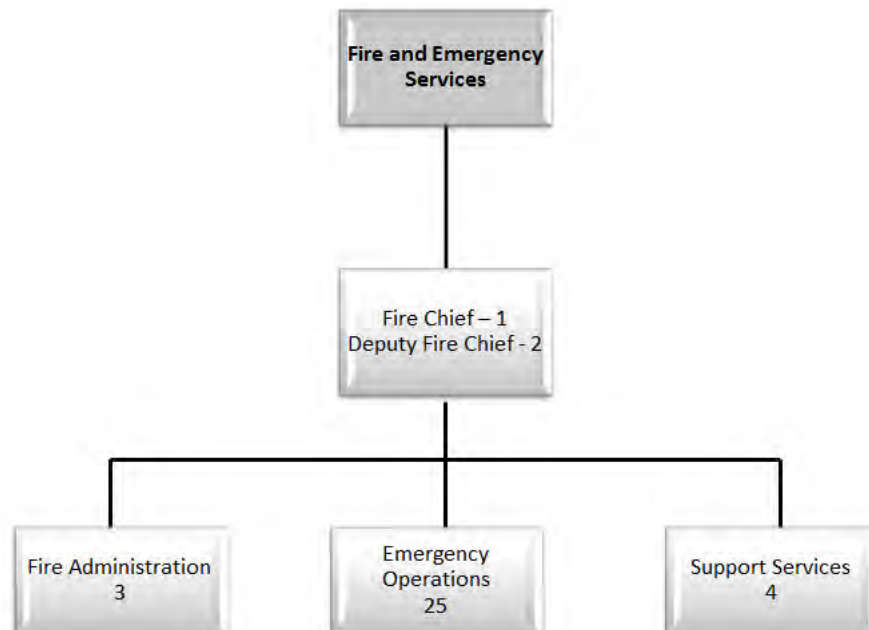
2016 Business Plan

Fire and Emergency Services

1.0 Mission Statement

The mission of Caledon Fire & Emergency Services is to protect and strengthen our community through education, prevention, and rapid intervention at emergencies.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 35, 2015 – 32, 2014 – 30
(Full-time Staff only)

Under the direction of the Fire Chief, Fire & Emergency Services is responsible for:

Fire Administration

- Provides the support necessary to operate the nine fire stations responding to over 2,450 emergencies and conducting over 2,000 fire safety inspections annually in accordance with mandatory legislation including the *Fire Protection and Prevention Act*, *Occupational Health & Safety Act* and *Emergency Management and Civil Protection Act*.
- Support includes planning, organizing, directing, managing, budgeting, emergency acquisitions, purchasing and reporting.

Emergency Operations

- Provides the staff, apparatus and equipment, including mutual aid, required in order to provide effective, efficient, safe, prompt and professional emergency services. Including training, firefighting, rescue and pre-hospital emergency care to our residents.
- Emergency Operations are delivered following requisite training and Operating Guidelines in accordance with Public Fire Safety Guidelines (OFM), Section 21 Guidance Notes (Ministry of Labour) and industry standards and best practices.
- Provide programs that ensure assigned members have the requisite knowledge, skills and abilities required in order to promptly and safely execute assigned functions.
- Training is delivered in accordance with the requirements of the Ontario Fire Service Curriculum, Section 21 Guidance Notes (Ministry of Labour), National Fire Protection Association (NFPA) Standards and best practices.

2016 Business Plan

Fire and Emergency Services

Support Services

- Carries out the mandatory requirements of the *Fire Protection and Prevention Act (Fire Code)*, *Building Code Act* and the *Technical Standards and Safety Authority Act* including fire inspections as assigned and upon request or complaint.
- Responsible for plans review, approval of Fire Safety Plans, commissioning of buildings and properties and Ontario Building Code, Ontario Fire Code and municipal by-law enforcement.
- Responsible for mandatory public education programs including a smoke alarm program and public fire safety education.
- Responsible for carrying out the Office of the Fire Marshal Emergency Management (OFMEM) Directives.
- Completes Fire Investigations
- Carries out the mandatory requirements of the *Emergency Management and Civil Protection Act*.
- Support in maintaining a current Emergency Response Plan and Pandemic Plan, continuous emergency management training, Hazard Identification and Risk Assessment, Business Continuity Plan, and an annual tabletop simulation exercise program.

3.0 Major Customers or Clients

The primary customers or clients of the department include:

- Residents, non-residents and businesses of Caledon including a portion of the Town of Mono experiencing a fire, medical emergency, vehicle collision or entrapment
- Residents and businesses of Caledon requesting a fire safety inspection or making a fire safety complaint
- Residents, community groups or public, separate or private school officials requesting a public education program

The secondary customers or clients include:

- Ontario Provincial Police
- Office of the Fire Marshal and Emergency Management
- Neighbouring municipalities
- Peel Region Emergency Program and Peel Public Health
- Business and Industry
- Ratepayers Associations
- School Boards and Private Schools
- Other Public Safety Agencies
- Broader Public Sector
- Town of Caledon Departments
- Credit Valley Conservation Authority
- Toronto and Region Conservation Authority

4.0 Achievements in 2015 – By Division

Fire Administration

- Completed the planning stages for the new Bolton Fire Station.
- Procured new replacement bunker gear.
- Fire Services participated in a province-wide Emergency Management Exercise in preparation for the TO2015 PanAm Games.
- Provided emergency management support to Caledon Equestrian Site during eight days of competition.
- Internal review of role and responsibilities of the Fire Services Training Division to increase efficiency.

2016 Business Plan

Fire and Emergency Services

- Staff review, including public consultations of the Burning By-law.
- Updated and submitted the Ministry of Transportation Ontario - Driver Certification Program Curriculum.
- Issued more than 1,600 Open Air Burn Permits.

Emergency Operations

- Response to approximately 2,450 emergency incidents.
- An average response time of 8.47 minutes for the first arriving fire company;
 - Volunteer 9.74 minutes – Full-Time 6.6 minutes
- Recruited fifteen volunteer firefighters
- Trained all staff and deployed new breathing apparatus to the NFPA 2013 Standard for nine fire stations.
- Procured one large fire apparatus S312, Bolton Fire District
- Phase One - Officer Development ('Blue Card Incident Command System')
- Procured two new Training Division vehicles
- Completed approximately 6,300 hours (180 weeks) of additional Fire/Rescue/Medical training beyond regular bi-weekly skills maintenance training required to conduct fire/rescue/medical emergency operations.

Support Services

- Implemented a revised 'Community Emergency Response Plan' fostering cooperative interdepartmental relationships, focused on customer service.
- Completed the municipal addressing for the Caledon Trail and the Bruce Trail access points
- Two local teenagers received the 2014 Fire Safety Action Award from the Office of the Fire Marshal
- Completed fire safety inspections for new buildings at Caledon Equestrian Park (CEP).
- Members of Fire Prevention were selected and trained to be Evaluator / Controllers for the largest ever three day simulated Emergency Management event. These members were evaluating Town, Regional and Provincial plans on behalf of the Office of the Fire Marshal Emergency Management (OFMEM)
- Procured three new efficient Fire Prevention Division fleet vehicles
- New process for Special Occasions Permits (e.g. tents, temporary structures etc.)
- Ensure life safety for farm buildings being used for Assembly Occupancies per the Ontario Fire Marshal's Communique
- Completed annual compliance - Fire Marshal Directive 2014-002 "Fire Drill Observations and Fire Safety Inspection of vulnerable occupancies"
- Home Safe Home Program – over 950 homes visited town-wide (all fire districts participated)

5.0 Department's Significant Trends and Challenges – By Division

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services.

2016 Business Plan

Fire and Emergency Services

The significant trends and challenges for 2016 and beyond are as follows:

Trends

Fire Administration

- Daytime availability continues to be a challenge for volunteer emergency responses throughout the Town requiring Caledon to draw upon neighbouring resources on an occasional basis.
- Three large fire apparatus must be replaced every (2) years in order to maintain the existing fleet replacement schedule.
- Need to maintain a records management database using an interdepartmental system of record keeping.

Emergency Operations

- The number of fires has stabilized but the intensity of fires and the value of the losses continues to increase.
- The Town of Caledon requires a permanent training facility to ensure compliance with the *Occupational Health and Safety Act* and to meet the National Fire Protection Association (NFPA) Job Performance Requirements.
- The number of complex incidents such as hazardous materials incidents and industrial and agricultural rescues continues to increase.
- Firefighters must be proficient and competent in modern firefighting operations, rescue and disentanglement practices, emergency medical care as well as Community Emergency Management Program.
- The modern Company Officer has a statutory obligation to be able to supervise all-hazards incidents well beyond the scope of traditional fire operations.
- Required skill sets are constantly evolving and present challenges from initial training programs delivery through maintenance and development from basic to advanced levels.
- Initial training must be supported with programs and assets that not only maintain basic skills through drill but also develop higher more advanced proficiencies and capabilities.

Support Services

- Recent legislation Compliance
 - Federal Marihuana Medical Access Regulation (Legalized Grow-ops) increased requirements of fire inspections.
 - Ontario Regulation 440/08 amendment to Ontario Regulation 211/01 Propane Storage and Handling; ongoing routine fire inspections and approval of Risk and Safety Management Plans.
 - *Retirement Homes Act, 2010*; require routine fire inspections.
 - Regulation 150/13 Fire Code Section 9.7 Buildings with a Care Occupancy or Retirement Home; require routine fire inspections, training and fire drill assessment.
- The number of major or complex incidents continues to increase. In a growing number of cases the line between fire or rescue operations and potential community emergencies is becoming blurred. Over the past five years Caledon has been placed on “Standby” through Emergency Management Ontario to prepare to deploy municipal resources to other communities or to receive evacuees from other communities.

Challenges

Fire Administration

- Recruitment and retention of volunteer firefighters
- Many volunteer firefighters are nearing retirement age

2016 Business Plan

Fire and Emergency Services

- Outdated data management system – a move to the AMANDA System would be more efficient.
- The fleet continues to age. This impacts staffing, equipment available on site and pumping capacity which in turn impacts fire insurance premiums and potential liability for the municipality.

Emergency Operations

- Ensuring safe staffing levels during emergency responses, *Operational Planning: an Official Guide to Matching Resource and Risk PFSG 04—08-10* (Office of the Fire Marshal Emergency Management) replaces PFSG 04-08-12 and is expected to increase the number of firefighters required for structural firefighting in Ontario.
- In order for the Fire Department to participate in a Mutual Aid System in Ontario, the Fire Department must be able to demonstrate that it is able to meet the day-to-day fire protection needs. Our neighbouring fire departments are all operating at minimum staffing, particularly during the business day. This creates challenges for all area fire departments when dealing with major incidents.
- The lack of a fire training facility in, or even in close proximity to, Caledon is logistically problematic and cost prohibitive. The lack of an available training facility restricts our ability to comply with even the minimum training requirements, the maintenance of skill sets and developmental needs for Caledon firefighters.
- The planned future construction of large and high buildings in Caledon compounds the training challenges as the department embarks on additional training to meet the minimum requirements of the *Occupational Health & Safety Act*. Many Caledon volunteer firefighters are already making themselves available to the community as much as possible. Many members have limited time available to maintain current training or participate in additional training for other skill sets. This can result in an inability to meet corporate or community needs.

Support Services

- Ongoing plan reviews, occupancy inspections and site visit requirements continue to overwhelm existing staff.
- Ongoing Ontario Fire Code retrofit requirements for existing buildings.
- Sufficient staffing to complete required legislated inspections upon request or complaint
- The Community Emergency Response Plan and the Pandemic Plan must be revised annually or sooner if required.
- As the statutory nature of the Community Emergency Management Program continues to evolve a permanent full-time position will be required in order to ensure compliance with the *Emergency Management and Civil Protection Act*.

6.0 2016 Departmental Priorities

The Fire & Emergency Services 2016 Work Plan includes a number of Goals and Outcomes. The achievement of each of these components of the Fire & Emergency Services 2016 Work Plan will ensure that the municipality remains in compliance with the minimum requirements of the *Fire Protection and Prevention Act* and related Public Fire Safety Guidelines, the *Occupational Health & Safety Act* and the *Emergency Management and Civil Protection Act*.

For 2016, the Department of Fire & Emergency Services will focus its Strategic Action and Major Initiatives on the following goals:

- Continue to provide strategic support for the construction of the New Bolton Fire Station Project;
- Create and promote a 'Fire Safe Community' through public education/fire prevention initiatives and programs;

2016 Business Plan

Fire and Emergency Services

- Implement strategies and support to advance our operational readiness and ensure we provide the optimum level of emergency response capability;
- Plan and start constructing a multi-disciplined fire training facility in three phases (separate Fire Training Facility Business Plan);
- Undertake a feasibility study for the Alton, Palgrave and Mono Mills Fire Stations to determine the lifespan of the buildings to create a financially responsible plan for maintenance and plan for replacement or major renovations

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the Plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following are the 2016 departmental priorities that will be undertaken with the 2016 Operating and Capital Budget requests in this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
FIRE ADMINISTRATION				
1	Complete a Master Fire Plan to ensure we are properly positioned to meet the needs of the community in the future	2g, 6d, 6a	Base Operating Budget	Growth
2	Replace aging fire apparatus, vehicles and equipment	2g, 6d	Capital Budget	Customer Service
3	Continued replacement of personnel protective equipment	2g, 6d	Capital Budget	Customer Service
4	Undertake a feasibility study - Alton, Palgrave and Mono Mills Fire Stations	2g	Capital Budget	Infrastructure

2016 Business Plan

Fire and Emergency Services

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
EMERGENCY OPERATIONS				
1	Increase our emergency response capability in the northwest corner	2g, 6a	Base Operating Budget	Customer Service Growth
2	Plan and start constructing a multi-disciplined fire training facility	2g, 6a	Capital Budget	Infrastructure
3	Increase our emergency response capability – Water Rescue Program	2g, 6a	Base Operating Budget	Customer Service Growth
4	Respond to requests for emergency assistance and mutual aid in an effective, efficient, safe and professional manner	2g	Base Operating Budget	Customer Service
5	Provide effective and efficient managerial span of control and direction to the Training Division	2g	Base Operating Budget	Growth
6	Increase our emergency response capability to the network of trail systems (Caledon Trail and Bruce Trail)	2g, 6a	Capital Budget	Customer Service
SUPPORT SERVICES				
1	Respond to requests for and delivery of public education programs and community outreach	2f, 2g	Base Operating Budget	Customer Service
2	Respond to all requests/complaints for fire safety inspections	2f, 2g	Base Operating Budget	Customer Service
3	Complete required fire and life safety reviews of high risk occupancies	2g	Base Operating Budget	Customer Service
4	Conduct plan reviews, site visits and occupancy inspections	2g	Base Operating Budget	Customer Service
5	Increase ability for the Town to communicate to residents in a timely manner during an emergency (e.g. Community Information Signs)	2g	Capital Budget	Communications

TOWN OF CALEDON
2016 OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Alton Station #1	Emergency Operations & Fire Supress	Expense	01-04-245-46010-101-62111	Maintenance & Repairs-Grounds	\$ 3,400	\$ 3,400
			01-04-245-46010-101-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000
			01-04-245-46010-101-62215	Natural Gas	\$ 3,100	\$ 3,320
			01-04-245-46010-101-62216	Electricity	\$ 1,450	\$ 1,900
			01-04-245-46010-101-62217	Water/Waste Water	\$ 95	\$ 95
		01-04-245-46010-101-62312	Insurance	\$ 2,646	\$ 3,175	
		Expense Total			\$ 16,691	\$ 17,890
Emergency Operations & Fire Supress Total					\$ 16,691	\$ 17,890
Alton Station #1 Total					\$ 16,691	\$ 17,890
Bolton Station #2	Emergency Operations & Fire Supress	Expense	01-04-245-46010-102-62111	Maintenance & Repairs-Grounds	\$ 4,900	\$ 4,900
			01-04-245-46010-102-62114	Small Equip Repair/Purchase	\$ 6,970	\$ 6,970
			01-04-245-46010-102-62215	Natural Gas	\$ 5,000	\$ 5,800
			01-04-245-46010-102-62216	Electricity	\$ 16,250	\$ 17,750
			01-04-245-46010-102-62217	Water/Waste Water	\$ 1,020	\$ 1,170
		01-04-245-46010-102-62312	Insurance	\$ 9,246	\$ 11,095	
		Expense Total			\$ 43,386	\$ 47,685
Emergency Operations & Fire Supress Total					\$ 43,386	\$ 47,685
Bolton Station #2 Total					\$ 43,386	\$ 47,685
Caledon East Station #3	Emergency Operations & Fire Supress	Expense	01-04-245-46010-103-62111	Maintenance & Repairs-Grounds	\$ 3,300	\$ 3,300
			01-04-245-46010-103-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000
			01-04-245-46010-103-62215	Natural Gas	\$ 5,000	\$ 5,000
			01-04-245-46010-103-62216	Electricity	\$ 5,000	\$ 5,000
			01-04-245-46010-103-62217	Water/Waste Water	\$ 170	\$ 170
		01-04-245-46010-103-62312	Insurance	\$ 9,028	\$ 10,834	
		Expense Total			\$ 28,498	\$ 30,304
Emergency Operations & Fire Supress Total					\$ 28,498	\$ 30,304
Caledon East Station #3 Total					\$ 28,498	\$ 30,304
Caledon Station #9	Emergency Operations & Fire Supress	Expense	01-04-245-46010-109-62111	Maintenance & Repairs-Grounds	\$ 11,100	\$ 11,100
			01-04-245-46010-109-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000
			01-04-245-46010-109-62215	Natural Gas	\$ 5,100	\$ 5,100
			01-04-245-46010-109-62216	Electricity	\$ 11,200	\$ 11,200
			01-04-245-46010-109-62217	Water/Waste Water	\$ 220	\$ 220
		01-04-245-46010-109-62312	Insurance	\$ 6,916	\$ 8,299	
		Expense Total			\$ 40,536	\$ 41,919
Emergency Operations & Fire Supress Total					\$ 40,536	\$ 41,919
Caledon Station #9 Total					\$ 40,536	\$ 41,919
Cheltenham Station #4	Emergency Operations & Fire Supress	Expense	01-04-245-46010-104-62111	Maintenance & Repairs-Grounds	\$ 5,000	\$ 5,000
			01-04-245-46010-104-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000
			01-04-245-46010-104-62215	Natural Gas	\$ 2,600	\$ 2,700
			01-04-245-46010-104-62216	Electricity	\$ 4,250	\$ 5,050
			01-04-245-46010-104-62217	Water/Waste Water	\$ 125	\$ 125
		01-04-245-46010-104-62312	Insurance	\$ 11,985	\$ 14,382	
		Expense Total			\$ 29,960	\$ 33,257
Emergency Operations & Fire Supress Total					\$ 29,960	\$ 33,257
Cheltenham Station #4 Total					\$ 29,960	\$ 33,257

TOWN OF CALEDON
2016 OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Fire Administration	Administration	Revenue	01-04-115-40010-199-50310	External Cost Recovery - Admin	\$ (1,800)	\$ (1,800)			
			01-04-115-40010-199-50531	Town of Mono	\$ (115,000)	\$ (115,000)			
			01-04-115-40010-199-50535	Accident	\$ (140,000)	\$ (85,000)			
			01-04-115-40010-199-50545	RofP Ambulance Rent	\$ (72,000)	\$ (72,000)			
			01-04-115-40010-199-50550	Fire False Alarms	\$ (10,100)	\$ (93,917)			
		Revenue Total					\$ (338,900)	\$ (367,717)	
		Expense	01-04-115-40010-199-61510	Salaries-Permanent	\$ 570,673	\$ 596,605			
			01-04-115-40010-199-61513	Benefits-Permanent	\$ 155,194	\$ 161,015			
			01-04-115-40010-199-62011	Office Supplies	\$ 4,500	\$ 4,500			
			01-04-115-40010-199-62017	Caretaking Supplies	\$ 10,000	\$ 10,000			
			01-04-115-40010-199-62018	Operating Supplies	\$ 26,000	\$ 26,000			
			01-04-115-40010-199-62305	Computer Services	\$ 7,700	\$ 7,700			
			01-04-115-40010-199-62310	Training/Development/Seminars	\$ 10,000	\$ 10,000			
			01-04-115-40010-199-62311	Memberships/Dues	\$ 4,650	\$ 4,650			
			01-04-115-40010-199-62312	Insurance	\$ 8,427	\$ 10,112			
			01-04-115-40010-199-62314	Mileage	\$ 4,450	\$ 4,450			
			01-04-115-40010-199-62315	Printing & Advertising	\$ 5,750	\$ 5,750			
			01-04-115-40010-199-62334	Service Contracts	\$ 50,000	\$ -			
			01-04-115-40010-199-62346	Courier	\$ 1,200	\$ 1,200			
			01-04-115-40010-199-62396	Mobile Phones / Pagers	\$ 14,000	\$ 8,500			
01-04-115-40010-199-62397	Telephone	\$ 23,000	\$ 23,000						
Expense Total					\$ 895,544	\$ 873,482			
Administration Total					\$ 556,644	\$ 505,765			
Emergency Operations & Fire	Emergency Operations & Fire	Revenue	01-04-245-46070-199-50986	Reserve Fund To Res.	\$ (47,535)	\$ (47,535)			
		Revenue Total					\$ (47,535)	\$ (47,535)	
		Expense	01-04-245-46020-199-61520	Wages-Casual Temporary	\$ 1,686,354	\$ 1,711,600			
			01-04-245-46020-199-61523	Benefits-Casual Temporary	\$ 72,529	\$ 82,670			
			01-04-245-46020-199-61530	Wages-Fire Union	\$ 1,816,503	\$ 2,114,657			
			01-04-245-46020-199-61531	Overtime-Fire Union	\$ 65,600	\$ 65,600			
			01-04-245-46020-199-61533	Benefits-Fire Union	\$ 521,734	\$ 608,198			
			01-04-245-46020-199-62011	Office Supplies	\$ 3,000	\$ 3,000			
			01-04-245-46020-199-62014	Uniforms/Protective Clothing	\$ 56,100	\$ 62,767			
			01-04-245-46020-199-62126	Maintenance & Repairs - Equipment	\$ 53,100	\$ 57,348			
			01-04-245-46020-199-62334	Service Contracts	\$ 118,360	\$ 18,360			
			01-04-245-46020-199-62380	Occu Health & Safety Act Prog	\$ 33,330	\$ 33,330			
			01-04-245-46020-199-62412	Special Charges	\$ 53,000	\$ 53,000			
			01-04-245-46030-199-61530	Wages - Fire Union	\$ 213,109	\$ 329,538			
			01-04-245-46030-199-61531	Overtime - Fire Union	\$ 5,000	\$ 5,000			
			01-04-245-46030-199-61533	Benefits - Fire Union	\$ 59,369	\$ 94,216			
			01-04-245-46030-199-62011	Office Supplies	\$ 1,500	\$ 1,500			
			01-04-245-46030-199-62014	Uniforms/ Protective Clothing	\$ -	\$ 4,000			
			01-04-245-46030-199-62018	Operating Supplies	\$ 1,500	\$ 1,500			
			01-04-245-46030-199-62310	Training	\$ 50,000	\$ 50,000			
			01-04-245-46060-199-62112	Maintenance & Repairs - Building	\$ 126,644	\$ 126,644			
			01-04-245-46070-199-62013	Fuel	\$ 16,434	\$ 16,434			
			01-04-245-46070-199-62128	Maintenance & Repairs - Vehicle	\$ 94,700	\$ 94,700			
			01-04-245-46070-199-62312	Insurance	\$ 122,913	\$ 147,496			
			01-04-245-46070-199-62402	External Debt Repayment	\$ 47,535	\$ 47,535			
			01-04-245-46070-199-62416	Interdepartmental Charges	\$ 267,012	\$ 267,012			
			01-04-245-46070-199-62418	Debt Repayment	\$ 122,084	\$ 122,084			
			01-04-245-46070-199-62437	Contribution to Reserves	\$ 85,000	\$ 85,000			
			01-04-245-46080-199-62127	Maintenance & Repairs - Radio	\$ 50,000	\$ 40,000			
			01-04-245-46080-199-62222	Dispatching Services	\$ 248,075	\$ 283,550			
			Expense Total					\$ 5,990,485	\$ 6,526,739
			Emergency Operations & Fire Supt Total					\$ 5,942,950	\$ 6,479,204

TOWN OF CALEDON
2016 OPERATING BUDGET - FIRE AND EMERGENCY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Fire Administration	Fire Support Services	Revenue	01-04-310-46040-199-50345	Excavation	\$ (16,000)	\$ (16,000)		
			01-04-310-46040-199-50347	Burn Permits	\$ (40,000)	\$ (49,684)		
			01-04-310-46040-199-50860	Inspections	\$ (5,000)	\$ (5,656)		
		Revenue Total					\$ (61,000)	\$ (71,340)
		Expense	01-04-310-46040-199-61530	Wages-Fire Union	\$ 369,765	\$ 394,996		
			01-04-310-46040-199-61531	Overtime-Fire Union	\$ 5,000	\$ 8,000		
			01-04-310-46040-199-61533	Benefits-Fire Union	\$ 106,403	\$ 112,505		
			01-04-310-46040-199-62011	Office Supplies	\$ 3,000	\$ 3,000		
			01-04-310-46040-199-62014	Uniforms/Protective Clothing	\$ 3,975	\$ 3,975		
			01-04-310-46040-199-62018	Operating Supplies	\$ 5,550	\$ 5,550		
			01-04-310-46040-199-62315	Printing & Advertising	\$ 4,000	\$ 4,000		
			01-04-310-46040-199-62391	Excavation Expense	\$ 4,600	\$ 4,600		
			01-04-310-46040-199-62441	Public Education	\$ 20,000	\$ 20,000		
01-04-310-46050-199-62219	Community Emergency Response Plan	\$ 30,200	\$ 30,200					
Expense Total					\$ 552,493	\$ 586,826		
Fire Support Services Total					\$ 491,493	\$ 515,486		
Fire Administration Total					\$ 6,991,087	\$ 7,500,455		
Inglewood Station #5	Emergency Operations & Fire	Expense	01-04-245-46010-105-62111	Maintenance & Repairs-Grounds	\$ 2,800	\$ 2,800		
			01-04-245-46010-105-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000		
			01-04-245-46010-105-62215	Natural Gas	\$ 3,100	\$ 3,600		
			01-04-245-46010-105-62216	Electricity	\$ 2,250	\$ 2,250		
			01-04-245-46010-105-62217	Water/Waste Water	\$ 100	\$ 100		
			01-04-245-46010-105-62312	Insurance	\$ 4,670	\$ 5,604		
		Expense Total					\$ 18,920	\$ 20,354
Emergency Operations & Fire Supress Total					\$ 18,920	\$ 20,354		
Inglewood Station #5 Total					\$ 18,920	\$ 20,354		
Mono Mills Station #8	Emergency Operations & Fire	Expense	01-04-245-46010-108-62111	Maintenance & Repairs-Grounds	\$ 4,400	\$ 4,400		
			01-04-245-46010-108-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000		
			01-04-245-46010-108-62215	Natural Gas	\$ 2,700	\$ 2,700		
			01-04-245-46010-108-62216	Electricity	\$ 2,000	\$ 2,000		
			01-04-245-46010-108-62217	Water/Waste Water	\$ 105	\$ 105		
		01-04-245-46010-108-62312	Insurance	\$ 2,646	\$ 3,175			
Expense Total					\$ 17,851	\$ 18,380		
Emergency Operations & Fire Supress Total					\$ 17,851	\$ 18,380		
Mono Mills Station #8 Total					\$ 17,851	\$ 18,380		
Palgrave Station #6	Emergency Operations & Fire	Expense	01-04-245-46010-106-62111	Maintenance & Repairs-Grounds	\$ 5,000	\$ 5,000		
			01-04-245-46010-106-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000		
			01-04-245-46010-106-62215	Natural Gas	\$ 3,700	\$ 3,700		
			01-04-245-46010-106-62216	Electricity	\$ 2,250	\$ 2,250		
			01-04-245-46010-106-62217	Water/Waste Water	\$ 70	\$ 70		
		01-04-245-46010-106-62312	Insurance	\$ 2,646	\$ 3,175			
Expense Total					\$ 19,666	\$ 20,195		
Emergency Operations & Fire Supress Total					\$ 19,666	\$ 20,195		
Palgrave Station #6 Total					\$ 19,666	\$ 20,195		
Snelgrove Station #7	Emergency Operations & Fire	Expense	01-04-245-46010-107-62111	Maintenance & Repairs-Grounds	\$ 14,800	\$ 14,800		
			01-04-245-46010-107-62114	Small Equip Repair/Purchase	\$ 6,000	\$ 6,000		
			01-04-245-46010-107-62215	Natural Gas	\$ 5,100	\$ 5,750		
			01-04-245-46010-107-62216	Electricity	\$ 10,500	\$ 10,750		
			01-04-245-46010-107-62217	Water/Waste Water	\$ 420	\$ 420		
		01-04-245-46010-107-62312	Insurance	\$ 8,143	\$ 8,143			
Expense Total					\$ 44,963	\$ 45,863		
Emergency Operations & Fire Supress Total					\$ 44,963	\$ 45,863		
Snelgrove Station #7 Total					\$ 44,963	\$ 45,863		
Total for Fire and Emergency Services					\$ 7,251,558	\$ 7,776,302		

TOWN OF CALEDON

2016 CAPITAL BUDGET - FIRE & EMERGENCY SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Fire & Emergency Services	16-086	Large Fire Equipment Replacement	Emergency Ops & Fire Supress	\$ 60,000
	16-087	Personal Protective Equipment		\$ 65,000
	16-088	Six Wheeled Utility Task Vehicle (2)		\$ 60,000
	16-089	Fire Training Facility		\$ 950,000
	16-090	Joint Fire Communication Center Equipment Replacement		\$ 20,000
	16-139	Major Repairs to Buildings (Alton, Mono Mills & Caledon East)		\$ 60,000
	16-179	Additional Funding - Bolton Fire Station		\$ 1,700,000
	16-084	Chief Fire Prevention Officer Vehicle	Fire Support Services	\$ 35,000
Fire & Emergency Services Total				\$ 2,950,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Fire

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources							
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	Total Funding
Baseline	Apparatus/Support	\$ 575,000	\$ 600,000	\$ 600,000	\$ 625,000	\$ 650,000	\$ 650,000	\$ 675,000	\$ 700,000	\$ 725,000	\$ 725,000	\$ 6,525,000	\$ 6,525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,525,000
	Buildings	\$ 60,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,660,000	\$ 1,660,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,660,000
	Large Fire Equipment Replacement	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 70,000	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000
	Personal Protective Equipment	\$ 45,000	\$ 45,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 490,000	\$ 490,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 490,000
Baseline Total		\$ 750,000	\$ 915,000	\$ 920,000	\$ 945,000	\$ 770,000	\$ 970,000	\$ 995,000	\$ 1,020,000	\$ 1,045,000	\$ 1,045,000	\$ 9,375,000	\$ 9,375,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,375,000
Above Baseline	Alton Addition		\$ 600,000									\$ 600,000	\$ 60,000	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ 600,000
	Caledon Village Addition			\$ 800,000								\$ 800,000	\$ 260,000	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ 800,000
	Fire Training Facility	\$ 350,000										\$ 350,000	\$ 87,500	\$ -	\$ 262,500	\$ -	\$ -	\$ -	\$ 350,000
	Joint Fire Communications Upgrade	\$ 150,000	\$ 300,000				\$ 300,000				\$ 300,000	\$ 1,050,000	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000	
	Master Plan - Fire									\$ 75,000		\$ 75,000	\$ 38,625	\$ -	\$ 36,375	\$ -	\$ -	\$ -	\$ 75,000
	Mono Mills Addition			\$ 600,000								\$ 600,000	\$ 150,000	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ 600,000
	Palgrave Addition		\$ 550,000									\$ 550,000	\$ 137,500	\$ -	\$ 412,500	\$ -	\$ -	\$ -	\$ 550,000
	Personal Protective Equipment (Top Up)	\$ 10,000	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 170,000	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
	SCBA Replacement									\$ 1,600,000		\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,600,000
	Snelgove Renovation					\$ 300,000						\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	User Gear Replacement (Radios 2023-2025)					\$ 300,000	\$ 300,000					\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
	New Equipment - Between Snelgove & Bolton				\$ 550,000	\$ 550,000						\$ 1,100,000	\$ 110,000	\$ -	\$ 990,000	\$ -	\$ -	\$ -	\$ 1,100,000
	New Fire Station - Between Snelgove & Bolton			\$ 1,500,000	\$ 5,500,000							\$ 7,000,000	\$ 700,000	\$ -	\$ 6,300,000	\$ -	\$ -	\$ -	\$ 7,000,000
	New Pumper/Quint - Between Snelgove & Bolton				\$ 500,000	\$ 500,000						\$ 1,000,000	\$ 100,000	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 1,000,000
	New Pumper/Tanker - Between Snelgove & Bolton				\$ 300,000	\$ 300,000						\$ 600,000	\$ 60,000	\$ -	\$ 540,000	\$ -	\$ -	\$ -	\$ 600,000
	Apparatus/Support (Top Up)	\$ 200,000	\$ 200,000									\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	Electronic Community Information Sign	\$ 60,000										\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Above Baseline Total		\$ 770,000	\$ 1,660,000	\$ 2,910,000	\$ 6,870,000	\$ 1,970,000	\$ 620,000	\$ 20,000	\$ 20,000	\$ 1,695,000	\$ 320,000	\$ 16,855,000	\$ 5,713,625	\$ 170,000	\$ 10,971,375	\$ -	\$ -	\$ -	\$ 16,855,000
Grand Total		\$ 1,520,000	\$ 2,575,000	\$ 3,830,000	\$ 7,815,000	\$ 2,740,000	\$ 1,590,000	\$ 1,015,000	\$ 1,040,000	\$ 2,740,000	\$ 1,365,000	\$ 26,230,000	\$ 15,088,625	\$ 170,000	\$ 10,971,375	\$ -	\$ -	\$ -	\$ 26,230,000

ANNUAL BUDGET FISCAL YEAR 2016

General Governance & Administration

2016



GENERAL GOVERNANCE AND ADMINISTRATION

2016 BUSINESS PLAN AT A GLANCE

We provide efficient and effective service delivery, while maintaining a high level of integrity and adhering to regulatory and statutory obligations. The Corporate Communications division provides information, education and promotional services, as well as issues management and media relations.

BY THE NUMBERS: Our Provincial Offences Court administrators processed **30%** more tickets this year and remained on target with the operating expense budget. Legislative staff supported **98** council and committee meetings, and corporate communications issued nearly **120** press releases this year.



2015 ACCOMPLISHMENTS

ENGAGED COMMUNITY THROUGH COMMUNICATION INITIATIVES	<ul style="list-style-type: none"> - Created and delivered Pan Am Games Communications and Engagement Plan. - Launched Town-wide communications initiatives for GTA West Corridor, Regional Governance review, Council Workplan, Winter Parking Restrictions, "Have your Say" survey, etc. - Delivered updated Community Emergency Response Plan.
ENHANCED LEGISLATIVE AND INFORMATION SERVICES	<ul style="list-style-type: none"> - Conducted governance review, including Committees of Council. - Provided training for all Committees of Council. - Completed the Adults 55+ Strategic Plan for implementation in 2016. - Initiated new electronic agenda management system.
STRENGTHENED LEGAL AND PROVINCIAL OFFENCES COURT SERVICES	<ul style="list-style-type: none"> - Developed guidelines and training for Hearing Tribunal. - Implemented corporate video surveillance policy.



2016 OBJECTIVES & GOALS

ADD COMMUNICATIONS STRATEGIES	<ul style="list-style-type: none"> - Improve electronic communication methods for inside (staff) and outside (resident) stakeholders. - Facilitate outreach programs to the Caledon community to engage residents.
DIGITIZE INFORMATION SERVICES	<ul style="list-style-type: none"> - Implement electronic agenda management software program.
ADVANCE IN-HOUSE PROCESSES TO IMPROVE CUSTOMER SERVICE	<ul style="list-style-type: none"> - Provide staff report writing training in Legislative Services. - Update the land sales policy and processes in Legal Services. - Improve customer service experience on-line through fillable and electronic return of applications in Provincial Offences Court.



CHALLENGES

- Freedom of Information requests are becoming more complex.
- Uncertainty of impending legislative changes regarding Administrative Monetary Penalty System impacts future business plans and budget considerations.
- Continued growth of communication channels and need to fulfill diverse needs of residents through these channels.

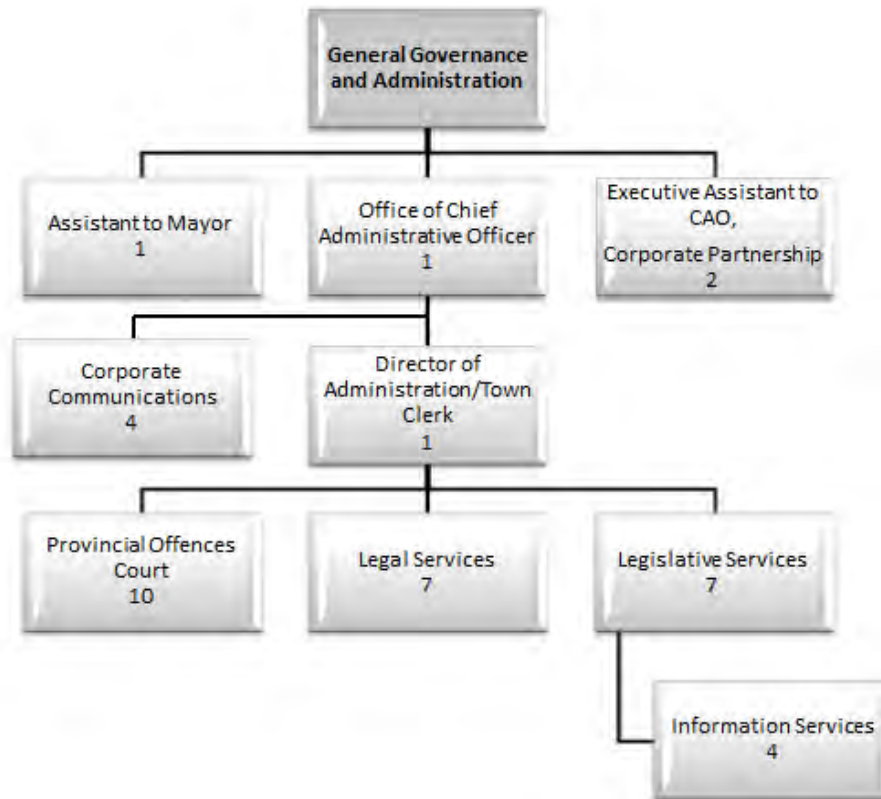
2016 Business Plan

General Governance and Administration

1.0 Mission Statement

To provide efficient and effective service delivery, while maintaining a high level of integrity and adhering to regulatory and statutory obligations.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 37, 2015 – 36, 2014 – 39
(Full-time Staff only)

2016 Business Plan

General Governance and Administration

The Chief Administrative Officer (CAO) is responsible for the delivery of Corporate Communications

Corporate Communications

- Provides strategic consultation to CAO and all departments on issues management, maintains positive relationships with citizens, Council and staff, and alerts to opportunities and challenges
- Instills confidence in Town activities through professional, engaging communications
- Maintains, grows and updates branding, identity and graphic standards across all mediums
- Manages all print and marketing materials for the Town, including legislatively required notices
- Implements and maintains online strategy and communications, including website for Town of Caledon – 30,000+ visitors per month – and social media channels
- Manages e-service implementation for various departmental initiatives, to increase customer service and engagement
- Proactively seeks editorial opportunities and responds to media
- Manages Emergency Information and response, coordination and responsibility for engagement on the Community Emergency Response Plan (CERP)

The Director of Administration/Town Clerk is responsible for the following divisions:

Legislative Services

- Legislative support to Council and advisory committees of Council
- Coordinates the committee appointment process
- Conducts municipal elections and the Council orientation process
- Ensures compliance with the *Accessibility for Ontarians with Disabilities Act*
- Coordinates permanent and special occasion liquor licence applications

Information Services

- Administers the records management program for the corporation
- Administers Freedom of Information requests in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*
- Manages the corporate mail, courier and switchboard services

Legal Services

- Provides general municipal solicitor advice in the areas of agreements, real estate, negligence, by-law drafting, statutory interpretation and municipal powers
- Provides support to the municipality in all litigation matters including appearances in Provincial Offences Court, Small Claims Court, Superior Court and administrative tribunals
- Prosecutes various matters in accordance with the *Provincial Offences Act* including the *Highway Traffic Act*, *Building Code Act*, *Fire Protection and Prevention Act* and municipal by-law matters
- Responds to appeals arising from Provincial Offences Court matters
- Facilitates all real estate transaction matters for the Corporation

Provincial Offences Court

- Provides administration, case management and financial reconciliation for all infraction types pursuant to the *Provincial Offences Act* for the Caledon and Dufferin Court Service Areas
- Responds to inquiries and processes payments for Provincial Offences payments across the province which includes, Part 1 traffic tickets, Part 2 parking tickets, Part 3 summons and municipal by-law charges
- Process requests for trial, early resolution requests, extension of time to pay applications, re-opening applications and motion documents
- Assists with the processing of Part 1 and 3 appeal applications for filing with Ontario Court of Justice

2016 Business Plan

General Governance and Administration

3.0 **Major Customers or Clients**

The primary customers or clients of the department include:

- Members of Council and its committees
- Town staff
- Residents and businesses in the Town of Caledon
- External agencies

The secondary customers or clients include:

- Judiciary
- Ministry of Attorney General's Office
- Provincial Prosecutors, lawyers and paralegals
- Enforcement agencies
- Media

4.0 **Achievements in 2015**

Corporate Communications

- Launched numerous communications initiatives town-wide to improve customer service, information sharing and public education and awareness (GTA West Corridor, Regional Governance review, Council Work Plan, Winter Parking Restrictions, "Have Your Say" public notice redesign, and department specific support such as Parks and Recreation, Fire and Emergency Services)
- Launched "Have Your Say" communications survey to gather feedback for shaping initiatives, and improving quality, timeliness, cost-effectiveness and relevance of communications
- Created and delivered Pan Am Games Communications and Engagement Plan, delivering a high level of service before, during and after games, to engage participants, media, athletes, Mayor and Council, staff and community stakeholders
- Launched www.visitcaledon.ca Caledon-specific tourism website in association with Economic Development
- Ongoing development of Social Media channels
- Delivered updated Community Emergency Response Plan (CERP) and provided emergency communications support for Pan Am Games, with Fire and Emergency Services. Communications Manager now holds an official role of Community Emergency Management Coordinator (CEMC) Alternate.
- Increased focus on internal communication initiatives, including promotional videos (Ice making at Lloyd Wilson Arena) and regular updates to staff intranet site.

Legislative and Information Services

- Reviewed the Council committee structure and associated appointments for the 2014-2018 term
- Conducted information sessions to all Committees of Council
- Proposed new Council Governance Structure and Procedural By-law Amendments for implementation in 2016
- Initiated an electronic agenda system for implementation in 2016
- Completed the Adults 55+ Strategic Plan for implementation beginning in 2016
- Assisted with the corporate customer service enhancements (Red Carpet Program) by improving response measures to Departmental phone queues

2016 Business Plan

General Governance and Administration

Legal Services

- Additional prosecutor hired, resulting in consistency in the Dufferin Court Services Area
- Developed guidelines and training for Hearing Tribunal
- Corporate video surveillance policy drafted and implemented

Provincial Offences Court

- Maintained an 85% average telephone service level with 30% increase in ticket capacity.
- Successful implementation of Cooperative Collection Contract RFP with four completing agencies.
- Improved customer service delivery window with accessible and privacy enhancements in collaboration with Public Works – Facilities Division.
- Remained on target with operating expense budget with increased revenue expectations.

5.0 Department's Significant Trends and Challenges

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impacts so that the Town can continue to provide quality and timely services. The significant trends and challenges for 2016 and beyond are as follows:

Trends and Challenges

Corporate Communications

- Local media opportunities are limited, and broadband internet service levels can be a perceived hindrance to online communications and customer service.
- Corporate Communications must continue to seek opportunities to engage wider audiences; the expectation of the opportunity for citizen engagement continues to grow.
- The challenges facing the Town are complex and there is a responsibility to clearly communicate issues in a manner for the average citizen to understand; explaining these processes is important for a maturing municipality with increased development pressures.
- As the municipality grows, there is an increasing need to facilitate two-way communications between the Town and the public.

Legislative and Information Services

- Engaging the public and ensuring accurate information is delivered on Council decisions
- Increasing Freedom of Information requests are becoming more complex
- Information management for emerging social media and legislation

Legal Services

- Increased number of property acquisitions including expropriations for road widenings resulting in use of staff time and outside counsel fees.
- As other departments across the organization experience growth the workload demands on the Legal Services Division increases.
- The number of agreements, administrative requests and real estate transactions are increasing as a result of added capital projects and increasing service demands.
- The number of matters before the POA court are increasing resulting in additional court time for the prosecutors.

2016 Business Plan

General Governance and Administration

Provincial Offences Court

- Economic trends influence collection efforts.
- Judicial and prosecution independence creates scheduling challenges for court matters.
- A 50% increase to judiciary costs has created a significant budgetary impact as these are fixed costs assigned by the Attorney General.
- Uncertainty of impending legislative changes regarding Administrative Monetary Penalty System impacts future business plans and budget considerations.

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the vision, goals and long-term strategic objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

- For 2016, this department will focus its strategic action and major initiatives on Goal #6 "Provide strong governance and community engagement".
- Other CBSP goals are identified below for specific projects as applicable

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

2016 Business Plan

General Governance and Administration

The following are the 2016 departmental priorities that will be undertaken with the 2016 Operating and Capital Budget requests in this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
CORPORATE COMMUNICATIONS				
1	Review of advertising, printing, marketing materials to ensure solid return on investment, leverage maximum exposure and increase outreach	6a, 6b, 6c	Base operating budget	Communications
2	Improve website – both usability for web editors and enhanced friendliness for viewers	6a, 6b, 6c	2016 Capital Budget	Communications
INFORMATION SERVICES				
1	Keep apprised of municipal best practices relating to records management	6a	Base Operating Budget	
2	Prepare for the implementation of an electronic document management system	6b	Base Operating Budget	
3	Perform staff training regarding FOI and Records Management	6b	Base Operating Budget	
LEGISLATIVE SERVICES				
1	Provide staff report writing training	6a	Base Operating Budget	
2	Launch electronic agenda management software program (paperless agenda)	6a, 6b	2016 Capital Budget	
3	Research election management software	6a	Base Operating Budget	
LEGAL SERVICES				
1	Initiate workflow management to manage caseload	6a	Base Operating Budget	
2	Continue with training of enforcement	6a	Base Operating Budget	
3	Develop land sales policy and processes	6a	Base Operating Budget	
PROVINCIAL OFFENCES COURT				
1	Enhance in-house collection efforts through pilot tax rolling in collaboration with Corporate Services - Finance Division.	6a	Base Operating Budget	
2	Improve customer service experience on-line through fillable and electronic return of applications.	6a	Base Operating Budget	Communications
3	Continue with review of POA Inter-municipal Agreements for Dufferin Court Service area.	6a	Base Operating Budget	

2016 Business Plan

General Governance and Administration

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
4	Continue with developing Best Practice Procedures for shared use among enforcement agencies, prosecution and administration.	6a	Base Operating Budget	

TOWN OF CALEDON
 2016 OPERATING BUDGET - GENERAL GOVERNANCE AND ADMINISTRATION

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Administration	Revenue	01-05-115-40010-365-50351	Perm. Liquor Licenses	\$ (270)	\$ (9,470)	
		01-05-115-40010-365-50421	Marriage Registration	\$ (20,000)	\$ (23,825)	
		01-05-115-40010-365-50422	Death Registration	\$ (4,000)	\$ (4,000)	
		01-05-115-40010-365-50519	F.O.I. Fees	\$ (900)	\$ (1,800)	
		01-05-115-40010-365-50521	Commissioning Fees	\$ (4,500)	\$ (1,565)	
		01-05-115-40010-365-50522	Copy Fees	\$ (200)	\$ (829)	
		01-05-115-40010-365-50523	Civil Marriages	\$ (3,600)	\$ -	
		01-05-115-40010-365-50634	Lottery Licenses	\$ (500)	\$ (500)	
	Revenue Total				\$ (33,970)	\$ (41,989)
	Expense	01-05-115-40010-365-61510	Salaries-Permanent	\$ 1,132,027	\$ 1,226,961	
		01-05-115-40010-365-61513	Benefits-Permanent	\$ 310,189	\$ 343,299	
		01-05-115-40010-365-61520	Wages-Casual Temporary	\$ 70,668	\$ 72,259	
		01-05-115-40010-365-61523	Benefits-Casual Temporary	\$ 18,988	\$ 19,906	
		01-05-115-40010-365-62011	Office Supplies	\$ 4,000	\$ 3,000	
		01-05-115-40010-365-62306	Publications	\$ 1,150	\$ 1,150	
		01-05-115-40010-365-62310	Training/Development/Seminars	\$ 18,764	\$ 3,000	
		01-05-115-40010-365-62311	Memberships/Dues	\$ 4,770	\$ 2,770	
		01-05-115-40010-365-62314	Mileage	\$ 2,000	\$ 2,000	
		01-05-115-40010-365-62335	Contracted Services	\$ 75,000	\$ 77,500	
		01-05-115-40010-365-62396	Mobile Phones / Pagers	\$ 2,200	\$ 1,100	
01-05-115-40010-365-62437		Contribution to Reserves	\$ 5,000	\$ -		
Expense Total				\$ 1,644,756	\$ 1,752,945	
Administration Total				\$ 1,610,786	\$ 1,710,956	
Corporate Communications	Expense	01-05-195-47020-365-61510	Salaries-Permanent	\$ 312,989	\$ 334,356	
		01-05-195-47020-365-61513	Benefits-Permanent	\$ 89,877	\$ 96,585	
		01-05-195-47020-365-61520	Wages-Casual Temporary	\$ -	\$ 16,650	
		01-05-195-47020-365-61523	Benefits-Casual Temporary	\$ -	\$ 2,166	
		01-05-195-47020-365-62011	Office Supplies	\$ 1,000	\$ 1,000	
		01-05-195-47020-365-62310	Training/Development/Seminars	\$ 8,500	\$ 8,500	
		01-05-195-47020-365-62311	Memberships/Dues	\$ 1,100	\$ 1,100	
		01-05-195-47020-365-62314	Mileage	\$ 1,000	\$ 1,000	
		01-05-195-47020-365-62315	Printing & Advertising	\$ 162,583	\$ 157,083	
		01-05-195-47020-365-62335	Contracted Services	\$ 19,500	\$ 19,500	
		01-05-195-47020-365-62357	Marketing & Promotion	\$ 5,500	\$ 5,500	
		01-05-195-47020-365-62396	Mobile Phones / Pagers	\$ 1,440	\$ 720	
		01-05-195-47020-365-63037	Software Licence Subscription	\$ -	\$ 5,500	
	Expense Total				\$ 603,489	\$ 649,660
Corporate Communications Total				\$ 603,489	\$ 649,660	

TOWN OF CALEDON
2016 OPERATING BUDGET - GENERAL GOVERNANCE AND ADMINISTRATION

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Legal Services	Revenue	01-05-345-47060-365-50436	Registry Office Recovery	\$ (500)	\$ (500)	
		01-05-345-47060-365-50524	Sale of Town Property	\$ (215,000)	\$ (215,000)	
		01-05-345-47060-365-50525	Agreement Admin. Fees	\$ (7,000)	\$ (7,000)	
		01-05-345-47060-365-50655	Lease Revenue	\$ (13,500)	\$ (13,500)	
		01-05-345-47070-365-50540	Caledon Fines	\$ (158,655)	\$ (190,473)	
		01-05-345-47080-930-50595	Caledon/Dufferin Mgmt Fee	\$ (54,059)	\$ (72,837)	
	Revenue Total				\$ (448,714)	\$ (499,310)
	Expense		01-05-345-47060-365-61510	Salaries-Permanent	\$ 523,195	\$ 584,937
			01-05-345-47060-365-61512	Recovery-Salaries-Permanent	\$ (207,664)	\$ (258,260)
			01-05-345-47060-365-61513	Benefits-Permanent	\$ 147,796	\$ 167,584
			01-05-345-47060-365-61520	Wages-Casual Temporary	\$ 10,000	\$ -
			01-05-345-47060-365-61523	Benefits-Casual Temporary	\$ 1,177	\$ -
			01-05-345-47060-365-62011	Office Supplies	\$ 1,000	\$ 1,000
			01-05-345-47060-365-62306	Publications	\$ 6,300	\$ 6,300
			01-05-345-47060-365-62307	Corporate Search Fees	\$ 4,500	\$ 4,500
			01-05-345-47060-365-62308	Court & Transcript Fees	\$ 1,200	\$ 1,200
			01-05-345-47060-365-62310	Training/Development/Seminars	\$ 10,000	\$ 10,000
			01-05-345-47060-365-62311	Memberships/Dues	\$ 7,100	\$ 7,100
			01-05-345-47060-365-62312	Insurance	\$ 245,770	\$ 245,770
			01-05-345-47060-365-62314	Mileage	\$ 3,317	\$ 3,317
			01-05-345-47060-365-62315	Printing & Advertising	\$ 333	\$ 333
			01-05-345-47060-365-62318	Legal Services	\$ 120,000	\$ 120,000
			01-05-345-47060-365-62335	Contracted Services	\$ 31,017	\$ 31,017
			01-05-345-47060-365-62341	Registry Office	\$ 21,000	\$ 21,000
			01-05-345-47060-365-62396	Mobile Phones / Pagers	\$ 1,440	\$ 1,440
			01-05-345-47060-365-62418	Debt Repayment	\$ 41,500	\$ 41,500
			01-05-345-47060-365-62437	Contribution to Reserve	\$ 120,952	\$ 120,952
			01-05-345-47070-365-62311	Memberships/Dues	\$ 450	\$ 450
			01-05-345-47070-365-62335	Contracted Services	\$ 3,000	\$ 3,000
			01-05-345-47070-365-62416	Interdepartmental Charges	\$ 155,205	\$ 187,023
			01-05-345-47080-930-62314	Mileage	\$ 600	\$ 600
			01-05-345-47080-930-62335	Contracted Services	\$ 1,000	\$ 1,000
			01-05-345-47080-930-62416	Interdepartmental Charges	\$ 52,459	\$ 71,237
Expense Total				\$ 1,302,647	\$ 1,373,000	
Legal Services Total				\$ 853,933	\$ 873,690	

TOWN OF CALEDON
2016 OPERATING BUDGET - GENERAL GOVERNANCE AND ADMINISTRATION

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Legislative & Council Support	Revenue	01-05-355-47180-365-50534	Filing Fees	\$ (3,000)	\$ (3,000)	
	Revenue Total			\$ (3,000)	\$ (3,000)	
	Expense	01-05-355-47090-365-62310	Training/Development/Seminars	\$ 1,000	\$ 1,000	
		01-05-355-47090-365-62314	Mileage	\$ 800	\$ 800	
		01-05-355-47090-365-62315	Printing & Advertising	\$ 8,500	\$ -	
		01-05-355-47090-365-62375	Meeting Expenses	\$ 200	\$ 200	
		01-05-355-47101-365-62366	Councillor - Area Ward 1	\$ 5,200	\$ -	
		01-05-355-47111-365-62368	Councillor - Area Ward 2	\$ 5,200	\$ -	
		01-05-355-47121-365-62362	Councillor - Area Ward 3&4	\$ 5,200	\$ -	
		01-05-355-47131-365-62371	Councillor - Area Ward 5	\$ 5,200	\$ -	
		01-05-355-47160-365-62314	Mileage	\$ 500	\$ 500	
		01-05-355-47160-365-62335	Contracted Services	\$ 1,500	\$ 9,000	
		01-05-355-47160-365-62375	Meeting Expenses	\$ 2,500	\$ 1,000	
		01-05-355-47170-365-61510	Salaries-Permanent	\$ 236,068	\$ 288,370	
		01-05-355-47170-365-61513	Benefits-Permanent	\$ 89,088	\$ 103,948	
		01-05-355-47170-365-62011	Office Supplies	\$ -	\$ 10,000	
		01-05-355-47170-365-62310	Training	\$ -	\$ 12,000	
		01-05-355-47170-365-62314	Mileage	\$ 29,500	\$ -	
		01-05-355-47170-365-62323	Acting Mayor Special Events	\$ 1,000	\$ 1,000	
		01-05-355-47170-365-62396	Mobile Phones	\$ -	\$ 4,500	
		01-05-355-47180-365-62335	Contracted Services	\$ 30,300	\$ 2,000	
		01-05-355-47180-365-62437	Contribution to Reserves	\$ 60,000	\$ 60,000	
		01-05-355-47190-365-62311	Memberships/Dues	\$ 17,725	\$ 20,000	
		01-05-355-47190-365-62312	Insurance	\$ -	\$ 2,789	
		01-05-355-47190-365-62401	Mileage/Courier	\$ 500	\$ 500	
		01-05-355-47190-365-62436	Council/Forum Meetings	\$ 6,600	\$ 6,600	
		01-05-355-47190-365-62658	Public Relations	\$ 18,950	\$ 17,750	
		01-05-355-47200-365-61510	Salaries-Permanent	\$ -	\$ 83,700	
		01-05-355-47200-365-61513	Benefits-Permanent	\$ -	\$ 21,739	
		01-05-355-47200-365-62314	Mileage	\$ 11,000	\$ -	
		01-05-355-47200-365-62345	Mayor	\$ 16,600	\$ -	
		01-05-355-47205-365-61510	Salaries -Permanent	\$ 145,020	\$ 153,426	
		01-05-355-47205-365-61513	Benefits -Permanent	\$ 41,125	\$ 44,931	
		01-05-355-47205-365-62011	Office Supplies	\$ -	\$ 3,000	
		01-05-355-47205-365-62310	Training/Devepment/Seminars	\$ -	\$ 6,500	
		01-05-355-47205-365-62314	Mileage	\$ -	\$ 1,500	
		01-05-355-47205-365-62315	Printing & Advertising	\$ -	\$ 1,000	
		01-05-355-47205-365-62396	Mobile Phones/Pagers	\$ -	\$ 500	
		01-05-355-47205-365-62658	Public Relations	\$ -	\$ 20,864	
		01-05-355-47211-365-62344	Councillor - Regional Ward 1	\$ 5,200	\$ -	
		01-05-355-47221-365-62359	Councillor - Regional Ward 2	\$ 5,200	\$ -	
		01-05-355-47231-365-62350	Councillor - Regional Ward 3&4	\$ 5,200	\$ -	
		01-05-355-47241-365-62372	Councillor - Regional Ward 5	\$ 5,200	\$ -	
		Expense Total			\$ 760,076	\$ 879,117
	Legislative & Council Support Total				\$ 757,076	\$ 876,117

TOWN OF CALEDON
2016 OPERATING BUDGET - GENERAL GOVERNANCE AND ADMINISTRATION

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Provincial Offences Court	Revenue	04-05-425-47250-365-50300	Internal Recoveries	\$ (72,397)	\$ (73,897)	
		04-05-425-47250-365-50319	Grants/Subsidies	\$ (72,169)	\$ (82,661)	
		04-05-425-47250-365-50540	Caledon Fines	\$ (2,725,000)	\$ (3,089,144)	
		05-05-425-47270-930-50595	Caledon/Dufferin Mgmt Fee	\$ (628,864)	\$ (592,838)	
	Revenue Total				\$ (3,498,430)	\$ (3,838,540)
	Expense	04-05-425-47250-365-61510	Salaries-Permanent	\$ 416,170	\$ 492,776	
		04-05-425-47250-365-61513	Benefits-Permanent	\$ 123,374	\$ 151,437	
		04-05-425-47250-365-61520	Wages-Casual Temporary	\$ 49,000	\$ 49,900	
		04-05-425-47250-365-61523	Benefits-Casual Temporary	\$ 8,377	\$ 8,672	
		04-05-425-47250-365-62010	Legal Forms	\$ 6,000	\$ 13,550	
		04-05-425-47250-365-62011	Office Supplies	\$ 5,000	\$ 5,000	
		04-05-425-47250-365-62119	Maint & Repairs-Computers	\$ 36,000	\$ 46,000	
		04-05-425-47250-365-62244	Bank Charges	\$ 33,000	\$ 33,000	
		04-05-425-47250-365-62305	Computer Services	\$ 10,000	\$ 9,300	
		04-05-425-47250-365-62306	Publications	\$ 500	\$ 500	
		04-05-425-47250-365-62308	Court & Transcript Fees	\$ 1,500	\$ 3,000	
		04-05-425-47250-365-62310	Training/Development/Seminars	\$ 6,415	\$ 6,415	
		04-05-425-47250-365-62311	Memberships/Dues	\$ 625	\$ 625	
		04-05-425-47250-365-62314	Mileage	\$ 500	\$ 1,000	
		04-05-425-47250-365-62335	Contracted Services	\$ 256,385	\$ 284,552	
		04-05-425-47250-365-62375	Meeting Expenses	\$ 500	\$ 500	
		04-05-425-47250-365-62392	Witness Reimbursement	\$ 3,500	\$ 3,500	
		04-05-425-47250-365-62395	Interpreter Fees	\$ 20,000	\$ 23,000	
		04-05-425-47250-365-62396	Mobile Phones / Pagers	\$ 800	\$ 800	
		04-05-425-47250-365-62416	Interdepartmental Charges	\$ 158,655	\$ 190,473	
		04-05-425-47250-365-62418	Debt Repayment	\$ 366,400	\$ 366,400	
		05-05-425-47270-930-61510	Salaries-Permanent	\$ 263,183	\$ 209,405	
05-05-425-47270-930-61513		Benefits-Permanent	\$ 79,517	\$ 64,152		
05-05-425-47270-930-61520		Wages-Casual Temporary	\$ 28,600	\$ 29,000		
05-05-425-47270-930-61523		Benefits-Casual Temporary	\$ 5,940	\$ 6,209		
05-05-425-47270-930-62010		Legal Forms	\$ 6,500	\$ 6,500		
05-05-425-47270-930-62011	Office Supplies	\$ 5,000	\$ 5,000			
05-05-425-47270-930-62119	Maint & Repairs-Computers	\$ 24,000	\$ 26,910			
05-05-425-47270-930-62244	Bank Charges	\$ 18,000	\$ 19,000			
05-05-425-47270-930-62306	Publications	\$ 500	\$ 500			
05-05-425-47270-930-62308	Court & Transcript Fees	\$ 500	\$ 500			
05-05-425-47270-930-62310	Training/Development/Seminars	\$ 2,000	\$ 2,000			
05-05-425-47270-930-62311	Memberships/Dues	\$ 425	\$ 425			
05-05-425-47270-930-62314	Mileage	\$ 500	\$ 500			
05-05-425-47270-930-62315	Printing & Advertising	\$ 300	\$ 300			
05-05-425-47270-930-62321	Rental-Facility	\$ 12,000	\$ 12,000			
05-05-425-47270-930-62335	Contracted Services	\$ 109,390	\$ 119,150			
05-05-425-47270-930-62375	Meeting Expenses	\$ 300	\$ 300			
05-05-425-47270-930-62392	Witness Reimbursement	\$ 1,500	\$ 1,500			
05-05-425-47270-930-62395	Interpreter Fees	\$ 9,000	\$ 9,000			
05-05-425-47270-930-62396	Mobile Phones / Pagers	\$ 7,650	\$ 7,650			
05-05-425-47270-930-62416	Interdepartmental Charges	\$ 54,059	\$ 72,837			
Expense Total				\$ 2,131,565	\$ 2,283,238	
Provincial Offences Court Total				\$ (1,366,865)	\$ (1,555,302)	
Total General Governance and Administration				\$ 2,458,419	\$ 2,555,121	

TOWN OF CALEDON

2016 CAPITAL BUDGET - GENERAL GOVERNANCE

Department	Project #	Project Name	Division	Total Project Budget
General Governance	16-136	Customer Service Satisfaction Survey and Benchmarking	Administration	\$ 25,000
	16-187	Website Upgrades	Corporate Communications	\$ 20,000
General Governance Total				\$ 45,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department General Governance & Administration

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources						Total Funding	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Above Baseline	POA Expansion							\$ 2,435,000				\$ 2,435,000	\$ 1,167,583	\$ -	\$ 1,267,418	\$ -	\$ -	\$ -	\$ 2,435,000
	Records Centre Revitalization			\$ 150,000								\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Above Baseline Total				\$ 150,000				\$ 2,435,000				\$ 2,585,000	\$ 1,317,583	\$ -	\$ 1,267,418	\$ -	\$ -	\$ -	\$ 2,585,000
Grand Total				\$ 150,000				\$ 2,435,000				\$ 2,585,000	\$ 1,317,583	\$ -	\$ 1,267,418	\$ -	\$ -	\$ -	\$ 2,585,000

ANNUAL BUDGET FISCAL YEAR 2016

Human Resources

2016



HUMAN RESOURCES

2016 BUSINESS PLAN AT A GLANCE

We partner with leaders and teams to guide, facilitate, advise, coach and coordinate innovative, cost-effective human resource programs and solutions that support the organization and all departments in meeting their goals and objectives.

BY THE NUMBERS: With over **185,000 visits** to the website employment page, HR posted over **150 job opportunities**, processed over **5,500 applications**, participated in excess of **300 employment interviews**, processed over **2700 employee data transactions** and responded to **2100 inquiries**. More than **800 employees** participated in online and in-person training sessions and workshops promoting safety, wellness, and enhanced skill sets.

2015 ACCOMPLISHMENTS

ENHANCED RECRUITMENT, SELECTION, ORIENTATION & RETENTION STRATEGIES	<ul style="list-style-type: none"> - Optimized the online applicant tracking system to enable hiring managers to access and evaluate candidate data directly online. - Launched the “Town Ambassador” program and enhanced orientation activities. - Developed a retention strategy, policy and procedure.
ADVANCED TALENT MANAGEMENT AND DEVELOPMENT	<ul style="list-style-type: none"> - Launched a revised and enhanced Performance Management format - Developed and launched “Red Carpet” customer service training, partnering with IT and Communications to deliver training.
MANAGED HR PROGRAMS AND INITIATIVES	<ul style="list-style-type: none"> - Partnered with departments to implement reorganization and restructuring initiatives, improving organizational capability - Negotiated the collective agreements with the Caledon Professional Fire Fighters Association and with the Canadian Union of Public Employees

2016 OBJECTIVES & GOALS

ENHANCE STAFF ENGAGEMENT AND RETENTION	<ul style="list-style-type: none"> - Fully implement and sustain the Town’s employee retention strategy. - Optimize the new employee “Make A Difference” program by adding features and maximizing participation by all departments. - Implement approved compensation initiatives and undertake reviews to maintain competitiveness
CHAMPION INITIATIVES THAT ENHANCE ORGANIZATION CULTURE	<ul style="list-style-type: none"> - Implement Council Work plan directives related to HR’s accountabilities, including championing the “customer service” employee committee. - Champion a refresh of the Town’s mission and values by engaging employees and regenerating a focus on organizational culture.
PROMOTE HEALTH, SAFETY & WELLNESS	<ul style="list-style-type: none"> - Promote a renewed focus on occupational health & safety training through audits and workshops - Enhance the wellness program including Mental Health awareness training

CHALLENGES

- Addressing **engagement and productivity** issues for a multi-generational work force, while balancing the Town’s focus on customer service and the expectations of staff for a flexible work environment.
- **Competition in recruitment and retention** of talent, considering Caledon’s compensation philosophy and positioning within the GTA and Region of Peel.
- Building and enhancing **leadership skills**.

2016 Business Plan

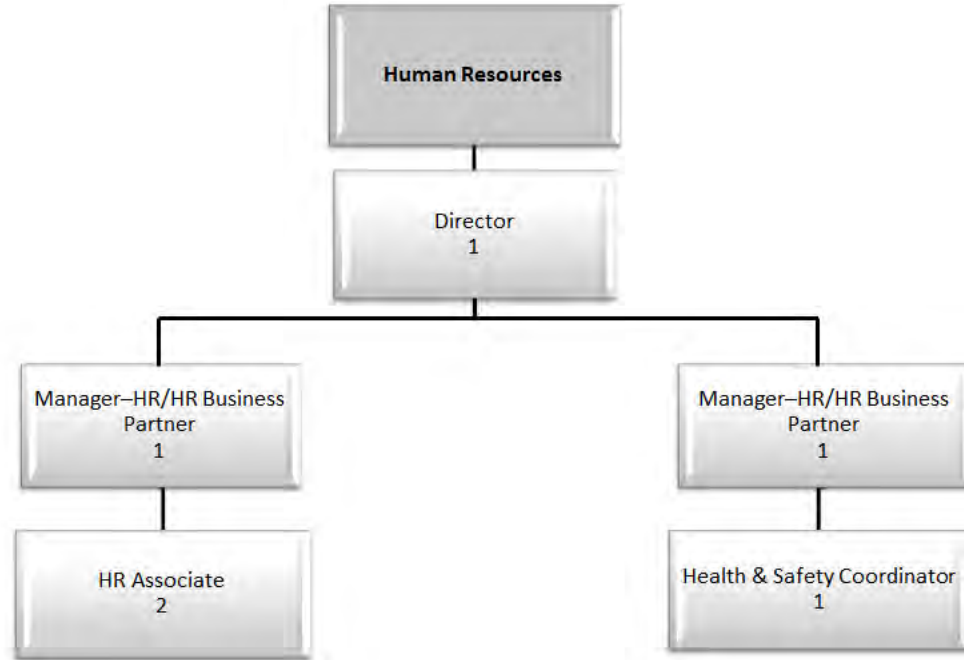
Human Resources Department

1.0 Mission Statement

The HR Department works in partnership with leaders and teams to guide, facilitate, advise, coach and coordinate corporate wide efforts to provide innovative cost effective human resource programs and solutions, supporting the organization and all departments in meeting their goals and objectives.

2.0 Departmental Role and Cost Centre Areas

The HR department is responsible for developing and implementing HR programs and initiatives, with the goal of being an “engaging and thriving employer” within a sustainable organization.



(Plus: 2 additional headcount for retention strategy)
Staff Complement: 2016 – 8, 2015 – 5, 2014 – 5
(Full-time Staff only)

Human Resources’ contribution continues to be based on four (4) priorities:

Building Capacity

- Implementing programs and processes to attract, motivate and retain staff that will enable the departments to deliver on their objectives.

Building Capability

- Maintaining a focus on enhancing knowledge, skills and competencies of employees, providing learning and career development opportunities for professional and personal growth – acting assignments, training, performance management, developmental projects/assignments.

2016 Business Plan

Human Resources Department

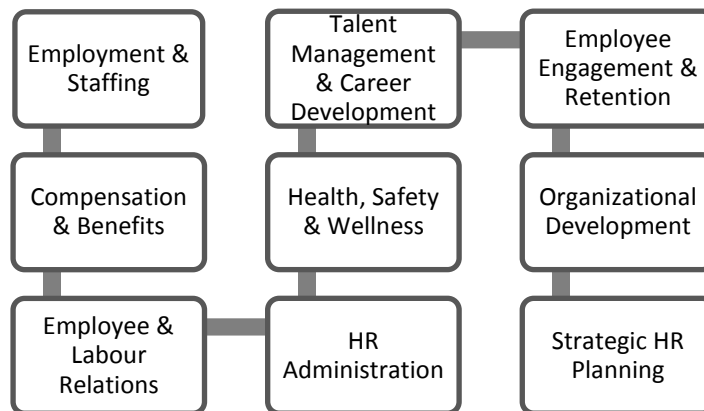
Promoting Organizational Excellence

- Leveraging opportunities to assess and revise organizational structure, resources and accountabilities resulting in improved workplace effectiveness and customer service delivery
- Enhancing HR service delivery capabilities to provide a “best-in-class” partnering and support structure.

Nurturing Culture/Motivating Work Environment

- Engaging employees in developing and implementing programs and initiatives that will create an inspiring and inclusive work environment, connecting employees to create a motivating and thriving workplace.

Under the direction of the Director of Human Resources, Human Resources is responsible for the development and implementation of HR programs and practices in the following key areas:



3.0 Major Customers or Clients

The primary customers or clients of the department include:

Internal Clients:

- Town Directors, Managers, and Supervisors
- Town Employees
- Union & Association representatives
- Council

External Clients:

- Job Applicants
- Volunteers and Co-Op Students
- Union & Association
- Government Agencies
- Benefit Providers
- Other Municipalities
- Vendors and Consultants
- Various Ministries

2016 Business Plan

Human Resources Department

4.0 Achievements in 2015

Recruitment, Selection, Orientation & Retention

- Optimized the use of the on-line applicant tracking system to enable hiring managers to access and evaluate candidate data directly on-line
- Implemented the full corporate “onboarding” program – both for new employees and Town Hall summer students, including the launch of the “Town Ambassador” program and enhanced orientation activities
- Reviewed and revised recruitment procedures to support business requirements
- Developed a retention strategy, policy and procedure, engaged with staff and implemented key components
- Managed the recruitment/selection process for the Chief Administrative Officer (CAO)

Talent Management and Development

- Launched a revised and enhanced Performance Management format
- Developed and launched “Red Carpet” customer service training sessions, partnering with IT and Communications to deliver training
- Participation of over 800 employees in on-line and in-person training sessions in safety, wellness, and enhancing skill sets

HR Programs & Initiatives

- Negotiation of the collective agreement with the Caledon Professional Fire Fighters Association (CPFFA)
- Negotiation of the collective agreement with Candian Union of Public Employees (CUPE)
- Partnered with departments in managing and implementing reorganization and restructuring initiatives
- Implemented revised HR departmental processes to enable integration of HR core data with payroll system
- Managed planning responsibility for the corporate Business Continuity Plan

5.0 Department’s Significant Trends and Challenges

Competition for talent, culture and engagement, and learning and development have emerged as the key focus areas for the Town.

The HR department has addressed these key areas by implementing various programs and initiatives.

- **Recruitment strategies** are based on a multi-faceted approach in sourcing qualified candidates.
- **Onboarding/orientation** has become a meaningful process rather than a one-time event, thereby providing a strong basis for increased engagement and retention.
- A coordinated **retention strategy** bringing together all components that support overall employee retention has been developed and communicated.
- **Learning and career development opportunities** through various methods of training, job assignments and enrichment encourage employees to perform to the best of their abilities and to meet both their professional and personal goals.

Supporting the corporation and its staff to meet increasing customer service expectations and key deliverables requires that the HR department continues evolving from a transaction-based service to a business model that provides value-added people solutions.

2016 Business Plan

Human Resources Department

Challenges

- ✓ Addressing **engagement and productivity** issues for a multi-generational work force, while balancing the Town's focus on customer service and the expectations of staff for a flexible work environment
- ✓ **Competition in recruitment and retention** of talent, considering Caledon's compensation philosophy and positioning within GTA and Region of Peel
- ✓ Building and enhancing **leadership skills**

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. Supplemented by the initiatives outlined in the Council Work Plan, the achievement of each of the identified deliverables is dependent upon the common efforts of all staff and stakeholders.

Consistent with its mission to support the organization and its staff in achieving their goals and objectives, the HR department's priorities need to be flexible and continuously realigned to satisfy the organizational requirements as approved.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the Plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following 9 priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following are the 2016 planned departmental priorities that will be undertaken with the 2016 Operating and Capital Budget requests in this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/ Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
1	Champion a refresh of the Town's mission and values, engaging employees and regenerating a	6a,6b	2016 Unmet need	Customer Service

2016 Business Plan

Human Resources Department

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/ Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
	focus on organizational culture			
2	Implement Council Work plan directives related to HR's accountabilities including championing the "customer service" employee committee	6a, 6b	Base Operating Budget & 2016 Unmet need	Customer Service
3	Fully implement and sustain the Town's retention strategy	6a, 6b	Base Operating Budget & 2016 Unmet need	Customer Service
4	Optimize the "new employee" Onboarding program by adding features and maximizing participation by all departments	6a, 6b	Base Operating Budget	Customer Service
5	Promote a renewed focus on occupational health and safety training, reporting, and audits	6a, 2g	Base Operating Budget	Customer Service
6	Action the recommendations from the non-union compensation review	6a, 6d	Base Operating Budget	Customer Service
7	Undertake a compensation review of casual/seasonal rates	6a, 6d	Base Operating Budget	Customer Service
8	Enhance the wellness program with mental health awareness training	6a, 3c	Base Operating Budget	Customer Service

TOWN OF CALEDON
2016 OPERATING BUDGET - HUMAN RESOURCES

Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Human Resources	Expense	01-06-325-48020-365-61510	Salaries-Permanent	\$ 467,890	\$ 554,816
		01-06-325-48020-365-61513	Benefits-Permanent	\$ 127,256	\$ 151,108
		01-06-325-48020-365-61520	Wages-Casual Temporary	\$ 102,780	\$ 51,200
		01-06-325-48020-365-61523	Benefits-Casual Temporary	\$ 20,730	\$ 10,333
		01-06-325-48020-365-62011	Office Supplies	\$ 2,500	\$ 2,000
		01-06-325-48020-365-62018	Operating Supplies	\$ 3,800	\$ 3,300
		01-06-325-48020-365-62114	Small Equip Repair/Purchase	\$ 500	\$ 500
		01-06-325-48020-365-62223	Floral Tributes/In Memory	\$ 7,250	\$ 2,250
		01-06-325-48020-365-62225	Staff Recog/Appreciation	\$ 23,000	\$ 22,900
		01-06-325-48020-365-62243	Health & Wlns Initiatives	\$ 17,500	\$ 16,740
		01-06-325-48020-365-62305	Computer Services	\$ 4,500	\$ 4,500
		01-06-325-48020-365-62310	Training/Development/Seminars	\$ 4,800	\$ 6,490
		01-06-325-48020-365-62311	Memberships/Dues	\$ 2,200	\$ 2,250
		01-06-325-48020-365-62314	Mileage	\$ 1,500	\$ 1,500
		01-06-325-48020-365-62315	Printing & Advertising	\$ 2,300	\$ 1,845
		01-06-325-48020-365-62318	Legal Services	\$ 50,000	\$ 38,000
		01-06-325-48020-365-62334	Service Contracts	\$ 61,700	\$ 51,700
		01-06-325-48020-365-62396	Mobile Phones / Pagers	\$ 1,860	\$ 642
		01-06-325-48020-365-62412	Special Charges	\$ 38,525	\$ 18,525
		01-06-325-48020-365-62510	Corporate Training/Development	\$ 56,500	\$ 64,275
Expense Total				\$ 997,091	\$ 1,004,874
Human Resources Total				\$ 997,091	\$ 1,004,874
Total for Human Resources				\$ 997,091	\$ 1,004,874

ANNUAL BUDGET FISCAL YEAR 2016

Caledon Public Library

2016



CALEDON PUBLIC LIBRARY

2016 BUSINESS PLAN AT A GLANCE

We connect people, materials and culture to build and sustain a diverse and vibrant community.

BY THE NUMBERS: This year, more than **370,000** items have been borrowed from the library. We saw more than **248,000** resident visits to the library this year. The library's website has had more than **360,000** page views. **145,000** sessions have taken place using the library's public access computers. Increased staff in support of Youth Services resulted in significant growth in programming for children and teens with **469** events attracting **8,145** participants -- an increase of **53%** over the same period in 2014.



2015 ACCOMPLISHMENTS

OBTAINED PILOT PROJECT APPROVAL TO SEEK EFFICIENCIES IN SERVICE DELIVERY	- The Library Board approved a recommended 10-month pilot project to temporarily reduce the hours of the Belfountain Branch. With fewer than 3% of all items borrowed at this location, it is expected that this will support the identification of new and innovative ways to provide local library services in a more cost-effective manner.
LAUNCHED NEW STAFF COMMITTEES AND A REVIEW OF STAFF POSITION DESCRIPTIONS	- A review of staff position descriptions and titles is underway in an effort to better reflect the evolving roles of libraries and the related impact on staff duties. - Two new staff committees, dedicated to staff training and improved public awareness of our eBook and digital collections, have been launched.
PARTICIPATED IN KEY TOWN INITIATIVES	- The Library proudly participated in Town initiatives, including Caledon Day and the Mayor's First Annual Seniors Forum.



2016 OBJECTIVES & GOALS

BUILD PARTNERSHIPS	- Work towards the development of a formal partnership model with Parks and Recreation to ensure consistent collaboration in program design and delivery.
ENHANCE RESOURCES	- Enhance staff resources to support the Library's ability to increase hours at the Alton, Caledon Village and Margaret Dunn Valleywood branches, and improve our ability to support customers seeking assistance at the Albion-Bolton Branch.
EXTEND SERVICES	- Enhance the Library's current Integrated Library Software (ILS) platform to strengthen our ability to extend traditional library services outside the walls of library facilities. This cloud-based solution will allow us to promote library services to those who might not regularly visit our branches.



CHALLENGES

- For over a decade, public libraries across Ontario have benefitted from a provincially funded initiative providing all Ontario residents with access to digital resources through their local library. As part of their efforts to reduce their deficit, the Province has opted to discontinue this funding, effective January 1, 2016, leaving public libraries across the province to pick up the tab for what has become a core library service.

2016 Business Plan

Caledon Public Library

1.0 **Mission Statement**

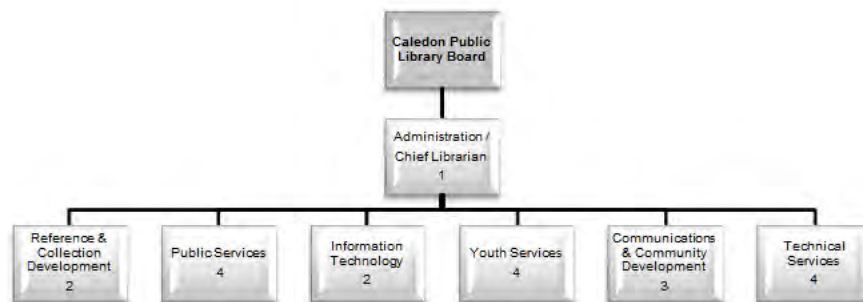
The Caledon Public Library connects people, materials and culture to build and sustain a diverse and vibrant community.

The Caledon Public Library serves and benefits Caledon by:

- *engaging the community*
- *connecting people to information and inspiring creative works*
- *partnering and collaborating*
- *conducting our business with transparency and fiscal responsibility*

2.0 **Departmental Role and Cost Centre Areas**

Caledon Public Library provides services through seven branches and an extensive web presence.



Staff Complement: 2016 - 20, 2015 – 16, 2014 – 13
(Full-time Staff only)

Under the direction of the Chief Librarian, the Caledon Public Library is responsible for:

- Public service to the entire community via its seven branches and website.
- The provision of library collections, both in print and digital formats, for the purposes of recreation, information and education.
- Assisting and empowering library members in finding the information they seek, ensuring that information is valid and reliable.
- Administering a network of over 90 public workstations and 35 staff stations along with specialized Integrated Library Software (ILS).
- Managing a distinct website, online catalogue, and collections of eBooks, digital periodicals and online databases - in essence, an eighth library branch that is accessible 24 hours a day, 7 days a week.
- Delivering quality programming targeted to a wide variety of demographics and interests.
- Developing initiatives in support of literacy, culture and the local arts community.
- Ensuring a high level of public awareness of library services and collections; using both traditional and social media to communicate the library's continued relevance.
- Creating ongoing opportunities to encourage community engagement.
- Functioning as a community hub, encouraging use by library members, visitors and community partners.
- Developing and nurturing partnerships with other departments, community groups and stakeholders.

2016 Business Plan

Caledon Public Library

- Formalizing policies and practices that encourage library use and reinforce accountability to funders and stakeholders.
- Employing staff that are knowledgeable, well trained and able to meet the needs of library users.

3.0 Major Customers or Clients

The customers or clients of the library include all residents of Caledon, regardless of age, race, ethnicity, religion, gender, physical limitations, or any other criteria including:

- Children of all ages and their parents
- Teens
- Adults
- Seniors
- Area residents with disabilities
- Home-bound members who are unable to visit the library due to disability, illness, or frailty
- Residents with access to technology and connectivity from home who make use of the library's website and online collections from home, work or via mobile devices
- Residents with no access to high-speed connectivity who rely on the library's workstations to lessen the digital divide
- Job seekers
- Small business owners and entrepreneurs
- Newcomers to Canada seeking settlement services
- Community agencies or services seeking a welcoming and accessible environment in which to serve or engage residents
- Visitors seeking to obtain information about the area, attractions and services

4.0 Achievements in 2015

As highlighted in the library's strategic plan, the Caledon Public Library's efforts to connect the community continue. Over the last twelve months, more than 370,000 items have been borrowed from the library (nearly 7 per resident). More than 248,000 resident visits to the library have taken place in the last year and 16,000 have attended the 1,369 programs offered by the library. The library's website has had more than 360,000 page views and 145,000 sessions have taken place using the library's public access computers. Uncounted numbers of residents have used the library to connect via our wireless networks or to obtain access to informational and cultural resources and each other, forming the basis of a diverse and vibrant community.

2015 has been a year of significant change for the Caledon Public Library.

- The retirement of long-time Chief Librarian Bill Manson in January was followed by an interim replacement until a permanent candidate filled the role in July.
- Increased staff in support of Youth Services resulted in significant growth to our programming efforts to children and teens with 469 events attracting 8,145 participants. This was an increase of 53% over the same period in 2014.
- The Library Board approved a recommended 10-month pilot project to temporarily reduce the hours of the Belfountain Branch. With fewer than 3% of all items borrowed at this location, it is expected that this pilot will support the identification of new and innovative ways to provide local library services in a more cost effective manner.

2016 Business Plan

Caledon Public Library

- A review of staff position descriptions and titles is underway in an effort to better reflect the evolving roles of libraries and the related impact on staff duties.
- Two new staff committees, dedicated to staff training and improved public awareness of our eBook and digital collections, have been launched.
- The Library proudly participated in Town initiatives including Caledon Day and the Mayor's First Annual Senior's Forum.

5.0 Department's Significant Trends and Challenges

Trends

The trend currently facing all public libraries, including Caledon, is the public's evolving expectations of what a library should be. No longer satisfied with the traditional warehouse of books where patrons can seek out information, library goers are coming to expect more. This includes a desire to create, discuss and distribute information rather than simply receive it. This evolving expectation – whether for more and better technology; a need for neutral public space; a place for study and learning; or a place to connect with people with common needs and interests – drives many of the challenges that the library will face not just over the next year but over the next decade.

Challenges

That said, the Library also faces a number of more immediate challenges:

- Public libraries across Ontario have benefitted from a provincially funded initiative providing all Ontario residents with access to a wealth of digital resources through their local library. In place for over a decade, this program provided libraries with free access to a wealth of digital resources including comprehensive databases of magazine and research articles, Canadian reference tools, online auto repair guides, and specialized research tools and read-a-long eBooks for children and teens. As part of their efforts to reduce their deficit, the province has opted to discontinue this funding, effective January 1, 2016, leaving public libraries across the province to pick up the tab for what has become a core library service.
- The anticipated growth in the population of the community poses both a challenge and an opportunity; a challenge to meet the needs of a growing and diversifying population and an opportunity to plan for and build a library facility that is better equipped to react to the ongoing changes and expectations in library services, a branch that will enhance the whole system. Existing facilities do not provide adequate space or flexibility to react to this evolution in a timely or cost-effective manner. The Library Board would welcome the opportunity to ensure the long-term viability and relevance of a new branch in Mayfield West by completing a comprehensive review of existing library facilities and services accompanied by a functional plan for the new branch.
- Changing expectations as they relate to technology, and the ongoing adoption of hand-held devices, call for further augmentation of the library's resources, both in terms of staffing and facilities. Staff are regularly called upon to interpret and facilitate the integration of new and emerging technology to the public. The library's, and our users', increased reliance on technology also demands adequate support of the library's network during all of the hours that the library is open to the public. Inconsistencies in the availability of high speed connectivity to all branches results in the inequity of available services and technologies across the system.

2016 Business Plan

Caledon Public Library

- Finally, the demographics of the library's staff present some challenges. It is an aging staff that will be seeing a higher rate of retirements than has happened in the past. While the expected retirements of staff may have a negative impact on the library's organizational knowledge in the short term, they will also position the library to take full advantage of opportunities to better reflect the growing and increasingly diverse community we serve.

Thankfully, there are also many opportunities from which the library and those we serve might benefit:

- The library is pleased to be working towards the development of a formal partnership model with Parks and Recreation to ensure consistent collaboration in program design and delivery. Resulting from the recently completed Visioning Plan, this partnership is expected to strengthen cultural offerings within the community.
- Enhanced staff resources will support the library's ability to incrementally increase hours at the Alton, Caledon Village and Margaret Dunn Valleywood branches, and improve our ability to support customers seeking assistance at the Albion-Bolton Branch. This opportunity also promotes improved staff morale and supports the long-term organizational need to effectively and efficiently serve a growing community.
- Forthcoming enhancements to the library's current Integrated Library Software (ILS) platform will strengthen our ability to extend traditional library services outside the walls of library facilities. This cloud based solution will allow us to promote library services to those who might not regularly visit our branches. While there is no additional cost for this upgraded software, this enhanced functionality and improved ability to engage residents is reliant on the availability of required hardware and staff support.

6.0 2016 Departmental Priorities

The Town's Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town's administration and the agencies funded by the Town to focus their activities in this common direction.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 Budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure

2016 Business Plan

Caledon Public Library

- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following is a list of the 2016 priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
1	Ensure a strong foundation of core library services, technologies and facilities on which to build a dynamic library system for a growing community	4c, 2f	Tax levy; Development Charges	Customer Service; Broadband Internet
2	Work collaboratively, within the library and the Town of Caledon, and develop partnerships with other agencies and groups to enhance our expertise in delivering exceptional service to the community.	4b, 4c	Tax levy	Customer Service
3	Provide highly skilled, well trained and supportive staff who function as part of an effective customer service team	6a,4c	Tax levy	Customer Service
4	Expand outreach capabilities to deliver services beyond the walls of the library	4c, 2f	Tax levy	Customer Service

TOWN OF CALEDON
2016 OPERATING BUDGET - LIBRARY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
ABUCC	Lending Services	Expense	01-07-365-41010-405-61520	Wages-Casual Temporary	\$ 300,600	\$ 178,600			
			01-07-365-41010-405-61523	Benefits-Casual Temporary	\$ 49,142	\$ 27,065			
			01-07-365-41010-405-62017	Caretaking Supplies	\$ -	\$ 1,600			
			01-07-365-41010-405-62018	Operating Supplies	\$ 15,000	\$ 3,400			
			01-07-365-41010-405-62058	Online Databases	\$ 8,800	\$ -			
			01-07-365-41010-405-62112	Maintenance & Repairs-Building	\$ 2,000	\$ -			
			01-07-365-41010-405-62114	Small Equip Repair/Purchase	\$ 500	\$ -			
			01-07-365-41010-405-62304	Automation	\$ 15,800	\$ -			
			01-07-365-41010-405-62312	Insurance	\$ -	\$ 5,790			
			01-07-365-41010-405-62321	Rental-Facility	\$ 77,011	\$ 78,551			
			01-07-365-41010-405-62335	Contracted Services	\$ 23,800	\$ 20,000			
			01-07-365-41010-405-62397	Telephone	\$ 3,130	\$ -			
			01-07-365-41025-405-62397	Telephone	\$ -	\$ 3,130			
		Expense Total					\$ 495,783	\$ 318,136	
Lending Services Total					\$ 495,783	\$ 318,136			
ABUCC Total					\$ 495,783	\$ 318,136			
Alton Community Centre	Lending Services	Expense	01-07-365-41010-410-61510	Salaries-Permanent	\$ -	\$ 56,918			
			01-07-365-41010-410-61513	Benefits-Permanent	\$ -	\$ 17,075			
			01-07-365-41010-410-61520	Wages-Casual Temporary	\$ 66,400	\$ 14,300			
			01-07-365-41010-410-61523	Benefits-Casual Temporary	\$ 11,949	\$ 1,757			
			01-07-365-41010-410-62018	Operating Supplies	\$ 2,600	\$ 400			
			01-07-365-41010-410-62058	Online Databases	\$ 1,700	\$ -			
			01-07-365-41010-410-62304	Automation	\$ 3,200	\$ -			
			01-07-365-41010-410-62312	Insurance	\$ -	\$ 744			
			01-07-365-41010-410-62321	Rental-Facility	\$ 19,341	\$ 19,728			
			01-07-365-41010-410-62335	Contracted Services	\$ 300	\$ 300			
			01-07-365-41010-410-62397	Telephone	\$ 500	\$ -			
			01-07-365-41025-410-62397	Telephone	\$ -	\$ 1,000			
			Expense Total					\$ 105,990	\$ 112,222
		Lending Services Total					\$ 105,990	\$ 112,222	
Alton Community Centre Total					\$ 105,990	\$ 112,222			
Belfountain Library	Lending Services	Expense	01-07-365-41010-415-61520	Wages-Casual Temporary	\$ 48,400	\$ 49,000			
			01-07-365-41010-415-61523	Benefits-Casual Temporary	\$ 5,435	\$ 5,207			
			01-07-365-41010-415-62018	Operating Supplies	\$ 2,600	\$ 400			
			01-07-365-41010-415-62058	Online Databases	\$ 1,600	\$ -			
			01-07-365-41010-415-62114	Small Equip Repair/Purchase	\$ 500	\$ -			
			01-07-365-41010-415-62304	Automation	\$ 3,200	\$ -			
			01-07-365-41010-415-62312	Insurance	\$ -	\$ 181			
			01-07-365-41010-415-62321	Rental-Facility	\$ 4,100	\$ 4,100			
			01-07-365-41010-415-62335	Contracted Services	\$ 200	\$ 300			
			01-07-365-41010-415-62397	Telephone	\$ 800	\$ -			
			01-07-365-41025-415-62397	Telephone	\$ -	\$ 1,300			
			Expense Total					\$ 66,835	\$ 60,488
			Lending Services Total					\$ 66,835	\$ 60,488
		Belfountain Library Total					\$ 66,835	\$ 60,488	
Caledon East Library	Lending Services	Expense	01-07-365-41010-435-61520	Wages-Casual Temporary	\$ 64,300	\$ 74,700			
			01-07-365-41010-435-61523	Benefits-Casual Temporary	\$ 11,309	\$ 11,979			
			01-07-365-41010-435-62018	Operating Supplies	\$ 6,100	\$ 400			
			01-07-365-41010-435-62058	Online Databases	\$ 3,900	\$ -			
			01-07-365-41010-435-62114	Small Equip Repair/Purchase	\$ 200	\$ -			
			01-07-365-41010-435-62304	Automation	\$ 6,300	\$ -			
			01-07-365-41010-435-62312	Insurance	\$ -	\$ 1,992			
			01-07-365-41010-435-62335	Contracted Services	\$ 1,100	\$ 200			
			01-07-365-41010-435-62397	Telephone	\$ 1,900	\$ -			
			01-07-365-41025-435-62397	Telephone	\$ -	\$ 2,800			
			Expense Total					\$ 95,109	\$ 92,071
			Lending Services Total					\$ 95,109	\$ 92,071
			Caledon East Library Total					\$ 95,109	\$ 92,071

TOWN OF CALEDON
2016 OPERATING BUDGET - LIBRARY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Caledon Village Place	Lending Services	Expense	01-07-365-41010-440-61510	Salaries-Permanent	\$ -	\$ 56,918			
			01-07-365-41010-440-61513	Benefits-Permanent	\$ -	\$ 17,075			
			01-07-365-41010-440-61520	Wages-Casual Temporary	\$ 81,100	\$ 26,810			
			01-07-365-41010-440-61523	Benefits-Casual Temporary	\$ 13,403	\$ 3,663			
			01-07-365-41010-440-62017	Caretaking Supplies	\$ 100	\$ -			
			01-07-365-41010-440-62018	Operating Supplies	\$ 2,700	\$ 400			
			01-07-365-41010-440-62058	Online Databases	\$ 1,600	\$ -			
			01-07-365-41010-440-62304	Automation	\$ 3,100	\$ -			
			01-07-365-41010-440-62312	Insurance	\$ -	\$ 579			
			01-07-365-41010-440-62321	Rental-Facility	\$ 34,564	\$ 35,256			
			01-07-365-41010-440-62335	Contracted Services	\$ 500	\$ 300			
			01-07-365-41010-440-62397	Telephone	\$ 2,100	\$ -			
			01-07-365-41025-440-62397	Telephone	\$ -	\$ 2,400			
	Expense Total					\$ 139,167	\$ 143,401		
	Lending Services Total					\$ 139,167	\$ 143,401		
	Caledon Village Place	Technical Services	Revenue	01-07-515-40010-440-50050	Miscellaneous	\$ (3,000)	\$ -		
				01-07-515-40010-440-50319	Grants/Subsidies	\$ (58,200)	\$ -		
				01-07-515-40010-440-50570	Donations	\$ (1,000)	\$ -		
				01-07-515-40010-440-50705	Fines/Fees	\$ (40,000)	\$ -		
				01-07-515-40010-440-50715	Programs	\$ (1,500)	\$ -		
				01-07-515-40010-440-50725	Grant Internet - SOLE	\$ (18,000)	\$ -		
				01-07-515-40010-440-50750	Book Sales	\$ (200)	\$ -		
			Revenue Total					\$ (121,900)	\$ -
			Expense	01-07-515-40010-440-61510	Salaries-Permanent	\$ 1,172,428	\$ -		
				01-07-515-40010-440-61513	Benefits-Permanent	\$ 319,686	\$ -		
				01-07-515-40010-440-61520	Wages-Casual Temporary	\$ 98,500	\$ -		
				01-07-515-40010-440-61523	Benefits-Casual Temporary	\$ 15,493	\$ -		
01-07-515-40010-440-62113				Maint & Repairs-A/V Equip	\$ 100	\$ -			
01-07-515-40010-440-62114		Small Equip Repair/Purchase		\$ 500	\$ -				
01-07-515-40010-440-62253		Lib. Brd Education & Exp.		\$ 4,000	\$ -				
01-07-515-40010-440-62305		Computer Services		\$ 31,500	\$ -				
01-07-515-40010-440-62310		Training/Development/Seminars		\$ 15,900	\$ -				
01-07-515-40010-440-62311		Memberships/Dues		\$ 13,000	\$ -				
01-07-515-40010-440-62312		Insurance		\$ 8,965	\$ -				
01-07-515-40010-440-62314		Mileage		\$ 14,000	\$ -				
01-07-515-40010-440-62315		Printing & Advertising		\$ 12,900	\$ -				
01-07-515-40010-440-62317		Audit		\$ 4,200	\$ -				
01-07-515-40010-440-62322		Postage		\$ 750	\$ -				
01-07-515-40010-440-62335		Contracted Services		\$ 1,000	\$ -				
01-07-515-40010-440-62346		Courier	\$ 30,000	\$ -					
01-07-515-40010-440-62397		Telephone	\$ 620	\$ -					
Expense Total					\$ 1,743,542	\$ -			
Technical Services Total					\$ 1,621,642	\$ -			
Caledon Village Place Total					\$ 1,760,809	\$ 143,401			

TOWN OF CALEDON
2016 OPERATING BUDGET - LIBRARY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Inglewood Community Centre	Lending Services	Expense	01-07-365-41010-445-61520	Wages-Casual Temporary	\$ 56,600	\$ 57,800
			01-07-365-41010-445-61523	Benefits-Casual Temporary	\$ 9,972	\$ 9,867
			01-07-365-41010-445-62018	Operating Supplies	\$ 2,700	\$ 400
			01-07-365-41010-445-62058	Online Databases	\$ 1,600	\$ -
			01-07-365-41010-445-62112	Maintenance & Repairs-Building	\$ 200	\$ -
			01-07-365-41010-445-62114	Small Equip Repair/Purchase	\$ 300	\$ -
			01-07-365-41010-445-62304	Automation	\$ 3,100	\$ -
			01-07-365-41010-445-62312	Insurance	\$ -	\$ 290
			01-07-365-41010-445-62321	Rental-Facility	\$ 27,503	\$ 28,053
			01-07-365-41010-445-62335	Contracted Services	\$ 500	\$ 300
			01-07-365-41010-445-62397	Telephone	\$ 1,200	\$ -
			01-07-365-41025-445-62397	Telephone	\$ -	\$ 1,300
		Expense Total				
Lending Services Total					\$ 103,675	\$ 98,010
Inglewood Community Centre Total					\$ 103,675	\$ 98,010
Margaret Dunn Lib & Comm Room	Lending Services	Expense	01-07-365-41010-455-61510	Salaries-Permanent	\$ -	\$ 56,917
			01-07-365-41010-455-61513	Benefits-Permanent	\$ -	\$ 17,075
			01-07-365-41010-455-61520	Wages-Casual Temporary	\$ 82,600	\$ 27,600
			01-07-365-41010-455-61523	Benefits-Casual Temporary	\$ 13,479	\$ 3,063
			01-07-365-41010-455-62018	Operating Supplies	\$ 4,200	\$ 400
			01-07-365-41010-455-62058	Online Databases	\$ 2,800	\$ -
			01-07-365-41010-455-62304	Automation	\$ 3,100	\$ -
			01-07-365-41010-455-62312	Insurance	\$ -	\$ 1,182
			01-07-365-41010-455-62321	Rental-Facility	\$ 23,889	\$ 24,367
			01-07-365-41010-455-62335	Contracted Services	\$ 200	\$ -
			01-07-365-41010-455-62397	Telephone	\$ 1,700	\$ -
			01-07-365-41025-455-62397	Telephone	\$ -	\$ 1,700
		Expense Total				
Lending Services Total					\$ 131,968	\$ 132,304
Margaret Dunn Lib & Comm Room Total					\$ 131,968	\$ 132,304

TOWN OF CALEDON
2016 OPERATING BUDGET - LIBRARY SERVICES

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget					
Town Hall	Lending Services	Revenue	01-07-365-40010-365-50050	Miscellaneous Revenue	\$ -	\$ (3,000)					
			01-07-365-40010-365-50319	Grants/Subsidies	\$ -	\$ (58,200)					
			01-07-365-40010-365-50570	Donations	\$ -	\$ (1,000)					
			01-07-365-40010-365-50705	Fines/Fees	\$ -	\$ (40,000)					
			01-07-365-40010-365-50715	Programs	\$ -	\$ (1,500)					
			01-07-365-40010-365-50725	Grant Internet - SOLE	\$ -	\$ (18,000)					
			01-07-365-40010-365-50750	Book Sales	\$ -	\$ (200)					
		Revenue Total					\$ -	\$ (121,900)			
		Expense			01-07-365-40010-365-61510	Salaries-Permanent	\$ -	\$ 125,042			
					01-07-365-40010-365-61513	Benefits-Permanent	\$ -	\$ 30,360			
					01-07-365-40010-365-61520	Wages-Casual Temporary	\$ -	\$ 36,700			
					01-07-365-40010-365-61523	Benefits-Casual Temporary	\$ -	\$ 6,690			
					01-07-365-40010-365-62018	Operating Supplies	\$ -	\$ 1,160			
					01-07-365-40010-365-62113	Maint & Repairs-A/V Equip	\$ -	\$ 800			
					01-07-365-40010-365-62114	Small Equip Repair/Purchase	\$ -	\$ 2,000			
					01-07-365-40010-365-62253	Lib. Brd Education & Exp.	\$ -	\$ 5,650			
					01-07-365-40010-365-62310	Training/Development/Seminars	\$ -	\$ 20,900			
					01-07-365-40010-365-62311	Memberships/Dues	\$ -	\$ 13,000			
					01-07-365-40010-365-62314	Mileage	\$ -	\$ 14,000			
					01-07-365-40010-365-62317	Audit	\$ -	\$ 4,200			
					01-07-365-40010-365-62322	Postage	\$ -	\$ 750			
					01-07-365-40010-365-62335	Contracted Services	\$ -	\$ 500			
					01-07-365-41010-365-61510	Salaries-Permanent	\$ -	\$ 88,792			
					01-07-365-41010-365-61513	Benefits-Salary	\$ -	\$ 23,353			
					01-07-365-41010-365-62346	Courier	\$ -	\$ 30,000			
					01-07-365-41015-365-61510	Salaries-Permanent	\$ -	\$ 135,110			
					01-07-365-41015-365-61513	Benefits-Permanent	\$ -	\$ 38,352			
					01-07-365-41015-365-61520	Wages-Casual Temporary	\$ -	\$ 78,500			
					01-07-365-41015-365-61523	Benefits-Casual Temporary	\$ -	\$ 12,427			
					01-07-365-41015-365-62018	Operating Supplies	\$ -	\$ 2,320			
					01-07-365-41015-365-62058	Online Databases	\$ -	\$ 49,000			
					01-07-365-41025-365-61510	Salaries-Permanent	\$ -	\$ 158,508			
					01-07-365-41025-365-61513	Benefits-Permanent	\$ -	\$ 42,961			
					01-07-365-41025-365-62018	Operating Supplies	\$ -	\$ 6,160			
					01-07-365-41025-365-62304	Automation	\$ -	\$ 18,000			
					01-07-365-41025-365-62305	Computer Services	\$ -	\$ 19,500			
					01-07-365-41025-365-62335	Contracted Services	\$ -	\$ 2,000			
					01-07-365-41025-365-62397	Telephone	\$ -	\$ 620			
					01-07-365-41025-365-63037	Software License Subscription	\$ -	\$ 8,000			
					01-07-365-41030-365-61510	Salaries-Permanent	\$ -	\$ 252,613			
					01-07-365-41030-365-61513	Benefits-Permanent	\$ -	\$ 73,262			
					01-07-365-41030-365-62018	Operating Supplies	\$ -	\$ 5,800			
					01-07-365-41030-365-62414	Special Programs	\$ -	\$ 8,000			
					01-07-365-41035-365-61510	Salaries-Permanent	\$ -	\$ 209,486			
					01-07-365-41035-365-61513	Benefits-Permanent	\$ -	\$ 58,879			
					01-07-365-41035-365-61520	Wages-Casual Temporary	\$ -	\$ 62,200			
					01-07-365-41035-365-61523	Benefits-Casual Temporary	\$ -	\$ 11,320			
					01-07-365-41035-365-62018	Operating Supplies	\$ -	\$ 5,800			
					01-07-365-41035-365-62304	Automation	\$ -	\$ 6,000			
					01-07-365-41035-365-62315	Printing & Advertising	\$ -	\$ 12,900			
					01-07-365-41035-365-62335	Contracted Services	\$ -	\$ 7,400			
					01-07-365-41035-365-62414	Special Programs	\$ -	\$ 6,500			
					01-07-365-41040-365-61510	Salaries-Permanent	\$ -	\$ 266,370			
					01-07-365-41040-365-61513	Benefits-Permanent	\$ -	\$ 75,961			
					01-07-365-41040-365-62018	Operating Supplies	\$ -	\$ 6,160			
					01-07-365-41040-365-62335	Contracted Services	\$ -	\$ 300			
					Expense Total					\$ -	\$ 2,044,306
					Lending Services Total					\$ -	\$ 1,922,406
					Town Hall Total					\$ -	\$ 1,922,406
					Total for Library Services					\$ 2,760,169	\$ 2,879,038

Note: Caledon Public Library accounts have been restructured into additional cost centres in 2016

TOWN OF CALEDON

2016 CAPITAL BUDGET - LIBRARY SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Caledon Public Library	16-001	Library Books & Materials	Lending Services	\$ 400,000
	16-002	Library IT Equipment Replacement		\$ 55,000
	16-003	Library Furniture and Fixture Replacement		\$ 25,000
	16-004	Mayfield West Library - (Term of Council)	Technical Services	\$ 2,475,000
	16-006	Library Connectivity Improvements		\$ 9,000
Caledon Public Library Total				\$ 2,964,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Library Services

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources						Total Funding	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Baseline	IT & Buildings	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,400,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000
	Materials & Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Baseline Total		\$ 500,000	\$ 500,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 5,400,000	\$ 5,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,400,000
Above Baseline	Bolton Branch - Major Refurbishment		\$ 400,000									\$ 400,000	\$ 122,553	\$ -	\$ 277,447	\$ -	\$ -	\$ -	\$ 400,000
	Mayfield West Branch	\$ 2,475,000	\$ 2,475,000									\$ 4,950,000	\$ 1,618,064	\$ -	\$ 3,331,936	\$ -	\$ -	\$ -	\$ 4,950,000
	Mayfield West Branch - Materials	\$ 500,000										\$ 500,000	\$ 153,192	\$ -	\$ 346,808	\$ -	\$ -	\$ -	\$ 500,000
Above Baseline Total		\$ 2,975,000	\$ 2,875,000									\$ 5,850,000	\$ 1,893,809	\$ -	\$ 3,956,191	\$ -	\$ -	\$ -	\$ 5,850,000
Grand Total		\$ 3,475,000	\$ 3,375,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 11,250,000	\$ 7,293,809	\$ -	\$ 3,956,191	\$ -	\$ -	\$ -	\$ 11,250,000

ANNUAL BUDGET FISCAL YEAR 2016

Parks & Recreation

2016



PARKS & RECREATION

2016 BUSINESS PLAN AT A GLANCE

We create quality of life and build a healthy community through recreation and culture.

BY THE NUMBERS: Coordinated the removal of approximately **310** trees in 2015 due to Emerald Ash Borer. Camp program registrations jumped from nearly **3,000** to **4,000+** in 2015. During Pan Am, we attended **58** community events and engaged **62,480** people to spread the word about the Games.

2015 ACCOMPLISHMENTS

ENGAGED THE COMMUNITY	<ul style="list-style-type: none"> - Extensive community consultation completed as part of the 'Imagine. Plan. Play!' visioning exercise, as well as extensive community engagement during Pan Am.
ENHANCED THE COMMUNITY	<ul style="list-style-type: none"> - Second Southfields Community Park completed. - Secured grant funding to complete resurfacing of the Caledon Trailway. - Secured a future grant for Lloyd Wilson Community Arena. - Collaborated with local schools to provide after school programming. - Completed construction of the Caledon Equestrian Park.
SUPPORTED THE COMMUNITY	<ul style="list-style-type: none"> - Successfully led and delivered the TO2015 Pan Am Games project and received \$27,500 in grant funding to offset expenses. - Received the Swim to Survive Grant which provided free swimming lessons to Grade 3 students in various Caledon schools. - Implemented some recommendations of the Vision Plan, including the Village Centre model with the pilot key pad program at Inglewood CC.

2016 OBJECTIVES & GOALS

DEVELOP PARTNERSHIPS AND SEEK COMMUNITY ENGAGEMENT	<ul style="list-style-type: none"> - Develop formal Municipal Partnership Program. - Develop attractive advertising opportunities for businesses. - Through community engagement, complete a feasibility assessment and planning strategy for the upcoming builds in Mayfield West Phase 1 (detailed design in 2016) and Mayfield West Phase 2, Caledon Community Complex Phase 3 and Mayfield Recreation Complex Expansion. - Implement the improved Affiliation and Allocation policies.
BEAUTIFY THE COMMUNITY	<ul style="list-style-type: none"> - Continue with the Emerald Ash Borer mitigation strategy. - Complete resurfacing of Caledon Trailway.
SUPPORT STAFF	<ul style="list-style-type: none"> - Develop a five-year training and professional development plan for all full-time staff.

CHALLENGES

- Ability to fund infrastructure to address emerging trends, such as extreme sports facilities.
- The development of Mayfield West with significant park, facility and trail developments will require increased staff and funding resources for park, facility, trail, and streetscape and sidewalk winter maintenance operations beyond the year 2015.
- Emerald Ash Borer (EAB) requires significant resources to mitigate, remove and replace infested Town trees.
- The need for Inclusion programs that provide opportunities for special needs clients of all ages.

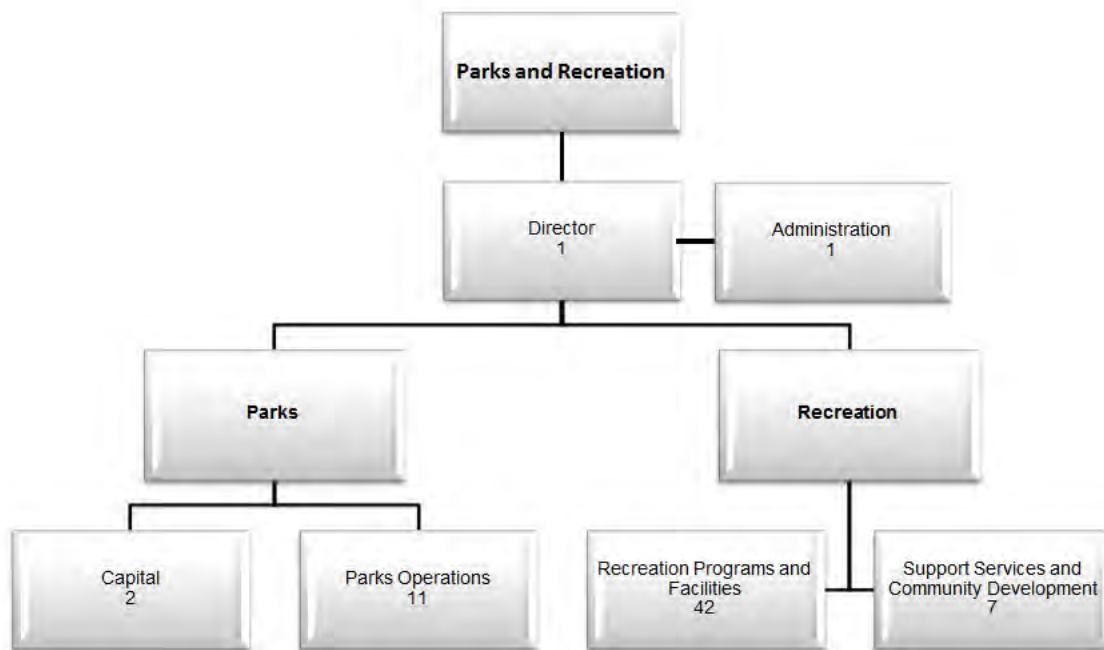
2016 Business Plan

Parks & Recreation Department

1.0 Mission Statement

Creating quality of life and building a healthy community through recreation and culture.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 64, 2015 - 62, 2014 - 55
(Full-time Staff only)

Under the direction of the Director of Parks & Recreation, the department is responsible for:

Administration

- Provides overall leadership, vision, management and support to the Parks and Recreation divisions and ensures coordinated service provision featuring the highest level of customer service excellence through leadership and training opportunities. The Administration section provides service outreach and communications to the Caledon community, investigates and forms community partnerships as directed by Council, and ensures the implementation of strategic plans, master plans and financial goals and objectives are carried out consistent with the direction of Council.

Parks Division

- Parks Capital Construction and Parks Operations - Parks and trails are a key and integral component to the high quality of life experienced in Caledon. This division ensures all parks and trails are developed and maintained to enrich the quality of life in Caledon through creative partnerships with the community, protection and enhancement of the natural environment and meeting Council directives and approved service levels.
- Parks Development – Ensures that the design and construction of new developments in the Town meets the needs of the people and businesses of the Town of Caledon and the requirements of all applicable policies, guidelines, by-laws, and regulations of the Town, and that open spaces and trails are designed and constructed in accordance with standard landscape construction practices.

2016 Business Plan

Parks & Recreation Department

Parks Operations is comprised of two business units: Parks Operating and Parks Capital Design and Construction.

Park Operations

The Parks Operations Division is responsible for:

- The delivery of Council approved service levels of all parks, open spaces, hazard lands, and lands under a maintenance agreement with the TRCA, urban roadsides, Town trails and Town-owned urban trees
- Ensuring public safety regarding parks, sports fields and their amenities (e.g. playground equipment meets or exceeds CSA standards, sports turf meets or exceeds minimum maintenance standards)
- Ensuring public safety regarding sidewalk winter control in accordance with Council directed and approved service levels
- Outdoor special event set-up and tear down
- Professional development, training and certification of staff: 4 non-union; 8 full-time; 14 temporary full-time union; 10 students
- Liaising with various neighbourhood associations, service clubs and conservation authorities in coordinating Parks Operations participation in community initiatives such as community plantings, landscape and park improvements on Town property

Parks Capital (Design and Construction)

The Parks Capital group is responsible for:

- Developing and implementing the Town's capital construction/reconstruction programs for parks, trails, and other associated infrastructure
- Parks capital infrastructure planning and budgeting
- Parks, Trails and Landscape Design Guideline Master planning
- Contract preparation and administration, and quality assurance of work
- Creation and upkeep of infrastructure inventories, needs assessment, and asset management.
- Long range Open Space Planning
- Parks related development charge needs and costs

Recreation Programs & Facilities Division

This division provides quality, safe and enjoyable recreation and sports opportunities, and special events. The division is responsible for the development, maintenance and operation of Town recreational facilities with a collective goal to deliver the highest quality of service.

Recreation Programs and Facilities Division staff:

- Provide safe, well maintained and programmed facilities and amenities to the community.
- Encourage and promote active, accessible recreation and leisure opportunities resulting in healthy lifestyle choices throughout the community.
- Provide day-to-day operations and maintenance and preventative maintenance for 13 Town-owned recreation facilities, representing approximately 350,000 square feet of indoor program and rental space.
- Provide capital planning for all recreation facilities.
- Operate and maintain outdoor rinks at the Caledon Centre for Recreation & Wellness.
- Participate in professional development, training, certification (15 non-union/ 20 union)
- Deliver Town-wide programming including planning, delivery and consistency for all ages and abilities.
- Provide customer service at recreation facilities.
- Provide travelling playground opportunities for children 6-12 years during the summer at five municipal parks.
- Organizing community events, such as: Caledon Day, Walk of Fame, Winter Fest, Fall Fest, Holiday Fest, Fitness Fest, as well as facility related special events.

2016 Business Plan

Parks & Recreation Department

- Deliver Inclusion programming.
- Partner and work with various neighbourhood associations and coordinate departmental participation in community special event initiatives such as Inglewood Day.
- Engage community stakeholders, schools, service providers, resident associations and service clubs to meet recreational needs.

Support Services and Community Development Division

This division is focused on meeting and exceeding the needs of the community through active engagement of individuals, strengthening partnerships, consistent community outreach, and managing agreements, procedures and policies.

Specific responsibilities:

- Stakeholder relations and community sports organizations
- Facility rentals
- Ice and outdoor space bookings
- Developing and maintaining departmental policies and procedures
- Customer service and administrative support
- CLASS/Registration database
- Marketing all department programs and services town-wide
- Producing the Parks and Recreation Leisure Guide
- Municipal grant fund administration
- Maintain national quality assurance program – HIGH FIVE
- On-line program registration system
- Training and development
- Accounts receivables
- Lease agreements
- Developing arts and culture in the community

3.0 Major Customers or Clients

The primary customers or clients that the department serves includes:

- Caledon residents and visitors - The services provided ensure all residents and visitors enjoy a safe and diverse range of indoor and outdoor passive and active recreational opportunities.
- Patrons/visitors of facilities and programs, both resident and non-resident users, all ages and abilities
- Community sports organizations offering activities such as figure skating, minor hockey, lacrosse, soccer, competitive swimming, etc.
- Tenant clients, such as Caledon Libraries, Caledon Parent-Child Centre, Caledon Seniors' Centre, Caledon Minor Hockey Association
- Other Town departments and internal staff
- Additional clients include all development proponents within the Town of Caledon
- Agencies and affiliates both internally and externally to ensure the needs of their customers are being met such as Caledon Community Services, Brampton-Caledon Community Living and Volunteer MBC

2016 Business Plan

Parks & Recreation Department

4.0 **Achievements in 2015**

Administration

- Extensive community consultation completed as part of *Imagine. Plan. Play!* Visioning.
- Adoption of Visioning Plan; setting department's future strategies and workplans.
- Oversee and support department initiatives focused on strengthening, developing and seeking community and corporate partnerships.

Parks

- Second Southfields Community Park completed
- Successful grant funding for Caledon Trailway
- One kilometre of Caledon Trailway resurfacing and accessibility improvements
- Coordinated the removal of approximately 310 trees in 2015 due to Emerald Ash Borer.
- Approximately 160 trees removed in 2014 were also stump ground and replaced in 2015.

Recreation Programs & Facilities

- Continued with accessibility improvements in recreation facilities.
- Successful delivery of various capital projects and securing future grant for Lloyd Wilson Community Arena.
- Camp program registrations increased by 35% in 2015.
- Significant increase in Fitness memberships at CCRW in 2015: memberships increased by approximately 165% and revenue by approximately 215%.
- Increased access and programming to Village Centres.
- Collaboration with local schools to provide after school programming.
- Successful additions and amenities to the Caledon Equestrian Park.
- Repeat recipient of the Swim to Survive Grant which provided free swimming lessons to Grade 3 students in various Caledon schools

Support Services and Community Development

- Successfully led and delivered the Pan Am Games project.
- Bridged the gap between public and private industries (Canadian Tire Jump Start, Caledon Day sponsorship program).
- Implement new key pad project to increase community access.
- Launched new ice allocation policy
- Year-at-a-glance marketing plan development.
- Increased summer camp registration by 25% because of innovative marketing campaign
- Strengthened relationships with regular users (C3, Chamber of Commerce, Headwaters hospital)

5.0 **Department's Significant Trends and Challenges**

Emerging trends and challenges have an immediate and/or long-term impact on the nature of the administrative, operational, and financial aspects of the services provided by the department. An awareness of these trends and challenges allows Town Council and staff to monitor and react to them in order to take advantage of opportunities and minimize impact enabling the Town to continue to provide quality services. The significant trends and challenges for 2015 and beyond are as follows:

Parks Division

Trends

- A higher service level expected for streetscape maintenance throughout all villages and communities in Caledon. Caledon is rather unique because it is comprised of several small downtowns whereas many other municipalities have one downtown to implement

2016 Business Plan

Parks & Recreation Department

and maintain. Past practice in Caledon has been to put streetscape implementation and maintenance responsibilities on the community.

- A large number of community representation groups are emerging. There are public interest groups emerging for every community in Caledon. Many of the community improvement issues these groups are focused on revolve around services offered by the Parks Operations Division of the Parks and Recreation Department.
- There is an emerging need to provide a wide range of outdoor recreational opportunities for a diverse age range. There are emerging trends of what was once considered extreme sports becoming mainstream sports such as BMX cycling and skateboarding.
- There is an emerging trend of conservation authorities acquiring large parcels of land for conservation purposes with expectations that the municipality will manage the lands for more accessible public use such as trail development.
- The existing outdoor sports groups in Caledon are requesting higher service levels and higher quality facilities to promote a higher level of sports ability.
- Future development and population growth will require facilities to meet the needs of an expanding population. The Recreation and Parks Master Plan has made several recommendations for the quantity of outdoor facilities required per capita. The Town of Caledon will need to fund facility construction accordingly.
- Future development and population growth will require a significant increase in the length of sidewalk requiring winter maintenance. The Town of Caledon will need to fund the resources necessary to maintain those sidewalks to minimum maintenance service levels.

Challenges

- Community groups require significant time demand of very limited Parks staff resources
- Ability to fund infrastructure to address emerging trends such as extreme sports facilities.
- The development of Mayfield West with significant park and trail developments will require increased staff and funding resources for park, trail, streetscape and sidewalk winter maintenance operations beyond the year 2015.
- There are limited staff and facility resources available to meet increased demands. The Town of Caledon will either need to provide resources to meet these demands or decide whether a higher level of sport is part of the recreational business plan in which the municipality wants to participate. These issues will be addressed through the Parks & Recreation Master Plan update process.
- Additional facilities will also require increases for the operational costs of those facilities.
- Additional funding for increased sidewalk inventory due to growth.
- Emerald Ash Borer (EAB) requires significant resources to mitigate, remove and replace Town trees infested with EAB.
- Accessibility requirements need significant resources to address accessibility deficiencies in parks in accordance with the accessibility audit reports.

Recreation Programs & Facilities Division

Trends

- Increased need for fully accessible direct program opportunities throughout the municipality.
- Increasingly complex regulatory environment.
- Increased interest in unstructured programs and drop-in opportunities for youth and seniors.
- Increasing trend towards multi-use facility development.
- Increased focus on youth and family programs.
- Greater demand for local solutions to community issues.
- Greater demand for customer service excellence and quality program delivery.
- Increased demand for active seniors programming as the population ages.
- Increased demand for accessible health, wellness and rehabilitation services.

2016 Business Plan

Parks & Recreation Department

Challenges

- Aging infrastructure and equipment and the need to align effective asset management programs to preserve the life-cycle of Town assets.
- Community demand for facilities and programs creates frustration in the growing community when the department cannot respond immediately to “wants and needs”.
- Aligning staff resources to deliver increased demand and growth of Village Centre programming and the various and growing number of community events.
- Balancing risk management and liability challenges with customer-focused service and increased community led engagement and participation of Town facilities.
- High demand for recreation programs, services and facility access for little to zero cost.
- Community groups require significant time demand of limited staff resources.
- Patrons’ personal time constraints and location are often a barrier to participation.
- Engage sedentary residents to participate in activities that result in health and wellness benefits.
- Balancing service provision between local neighbourhood service and town-wide recreation initiatives.
- Competition from private industry.
- Recruitment of part-time staff within the Town of Caledon with the skills, availability, etc. to perform the various jobs in all locations.
- Necessary resources and support to operate 355 days per year, often at times when other Town departments and support services are not operating.
- Additional facilities require increases in the operational costs.
- Balancing the need to operate sustainable facilities and programs with the increasing public demand for accessible, inclusive and affordable program opportunities.
- Increased demand for community engagement.
- Residents will not drive far for recreation programs/opportunities.

Support Services Division

Trends

- Decrease in softball leagues in rural communities.
- Increased demand to permit outdoor fields beyond traditional season dates.
- Absence of space for local sports (track, indoor soccer, lacrosse).
- Challenge in effectively and consistently reaching residents through social media and the website.

Challenges

- Effective communication and marketing techniques which engage all Caledon residents regardless of geographic location

6.0 2016 Departmental Priorities

The Town’s Community Based Strategic Plan (CBSP) identifies the Vision, Goals and Long-Term Strategic Objectives. The achievement of each of these components of the Community Based Strategic Plan is dependent upon the dedication of the Town’s administration and the agencies funded by the Town to focus their activities in this common direction.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be

2016 Business Plan

Parks & Recreation Department

evaluated for inclusion in the 2016 Budget. The Council Work Plan identified the following nine priority areas listed below:

- Customer Service
- Communications
- Growth
- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following is a list of the 2016 priorities that the department intends to undertake with the 2016 Operating and Capital Budget requested as part of this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
ADMINISTRATION DIVISION				
1	Ongoing implementation of Vision Plan, Recreation and Parks Master Plan	Goal 3 Strategic Objectives 87, 88, 90, 91, 92, 93 Goal 4 Strategic Objectives 114, 115 Goal 6 Strategic Objectives 156, 157, 174, 175, 176	Operating Budget	Recreation
2	Develop formal Municipal Partnership Program	Goal 6 Strategic Objective 157	Operating Budget	Tourism & Sports
PARKS DIVISION				
1	Accessibility deficiencies in Parks in accordance with the accessibility audit reports	Goal 3 Strategic Objectives 79, 90, 93	Operating and Capital Budgets	
2	Emerald Ash Borer (EAB) – Continue with EAB mitigation strategy	Goal 7 Strategic Objective 15	2016 Capital Budget	
3	Complete resurfacing of Caledon Trailway	Goal 3 Strategic Objective 79	2016 Capital Budget	Recreation

2016 Business Plan

Parks & Recreation Department

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan
SUPPORT SERVICES AND COMMUNITY DEVELOPMENT DIVISION				
1	Review and analyze all departmental fees and recoversies including an in-depth Facility Utilization Study	Goal 6 Strategic Objective 15b	Operating Budget	
2	Expand Affiliation Policy to include other organizations such as arts & culture groups	Goal 4 Strategic Objectives 114, 115	Operating Budget	Recreation
3	Develop attractive advertising opportunities for businesses to purchase (revenue generation)	Goal 6 Strategic Objective 157	Operating Budget	Recreation
4	Continue to partner with community groups and local businesses to enhance current services	Goal 3 Strategic Objective 87 Goal 6 Strategic Objective 157	Operating Budget	Tourism & Sports
5	Source funding opportunities to increase Parks and Recreation programs and services and on behalf of local non-profit organizations	Goal 3 Strategic Objective 87 Goal 6 Strategic Objective 157	Operating Budget	Tourism & Sports
6	Liaison between the Management Group and the community to ensure public access to the Palgrave Village Centre	Goal 6 Strategic Objective 157	Operating Budget	Recreation
RECREATION DIVISION				
1	Through community engagement, establish the long-term vision for parks and recreation delivery by completing a feasibility assessment and planning strategy for the upcoming builds in Mayfield West (MFW) Phase 1 and 2, Caledon Community Complex Phase 3 and Mayfield Recreation Complex Expansion to make key decisions and gain stakeholder commitment. MFW Phase 1 shovel ready target late 2016.	Goal 6 Strategic Objectives 168, 170, 171 Goal 3 Strategic Objective 80	Capital Budget	Recreation
2	Conduct a facility interior way finding sign audit and create a plan to develop consistent way finding signage in all facilities	Goal 6 Strategic Objectives 158, 159	Operating Budget	Tourism & Sports
3	Develop a five-year training and professional development plan for all full-time staff	Goal 3 Strategic Objective 91	Operating Budget	Customer Service

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Albion Bolton Union Community Centre (ABUCC)	Facilities & Operations	Expense	01-08-465-73020-405-61520	Wages-Casual Temporary	\$ 45,100	\$ 45,800			
			01-08-465-73020-405-61523	Benefits-Casual Temporary	\$ 5,308	\$ 5,685			
			01-08-465-73020-405-61540	Wages-CUPE	\$ 174,071	\$ 117,259			
			01-08-465-73020-405-61543	Benefits-CUPE	\$ 54,672	\$ 37,808			
			01-08-465-73020-405-62011	Office Supplies	\$ 500	\$ 500			
			01-08-465-73020-405-62014	Uniforms/Protective Clothing	\$ 2,621	\$ 2,621			
			01-08-465-73020-405-62017	Caretaking Supplies	\$ 7,313	\$ 7,313			
			01-08-465-73020-405-62018	Operating Supplies	\$ 14,802	\$ 19,802			
			01-08-465-73020-405-62112	Maintenance & Repairs-Building	\$ 16,126	\$ 16,126			
			01-08-465-73020-405-62114	Small Equip Repair/Purchase	\$ 8,532	\$ 8,532			
			01-08-465-73020-405-62215	Natural Gas	\$ 2,000	\$ 2,140			
			01-08-465-73020-405-62216	Electricity	\$ 10,097	\$ 16,097			
			01-08-465-73020-405-62217	Water/Waste Water	\$ 3,013	\$ 3,224			
			01-08-465-73020-405-62312	Insurance	\$ 51,800	\$ 62,160			
			01-08-465-73020-405-62335	Contracted Services	\$ 47,123	\$ 42,123			
			01-08-465-73020-405-62397	Telephone	\$ 550	\$ 550			
			01-08-465-73020-405-62437	Contribution to Reserves	\$ 1,930	\$ 1,930			
			Expense Total					\$ 445,558	\$ 389,670
		Facilities & Operations Total					\$ 445,558	\$ 389,670	
	Programs & Community Development	Revenue	01-08-455-75300-405-50010	Snack Bar Sales	\$ (20,000)	\$ (20,000)			
			01-08-455-75500-405-50020	Ice Rentals	\$ (280,000)	\$ (285,600)			
			01-08-455-75500-405-50030	Arena Floor Rentals	\$ (17,000)	\$ (17,340)			
			01-08-455-75500-405-50040	Public Skating	\$ (14,000)	\$ (15,280)			
			01-08-455-75500-405-50050	Miscellaneous	\$ (29,000)	\$ (29,000)			
			01-08-455-75500-405-50120	Pro Shop Sales	\$ (9,180)	\$ (9,180)			
			01-08-455-75500-405-50130	Ice Resurfacers Surcharge	\$ (9,000)	\$ (9,180)			
			01-08-455-75940-405-50060	Auditorium/Room Rentals	\$ (85,268)	\$ (87,826)			
			Revenue Total					\$ (463,448)	\$ (473,406)
			Expense	01-08-455-75300-405-62023	Concession Purchases	\$ 13,600	\$ 13,600		
				01-08-455-75500-405-61520	Wages-Casual Temporary	\$ 34,975	\$ 35,500		
				01-08-455-75500-405-61523	Benefits-Casual Temporary	\$ 6,215	\$ 4,406		
		01-08-455-75500-405-62215		Natural Gas	\$ 13,000	\$ 14,500			
		01-08-455-75500-405-62216		Electricity	\$ 65,048	\$ 66,998			
		01-08-455-75500-405-62217		Water/Waste Water	\$ 4,563	\$ 8,167			
		01-08-455-75500-405-62397		Telephone	\$ 1,500	\$ 1,500			
		01-08-455-75500-405-62437		Contribution to Reserves	\$ 6,967	\$ 6,967			
		01-08-455-75940-405-62215		Natural Gas	\$ 2,000	\$ 2,140			
		01-08-455-75940-405-62216		Electricity	\$ 12,347	\$ 14,840			
		01-08-455-75940-405-62217		Water/Waste Water	\$ 587	\$ 628			
		01-08-455-75940-405-62335		Contracted Services	\$ 8,304	\$ 8,304			
		01-08-455-75940-405-62437		Contribution to Reserves	\$ 1,672	\$ 1,672			
		Expense Total					\$ 170,778	\$ 179,222	
		Programs & Community Development Total					\$ (292,670)	\$ (294,184)	
		Support Services		Revenue	01-08-445-77700-405-50060	Auditorium/Room Rentals	\$ (61,520)	\$ (65,212)	
					01-08-445-77700-405-50230	Rentals	\$ (77,011)	\$ (78,551)	
					01-08-445-77700-405-50232	Arena Board Advertising	\$ -	\$ (4,000)	
			Revenue Total					\$ (138,531)	\$ (147,763)
			Expense	01-08-445-77700-405-62112	Maintenance & Repairs-Building	\$ 2,646	\$ 2,646		
				01-08-445-77700-405-62215	Natural Gas	\$ 5,500	\$ 7,800		
	01-08-445-77700-405-62216			Electricity	\$ 43,259	\$ 52,759			
	01-08-445-77700-405-62217			Water/Waste Water	\$ 2,625	\$ 2,809			
	01-08-445-77700-405-62335			Contracted Services	\$ 16,607	\$ 16,607			
	01-08-445-77700-405-62397			Telephone	\$ 500	\$ 500			
	01-08-445-77700-405-62437	Contribution to Reserves		\$ 1,443	\$ 1,443				
	Expense Total					\$ 72,580	\$ 84,564		
	Support Services Total					\$ (65,951)	\$ (63,199)		
	Albion Bolton Union Community Centre (ABUCC) Total					\$ 86,937	\$ 32,287		

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Alton Community Centre	Support Services	Revenue	01-08-445-77700-410-50060	Auditorium/Room Rentals	\$ (1,750)	\$ (1,800)		
			01-08-445-77700-410-50230	Rentals	\$ (19,341)	\$ (19,728)		
		Revenue Total				\$ (21,091)	\$ (21,528)	
		Expense	01-08-445-77700-410-61520	Wages-Casual Temporary	\$ 11,100	\$ 11,300		
			01-08-445-77700-410-61523	Benefits-Casual Temporary	\$ 1,306	\$ 1,403		
			01-08-445-77700-410-62018	Operating Supplies	\$ 586	\$ 586		
			01-08-445-77700-410-62112	Maintenance & Repairs-Building	\$ 1,406	\$ 1,406		
			01-08-445-77700-410-62114	Small Equip Repair/Purchase	\$ 509	\$ 509		
			01-08-445-77700-410-62215	Natural Gas	\$ 2,000	\$ 3,505		
			01-08-445-77700-410-62216	Electricity	\$ 3,762	\$ 4,104		
			01-08-445-77700-410-62217	Water/Waste Water	\$ 185	\$ 185		
			01-08-445-77700-410-62312	Insurance	\$ 3,014	\$ 3,617		
			01-08-445-77700-410-62335	Contracted Services	\$ 4,235	\$ 4,235		
			01-08-445-77700-410-62437	Contribution to Reserves	\$ -	\$ 1,200		
Expense Total				\$ 28,103	\$ 32,050			
Support Services Total				\$ 7,012	\$ 10,522			
Alton Community Centre Total					\$ 7,012	\$ 10,522		
Caledon Central Pool	Programs & Community Development	Expense	01-08-455-75200-425-62312	Insurance	\$ 5,494	\$ -		
			01-08-455-75200-425-62437	Contribution to Reserves	\$ 124,799	\$ 124,799		
		Expense Total				\$ 130,293	\$ 124,799	
Programs & Community Development Total				\$ 130,293	\$ 124,799			
Caledon Central Pool Total					\$ 130,293	\$ 124,799		
Caledon Community Complex	Facilities & Operations	Expense	01-08-465-73020-430-61510	Salaries-Permanent	\$ 75,991	\$ 77,970		
			01-08-465-73020-430-61513	Benefits-Permanent	\$ 22,051	\$ 23,198		
			01-08-465-73020-430-61540	Wages-CUPE	\$ 286,598	\$ 290,897		
			01-08-465-73020-430-61543	Benefits-CUPE	\$ 90,370	\$ 94,016		
		Expense Total				\$ 475,010	\$ 486,081	
		Facilities & Operations Total				\$ 475,010	\$ 486,081	
		Programs & Community Development	Revenue	01-08-455-75500-430-50010	Snack Bar Sales	\$ (102,500)	\$ (102,500)	
				01-08-455-75500-430-50020	Ice Rentals	\$ (645,000)	\$ (657,900)	
				01-08-455-75500-430-50030	Arena Floor Rentals	\$ (11,000)	\$ (11,220)	
				01-08-455-75500-430-50040	Public Skating	\$ (17,000)	\$ (18,340)	
				01-08-455-75500-430-50130	Ice Resurfacers Surcharge	\$ (20,000)	\$ (20,400)	
				01-08-455-75500-430-50250	Program Registrations	\$ (26,000)	\$ (26,520)	
			Revenue Total				\$ (821,500)	\$ (836,880)
			Expense	01-08-455-40010-430-61510	Salaries-Permanent	\$ 146,864	\$ 148,474	
				01-08-455-40010-430-61513	Benefits-Permanent	\$ 40,436	\$ 44,738	
				01-08-455-75500-430-61510	Salaries-Permanent	\$ 116,816	\$ 131,974	
				01-08-455-75500-430-61513	Benefits-Permanent	\$ 24,955	\$ 41,073	
				01-08-455-75500-430-61520	Wages-Casual Temporary	\$ 164,580	\$ 167,000	
				01-08-455-75500-430-61523	Benefits-Casual Temporary	\$ 19,371	\$ 20,728	
				01-08-455-75500-430-62011	Office Supplies	\$ 2,000	\$ 2,000	
				01-08-455-75500-430-62014	Uniforms/Protective Clothing	\$ 4,631	\$ 4,631	
				01-08-455-75500-430-62017	Caretaking Supplies	\$ 14,649	\$ 14,649	
				01-08-455-75500-430-62018	Operating Supplies	\$ 16,804	\$ 16,804	
				01-08-455-75500-430-62021	Program Supplies	\$ 6,304	\$ 6,304	
				01-08-455-75500-430-62023	Concession Purchases	\$ 61,250	\$ 61,250	
				01-08-455-75500-430-62112	Maintenance & Repairs-Building	\$ 14,064	\$ 21,564	
				01-08-455-75500-430-62114	Small Equip Repair/Purchase	\$ 17,425	\$ 17,425	
				01-08-455-75500-430-62216	Electricity	\$ 218,999	\$ 218,999	
				01-08-455-75500-430-62217	Water/Waste Water	\$ 8,930	\$ 8,930	
				01-08-455-75500-430-62312	Insurance	\$ 55,670	\$ 66,804	
				01-08-455-75500-430-62314	Mileage	\$ 2,100	\$ 2,100	
				01-08-455-75500-430-62335	Contracted Services	\$ 75,000	\$ 75,000	
		01-08-455-75500-430-62397		Telephone	\$ 5,274	\$ 5,274		
01-08-455-75500-430-62416	Interdepartmental Charges	\$ 1,500	\$ 1,500					
01-08-455-75500-430-62418	Debt Repayment	\$ 128,300	\$ 128,300					
01-08-455-75970-430-62018	Operating Supplies	\$ 933	\$ 933					
Expense Total				\$ 1,146,855	\$ 1,206,454			
Programs & Community Development Total				\$ 325,355	\$ 369,574			
Support Services	Revenue	01-08-445-77700-430-50060	Auditorium/Room Rentals	\$ (48,900)	\$ (48,900)			
		Revenue Total			\$ (48,900)	\$ (48,900)		
	Expense	01-08-445-77700-430-61520	Wages-Casual Temporary	\$ 108,600	\$ 76,548			
		01-08-445-77700-430-61523	Benefits-Casual Temporary	\$ 12,782	\$ 9,637			
		01-08-445-77700-430-62215	Natural Gas	\$ 49,000	\$ 61,500			
		01-08-445-77700-430-62216	Electricity	\$ 11,000	\$ 16,500			
		01-08-445-77700-430-62217	Water/Waste Water	\$ 2,147	\$ 2,674			
		01-08-445-77700-430-62335	Contracted Services	\$ -	\$ 5,000			
		01-08-445-77700-430-62437	Contribution to Reserves	\$ 1,900	\$ 1,900			
	Expense Total				\$ 185,429	\$ 173,759		
Support Services Total				\$ 136,529	\$ 124,859			
Caledon Community Complex Total					\$ 936,894	\$ 980,514		

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Caledon Village Place	Support Services	Revenue	01-08-445-77700-440-50060	Auditorium/Room Rentals	\$ (7,100)	\$ (7,100)		
			01-08-445-77700-440-50230	Rentals	\$ (34,564)	\$ (35,255)		
		Revenue Total				\$ (41,664)	\$ (42,355)	
		Expense	01-08-445-77700-440-61520	Wages-Casual Temporary	\$ 9,000	\$ 9,100		
			01-08-445-77700-440-61523	Benefits-Casual Temporary	\$ 1,170	\$ 1,129		
			01-08-445-77700-440-62018	Operating Supplies	\$ 400	\$ 400		
			01-08-445-77700-440-62112	Maintenance & Repairs-Building	\$ 2,000	\$ 2,000		
			01-08-445-77700-440-62114	Small Equip Repair/Purchase	\$ 400	\$ 400		
			01-08-445-77700-440-62215	Natural Gas	\$ 2,788	\$ 4,175		
			01-08-445-77700-440-62216	Electricity	\$ 8,467	\$ 9,775		
			01-08-445-77700-440-62217	Water/Waste Water	\$ 1,296	\$ 1,296		
			01-08-445-77700-440-62312	Insurance	\$ 4,816	\$ 5,779		
			01-08-445-77700-440-62335	Contracted Services	\$ 7,011	\$ 7,011		
		01-08-445-77700-440-62397	Telephone	\$ 2,000	\$ 2,000			
Expense Total				\$ 39,348	\$ 43,065			
Support Services Total				\$ (2,316)	\$ 710			
Caledon Village Place Total					\$ (2,316)	\$ 710		
Caledon Centre for Recreation and Wellness (CCRW)	Facilities & Operations	Expense	01-08-465-73020-420-61510	Salaries-Permanent	\$ 75,991	\$ 77,970		
			01-08-465-73020-420-61513	Benefits-Permanent	\$ 22,051	\$ 23,198		
			01-08-465-73020-420-61520	Wages-Casual Temporary	\$ 40,000	\$ 40,600		
			01-08-465-73020-420-61523	Benefits-Casual Temporary	\$ 4,708	\$ 5,039		
			01-08-465-73020-420-61540	Wages-CUPE	\$ 337,730	\$ 350,320		
			01-08-465-73020-420-61543	Benefits-CUPE	\$ 107,126	\$ 113,094		
			01-08-465-73020-420-62014	Uniforms/Protective Clothing	\$ 3,200	\$ 3,200		
			01-08-465-73020-420-62017	Caretaking Supplies	\$ 16,800	\$ 21,800		
			01-08-465-73020-420-62018	Operating Supplies	\$ 53,100	\$ 48,100		
			01-08-465-73020-420-62112	Maintenance & Repairs-Building	\$ 81,000	\$ 81,000		
			01-08-465-73020-420-62114	Small Equip Repair/Purchase	\$ 20,000	\$ 20,000		
			01-08-465-73020-420-62335	Contracted Services	\$ 59,700	\$ 59,700		
			Expense Total				\$ 821,406	\$ 844,021
			Facilities & Operations Total				\$ 821,406	\$ 844,021
Caledon Centre for Recreation and Wellness (CCRW)	Programs & Community Development	Revenue	01-08-455-75200-420-50050	Miscellaneous	\$ (5,400)	\$ (5,400)		
			01-08-455-75200-420-50080	Public Swimming	\$ (33,500)	\$ (35,170)		
			01-08-455-75200-420-50090	Swimming Lessons	\$ (372,000)	\$ (379,440)		
			01-08-455-75200-420-50180	Pay As You Go	\$ (22,000)	\$ (22,440)		
			01-08-455-75200-420-50243	Special Programs-taxable	\$ (37,500)	\$ (43,340)		
			01-08-455-75300-420-50010	Snack Bar Sales	\$ (21,000)	\$ (21,000)		
			01-08-455-75300-420-50050	Miscellaneous	\$ (20,000)	\$ (20,000)		
			01-08-455-75300-420-50060	Auditorium/Room Rentals	\$ (22,000)	\$ (22,000)		
			01-08-455-75300-420-50120	Pro Shop Sales	\$ (25,000)	\$ (25,000)		
			01-08-455-75300-420-50135	Treatment Room	\$ (1,770)	\$ (1,770)		
			01-08-455-75300-420-50220	Child Minding	\$ (9,500)	\$ -		
			01-08-455-75300-420-50231	Racquet/Equipmt Rental	\$ (2,000)	\$ (2,000)		
			01-08-455-75400-420-50050	Miscellaneous	\$ (2,600)	\$ (2,600)		
			01-08-455-75400-420-50160	Memberships	\$ (675,000)	\$ (738,500)		
			01-08-455-75400-420-50180	Pay As You Go	\$ (85,000)	\$ (61,200)		
			01-08-455-75400-420-50210	Lessons	\$ (75,000)	\$ (75,000)		
			01-08-455-75400-420-50220	Child Minding	\$ -	\$ (9,500)		
			01-08-455-75400-420-50242	Special Programs	\$ (65,000)	\$ (52,500)		
			01-08-455-75400-420-50250	Program Registrations	\$ (35,000)	\$ (22,500)		
			01-08-455-75500-420-50180	Pay As You Go	\$ (10,000)	\$ (10,200)		
		01-08-455-75500-420-50230	Rentals	\$ (16,500)	\$ (16,500)			
		01-08-455-75500-420-50235	Fundraising	\$ (13,600)	\$ (13,600)			
		01-08-455-75500-420-50242	Special Programs	\$ (149,000)	\$ (158,580)			
		Revenue Total				\$ (1,698,370)	\$ (1,738,240)	
		Expense	01-08-455-40010-420-61510	Salaries-Permanent	\$ 150,644	\$ 152,512		
			01-08-455-40010-420-61513	Benefits-Permanent	\$ 43,619	\$ 44,889		
			01-08-455-40010-420-61520	Wages-Casual Temporary	\$ 269,500	\$ 273,500		
			01-08-455-40010-420-61523	Benefits-Casual Temporary	\$ 31,720	\$ 33,947		
			01-08-455-40010-420-62014	Uniforms/Protective Clothing	\$ 750	\$ 750		
			01-08-455-40010-420-62018	Operating Supplies	\$ 12,400	\$ 12,400		
			01-08-455-40010-420-62024	Pro Shop Supplies	\$ 15,000	\$ 15,000		
			01-08-455-40010-420-62215	Natural Gas	\$ 65,000	\$ 75,000		
			01-08-455-40010-420-62216	Electricity	\$ 208,136	\$ 218,136		
01-08-455-40010-420-62217	Water/Waste Water		\$ 16,084	\$ 20,084				
01-08-455-40010-420-62312	Insurance		\$ 58,078	\$ 69,693				
01-08-455-40010-420-62314	Mileage		\$ 5,146	\$ 5,146				
01-08-455-40010-420-62397	Telephone		\$ 5,000	\$ 5,000				
01-08-455-40010-420-62418	Debt Repayment	\$ 219,700	\$ 219,700					
01-08-455-75200-420-61510	Salaries-Permanent	\$ 124,064	\$ 123,617					
01-08-455-75200-420-61513	Benefits-Permanent	\$ 32,132	\$ 39,217					
01-08-455-75200-420-61520	Wages-Casual Temporary	\$ 236,385	\$ 239,900					
01-08-455-75200-420-61523	Benefits-Casual Temporary	\$ 28,889	\$ 29,776					

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Caledon Centre for	Programs & Community Development	Expense	01-08-455-75200-420-62014	Uniforms/Protective Clothing	\$ 3,900	\$ 3,900		
			01-08-455-75200-420-62021	Program Supplies	\$ 4,000	\$ 4,000		
			01-08-455-75200-420-62414	Special Programs	\$ 17,588	\$ 20,088		
			01-08-455-75400-420-61510	Salaries-Permanent	\$ 121,326	\$ 123,137		
			01-08-455-75400-420-61513	Benefits-Permanent	\$ 31,549	\$ 39,111		
			01-08-455-75400-420-61520	Wages-Casual Temporary	\$ 207,585	\$ 210,700		
			01-08-455-75400-420-61523	Benefits-Casual Temporary	\$ 25,499	\$ 26,152		
			01-08-455-75400-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200		
			01-08-455-75400-420-62021	Program Supplies	\$ 4,000	\$ 4,000		
			01-08-455-75400-420-62114	Small Equip Repair/Purchase	\$ 14,000	\$ 14,000		
			01-08-455-75400-420-62414	Special Programs	\$ 10,000	\$ 10,000		
			01-08-455-75500-420-61510	Salaries-Permanent	\$ 119,975	\$ 140,348		
			01-08-455-75500-420-61513	Benefits-Permanent	\$ 37,916	\$ 42,933		
			01-08-455-75500-420-61520	Wages-Casual Temporary	\$ 148,485	\$ 175,700		
			01-08-455-75500-420-61523	Benefits-Casual Temporary	\$ 18,543	\$ 21,705		
			01-08-455-75500-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200		
			01-08-455-75500-420-62018	Operating Supplies	\$ 1,768	\$ 1,768		
			01-08-455-75500-420-62021	Program Supplies	\$ 5,950	\$ 5,950		
			01-08-455-75500-420-62335	Contracted Services	\$ 7,500	\$ 7,500		
			01-08-455-75500-420-62414	Special Programs	\$ 2,000	\$ 2,000		
			01-08-455-75500-420-62416	Interdepartmental Charges	\$ 3,000	\$ 3,000		
			01-08-455-75970-420-62018	Operating Supplies	\$ 2,933	\$ 2,933		
		Expense Total					\$ 2,312,164	\$ 2,439,592
Programs & Community Development Total					\$ 613,794	\$ 701,352		
Caledon Centre for Recreation and Wellness (CCRW) Total					\$ 1,435,200	\$ 1,545,373		
Cheltenham Community Centre	Facilities & Operations	Revenue	01-08-465-75500-325-50250	Program Registrations	\$ (1,000)	\$ (2,250)		
			01-08-465-77700-325-50060	Auditorium/Room Rentals	\$ (4,500)	\$ (4,500)		
		Revenue Total					\$ (5,500)	\$ (6,750)
		Expense	01-08-465-77700-325-61520	Wages-Casual Temporary	\$ 2,400	\$ 2,400		
			01-08-465-77700-325-61523	Benefits-Casual Temporary	\$ 282	\$ 298		
			01-08-465-77700-325-62018	Operating Supplies	\$ 200	\$ 200		
			01-08-465-77700-325-62112	Maintenance & Repairs-Building	\$ 1,000	\$ 1,000		
			01-08-465-77700-325-62216	Electricity	\$ 2,052	\$ 2,052		
			01-08-465-77700-325-62312	Insurance	\$ -	\$ 2,760		
			01-08-465-77700-325-62335	Contracted Services	\$ 2,500	\$ 2,500		
			01-08-465-77700-325-62437	Contribution to Reserves	\$ 200	\$ 200		
Expense Total					\$ 8,634	\$ 11,410		
Facilities & Operations Total					\$ 3,134	\$ 4,660		
Cheltenham Community Centre Total					\$ 3,134	\$ 4,660		
Inglewood Community Centre	Programs & Community Development	Revenue	01-08-455-75500-445-50250	Program Registrations	\$ (6,000)	\$ (2,940)		
		Revenue Total					\$ (6,000)	\$ (2,940)
	Programs & Community Development Total					\$ (6,000)	\$ (2,940)	
	Support Services	Revenue	01-08-445-77700-445-50060	Auditorium/Room Rentals	\$ (5,000)	\$ (6,410)		
			01-08-445-77700-445-50230	Rentals	\$ (27,503)	\$ (28,053)		
		Revenue Total					\$ (32,503)	\$ (34,463)
		Expense	01-08-445-77700-445-61520	Wages-Casual Temporary	\$ 8,600	\$ 8,700		
			01-08-445-77700-445-61523	Benefits-Casual Temporary	\$ 1,012	\$ 1,080		
			01-08-445-77700-445-62018	Operating Supplies	\$ 400	\$ 400		
			01-08-445-77700-445-62112	Maintenance & Repairs-Building	\$ 2,100	\$ 2,100		
			01-08-445-77700-445-62114	Small Equip Repair/Purchase	\$ 700	\$ 700		
			01-08-445-77700-445-62215	Natural Gas	\$ 2,700	\$ 4,582		
			01-08-445-77700-445-62216	Electricity	\$ 2,160	\$ 3,095		
			01-08-445-77700-445-62217	Water/Waste Water	\$ 142	\$ 142		
			01-08-445-77700-445-62312	Insurance	\$ 4,581	\$ 5,497		
			01-08-445-77700-445-62335	Contracted Services	\$ 4,794	\$ 4,794		
			01-08-445-77700-445-62397	Telephone	\$ 1,000	\$ 1,000		
Expense Total					\$ 28,189	\$ 32,090		
Support Services Total					\$ (4,314)	\$ (2,373)		
Inglewood Community Centre Total					\$ (10,314)	\$ (5,313)		

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Lloyd Wilson Centennial Arena	Programs & Community Development	Revenue	01-08-455-75500-450-50010	Snack Bar Sales	\$ -	\$ (1,000)		
			01-08-455-75500-450-50020	Ice Rentals	\$ (86,700)	\$ (88,434)		
			01-08-455-75500-450-50030	Arena Floor Rentals	\$ (6,000)	\$ (6,120)		
			01-08-455-75500-450-50040	Public Skating	\$ (5,400)	\$ (5,508)		
			01-08-455-75500-450-50100	Vending Machine Sales	\$ (2,000)	\$ (1,000)		
			01-08-455-75500-450-50130	Ice Resurfacers Surcharge	\$ (3,900)	\$ (4,000)		
					01-08-455-75500-450-50250	Program Registrations	\$ (2,000)	\$ (3,000)
				Revenue Total			\$ (106,000)	\$ (109,062)
		Expense	01-08-455-75500-450-61520	Wages-Casual Temporary	\$ 7,940	\$ 8,100		
			01-08-455-75500-450-61523	Benefits-Casual Temporary	\$ 935	\$ 1,005		
			01-08-455-75500-450-62018	Operating Supplies	\$ 6,000	\$ 6,000		
			01-08-455-75500-450-62023	Concession Purchases	\$ 2,000	\$ 750		
			01-08-455-75500-450-62112	Maintenance & Repairs-Building	\$ 3,018	\$ 3,018		
			01-08-455-75500-450-62114	Small Equip Repair/Purchase	\$ 3,018	\$ 3,018		
			01-08-455-75500-450-62215	Natural Gas	\$ 6,666	\$ 8,666		
			01-08-455-75500-450-62216	Electricity	\$ 40,000	\$ 40,000		
			01-08-455-75500-450-62217	Water/Waste Water	\$ 3,621	\$ 3,875		
			01-08-455-75500-450-62312	Insurance	\$ 27,233	\$ 32,679		
			01-08-455-75500-450-62335	Contracted Services	\$ 17,059	\$ 17,059		
			01-08-455-75500-450-62397	Telephone	\$ 1,000	\$ 1,000		
01-08-455-75500-450-62437	Contribution to Reserves		\$ 2,700	\$ 2,700				
			Expense Total	\$ 121,190	\$ 127,870			
		Programs & Community Development Total	\$ 15,190	\$ 18,808				
Lloyd Wilson Centennial Arena Total					\$ 15,190	\$ 18,808		
Margaret Dunn Community Centre	Programs & Community Development	Revenue	01-08-455-75500-455-50250	Program Registrations	\$ (3,500)	\$ (7,000)		
		Revenue Total			\$ (3,500)	\$ (7,000)		
	Programs & Community Development Total					\$ (3,500)	\$ (7,000)	
	Support Services	Revenue	01-08-445-77700-455-50060	Auditorium/Room Rentals	\$ (13,780)	\$ (13,780)		
			01-08-445-77700-455-50230	Rentals	\$ (23,889)	\$ (24,367)		
			Revenue Total		\$ (37,669)	\$ (38,147)		
		Expense	01-08-445-77700-455-61520	Wages-Casual Temporary	\$ 9,800	\$ 9,900		
			01-08-445-77700-455-61523	Benefits-Casual Temporary	\$ 1,153	\$ 1,229		
			01-08-445-77700-455-62018	Operating Supplies	\$ 500	\$ 500		
			01-08-445-77700-455-62112	Maintenance & Repairs-Building	\$ 1,500	\$ 1,500		
			01-08-445-77700-455-62215	Natural Gas	\$ 2,080	\$ 2,846		
			01-08-445-77700-455-62216	Electricity	\$ 8,332	\$ 9,067		
			01-08-445-77700-455-62217	Water/Waste Water	\$ 222	\$ 222		
	01-08-445-77700-455-62312		Insurance	\$ 4,055	\$ 4,866			
	01-08-445-77700-455-62335	Contracted Services	\$ 3,978	\$ 3,978				
		Expense Total		\$ 31,620	\$ 34,108			
			Support Services Total	\$ (6,049)	\$ (4,039)			
	Margaret Dunn Community Centre Total					\$ (9,549)	\$ (11,039)	
	Mayfield Recreation Complex	Facilities & Operations	Expense	01-08-465-73020-460-61510	Salaries-Permanent	\$ 73,925	\$ 77,087	
01-08-465-73020-460-61513				Benefits-Permanent	\$ 21,611	\$ 23,002		
01-08-465-73020-460-61540				Wages-CUPE	\$ 332,893	\$ 391,093		
01-08-465-73020-460-61543				Benefits-CUPE	\$ 106,097	\$ 126,776		
01-08-465-73020-460-62017				Caretaking Supplies	\$ -	\$ 11,388		
01-08-465-73020-460-62018				Operating Supplies	\$ -	\$ 25,484		
01-08-465-73020-460-62112				Maintenance and Repairs - Building	\$ -	\$ 8,807		
01-08-465-73020-460-62114				Small Equipment Repair and Purchase	\$ -	\$ 13,126		
01-08-465-73020-460-62335				Contracted Services	\$ -	\$ 45,209		
				Expense Total	\$ 534,526	\$ 721,972		
			Facilities & Operations Total	\$ 534,526	\$ 721,972			
Programs & Community Development		Revenue	01-08-455-40010-460-50020	Ice Rentals	\$ (234,100)	\$ (234,100)		
			01-08-455-40010-460-50030	Arena Floor Rentals	\$ (16,246)	\$ (16,246)		
			01-08-455-40010-460-50040	Public Skating	\$ (6,000)	\$ -		
			01-08-455-40010-460-50060	Auditorium/Room Rentals	\$ (3,500)	\$ (6,000)		
	01-08-455-40010-460-50130		Ice Resurfacers Surcharge	\$ (7,400)	\$ (7,548)			
	01-08-455-40010-460-50250		Program Registrations	\$ (2,000)	\$ -			
	01-08-455-75200-460-50070		Pool Rentals	\$ (56,100)	\$ (57,222)			
	01-08-455-75200-460-50080		Public Swimming	\$ (26,000)	\$ (27,520)			
	01-08-455-75200-460-50090		Swimming Lessons	\$ (269,500)	\$ (294,890)			
	01-08-455-75300-460-50010		Snack Bar Sales	\$ (52,000)	\$ (40,000)			
	01-08-455-75300-460-50100		Vending Machine Sales	\$ (12,000)	\$ (8,000)			
	01-08-455-75500-460-50040		Public Skating	\$ -	\$ (6,000)			
01-08-455-75500-460-50250	Program Registration	\$ -	\$ (4,000)					

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Mayfield Recreation	Programs & Community Development	Revenue Total				\$ (684,846)	\$ (701,526)		
		Expense	01-08-455-40010-460-61510	Salaries-Permanent	\$ 146,625	\$ 141,684			
			01-08-455-40010-460-61513	Benefits-Permanent	\$ 42,712	\$ 43,230			
			01-08-455-40010-460-61520	Wages-Casual Temporary	\$ 78,480	\$ 79,700			
			01-08-455-40010-460-61523	Benefits-Casual Temporary	\$ 9,237	\$ 9,892			
			01-08-455-40010-460-62011	Office Supplies	\$ -	\$ 4,200			
			01-08-455-40010-460-62014	Uniforms/Protective Clothing	\$ 4,266	\$ 4,266			
			01-08-455-40010-460-62017	Caretaking Supplies	\$ 11,388	\$ -			
			01-08-455-40010-460-62018	Operating Supplies	\$ 8,720	\$ -			
			01-08-455-40010-460-62021	Program Supplies	\$ 5,000	\$ -			
			01-08-455-40010-460-62112	Maintenance & Repairs-Building	\$ 8,907	\$ -			
			01-08-455-40010-460-62114	Small Equip Repair/Purchase	\$ 13,126	\$ -			
			01-08-455-40010-460-62215	Natural Gas	\$ 10,000	\$ 16,165			
			01-08-455-40010-460-62216	Electricity	\$ 50,669	\$ 69,570			
			01-08-455-40010-460-62217	Water/Waste Water	\$ 5,064	\$ 7,276			
			01-08-455-40010-460-62312	Insurance	\$ 36,467	\$ 43,760			
			01-08-455-40010-460-62314	Mileage	\$ 5,000	\$ 5,000			
			01-08-455-40010-460-62335	Contracted Services	\$ 45,209	\$ -			
			01-08-455-40010-460-62397	Telephone	\$ 4,200	\$ 4,200			
			01-08-455-40010-460-62416	Interdepartmental Charges	\$ 1,000	\$ 1,000			
			01-08-455-40010-460-62437	Contribution to Reserves	\$ 6,403	\$ 17,503			
			01-08-455-75200-460-61510	Salaries-Permanent	\$ 67,907	\$ 69,643			
			01-08-455-75200-460-61513	Benefits-Permanent	\$ 24,026	\$ 21,349			
			01-08-455-75200-460-61520	Wages-Casual Temporary	\$ 169,800	\$ 172,300			
			01-08-455-75200-460-61523	Benefits-Casual Temporary	\$ 19,985	\$ 21,386			
			01-08-455-75200-460-62011	Office Supplies	\$ 2,100	\$ -			
			01-08-455-75200-460-62018	Operating Supplies	\$ 16,764	\$ -			
			01-08-455-75200-460-62021	Program Supplies	\$ 5,880	\$ 7,880			
			01-08-455-75200-460-62215	Natural Gas	\$ 20,855	\$ 22,755			
			01-08-455-75200-460-62216	Electricity	\$ 75,000	\$ 85,000			
			01-08-455-75200-460-62217	Water/Waste Water	\$ 11,000	\$ 10,914			
			01-08-455-75300-460-62023	Concession Purchases	\$ 34,700	\$ 30,000			
			01-08-455-75500-460-61510	Salaries-Permanent	\$ 86,353	\$ 115,870			
01-08-455-75500-460-61513	Benefits-Permanent	\$ 27,506	\$ 37,497						
01-08-455-75500-460-62021	Program Supplies	\$ -	\$ 3,000						
01-08-455-75970-460-62018	Operating Supplies	\$ 933	\$ 933						
Expense Total					\$ 1,055,282	\$ 1,045,973			
Programs & Community Development Total					\$ 370,436	\$ 344,447			
Mayfield Recreation Complex Total					\$ 904,962	\$ 1,066,419			
Palgrave Community Ctr	Facilities & Operations	Revenue	01-08-465-77700-345-50060	Auditorium/Room Rentals	\$ (2,000)	\$ (2,000)			
		Revenue Total				\$ (2,000)	\$ (2,000)		
		Expense	01-08-465-77700-345-61520	Wages-Casual Temporary	\$ 11,088	\$ 11,300			
			01-08-465-77700-345-61523	Benefits-Casual Temporary	\$ 1,305	\$ 1,403			
			01-08-465-77700-345-62011	Office Supplies	\$ 500	\$ 500			
			01-08-465-77700-345-62018	Operating Supplies	\$ 2,000	\$ 5,000			
			01-08-465-77700-345-62112	Maintenance & Repairs-Building	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62114	Small Equip Repair/Purchase	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62215	Natural Gas	\$ 4,500	\$ 4,815			
			01-08-465-77700-345-62216	Electricity	\$ 4,000	\$ 4,240			
			01-08-465-77700-345-62217	Waste/Waste Water	\$ 1,600	\$ 1,712			
			01-08-465-77700-345-62312	Insurance	\$ 3,014	\$ 3,617			
			01-08-465-77700-345-62314	Mileage	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62335	Contracted Services	\$ 3,000	\$ 6,000			
			01-08-465-77700-345-62397	Telephone	\$ 1,000	\$ 2,400			
			Expense Total			\$ 35,007	\$ 48,187		
			Facilities & Operations Total					\$ 33,007	\$ 46,187
			Programs & Community Development	Expense	01-08-455-75500-345-61520	Wages-Casual	\$ 4,000	\$ 4,100	
					01-08-455-75500-345-61523	Benefits-Casual	\$ 471	\$ 509	
					Expense Total			\$ 4,471	\$ 4,609
Programs & Community Development Total					\$ 4,471	\$ 4,609			
Palgrave Community Ctr Total					\$ 37,478	\$ 50,796			

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Rotary Place	Facilities & Operations	Expense	01-08-465-73020-355-62114	Small Equip Repair/Purchase	\$ 4,000	\$ 4,000		
			01-08-465-73020-355-62215	Natural Gas	\$ 3,550	\$ 4,869		
			01-08-465-73020-355-62216	Electricity	\$ 8,000	\$ 10,360		
			01-08-465-73020-355-62217	Water/Waste Water	\$ 3,080	\$ 3,296		
			01-08-465-73020-355-62312	Insurance	\$ 3,679	\$ 4,414		
	Expense Total					\$ 22,309	\$ 26,939	
	Facilities & Operations Total					\$ 22,309	\$ 26,939	
	Programs & Community Development	Expense	01-08-455-75500-355-61520	Wages-Casual Temporary	\$ 21,300	\$ 21,600		
			01-08-455-75500-355-61523	Benefits-Casual Temporary	\$ 2,507	\$ 2,681		
			01-08-455-75500-355-62018	Operating Supplies	\$ 7,000	\$ 7,000		
			01-08-455-75500-355-62335	Contracted Services	\$ 17,500	\$ 17,500		
			Expense Total					\$ 48,307
	Programs & Community Development Total					\$ 48,307	\$ 48,781	
	Support Services	Revenue	01-08-445-77700-355-50060	Auditorium/Room Rentals	\$ (19,380)	\$ (19,380)		
		Revenue Total					\$ (19,380)	\$ (19,380)
Support Services Total					\$ (19,380)	\$ (19,380)		
Rotary Place Total					\$ 51,236	\$ 56,340		
Town Hall	Parks Operations	Revenue	01-08-385-71020-365-50308	Park Rentals	\$ (255,782)	\$ (267,372)		
			01-08-385-71020-365-50319	Grants/Subsidies	\$ (7,000)	\$ (7,000)		
		Revenue Total					\$ (262,782)	\$ (274,372)
		Expense	01-08-385-71020-365-61510	Salaries-Permanent	\$ 340,115	\$ 359,013		
			01-08-385-71020-365-61512	Recovery-Salaries-Permanent	\$ (15,000)	\$ (15,000)		
			01-08-385-71020-365-61513	Benefits-Permanent	\$ 94,922	\$ 100,546		
			01-08-385-71020-365-61520	Wages-Casual Temporary	\$ 145,300	\$ 147,500		
			01-08-385-71020-365-61523	Benefits-Casual Temporary	\$ 17,102	\$ 18,308		
			01-08-385-71020-365-61540	Wages-CUPE	\$ 785,619	\$ 852,230		
			01-08-385-71020-365-61541	Overtime-CUPE	\$ 20,075	\$ 36,575		
			01-08-385-71020-365-61543	Benefits-CUPE	\$ 182,408	\$ 190,886		
			01-08-385-71020-365-62014	Uniforms/Protective Clothing	\$ 15,607	\$ 16,407		
			01-08-385-71020-365-62216	Electricity	\$ 35,000	\$ 37,100		
			01-08-385-71020-365-62217	Water/Waste Water	\$ 25,310	\$ 40,310		
			01-08-385-71020-365-62236	Region Landfill	\$ 500	\$ 500		
			01-08-385-71020-365-62239	Equipment	\$ 20,000	\$ 20,000		
			01-08-385-71020-365-62240	Vandalism	\$ 5,501	\$ 5,501		
			01-08-385-71020-365-62258	Sports - Contracts	\$ 10,000	\$ 10,000		
			01-08-385-71020-365-62300	Light Repairs - Parks	\$ 29,317	\$ 29,317		
			01-08-385-71020-365-62310	Training/Development/Seminars	\$ 8,000	\$ 8,000		
			01-08-385-71020-365-62311	Memberships/Dues	\$ 2,800	\$ 2,800		
			01-08-385-71020-365-62312	Insurance	\$ 55,514	\$ 66,617		
			01-08-385-71020-365-62314	Mileage	\$ 4,000	\$ 4,400		
			01-08-385-71020-365-62319	Grants	\$ 25,000	\$ 25,000		
			01-08-385-71020-365-62325	Caledon Trailway Maintenance	\$ 6,367	\$ 6,367		
			01-08-385-71020-365-62335	Contracted Services	\$ 109,706	\$ 128,706		
			01-08-385-71020-365-62339	Communication Equipment	\$ 2,000	\$ 2,000		
			01-08-385-71020-365-62358	Materials	\$ 67,200	\$ 67,200		
			01-08-385-71020-365-62381	Tree Planting	\$ 25,808	\$ 25,808		
			01-08-385-71020-365-62418	Debt Repayment	\$ 22,300	\$ 22,300		
			01-08-385-71050-365-62312	Insurance	\$ 4,621	\$ 5,545		
		01-08-385-71050-365-62335	Contracted Services	\$ 97,500	\$ -			
		Expense Total					\$ 2,142,592	\$ 2,213,936
		Parks Operations Total					\$ 1,879,810	\$ 1,939,564
		Programs & Community Development	Revenue	01-08-455-75900-365-50760	Special Events	\$ (29,000)	\$ (39,000)	
01-08-455-75910-365-50051	Uniforms - Recovery			\$ (2,000)	\$ (2,000)			
01-08-455-75910-365-50250	Program Registrations			\$ (290,000)	\$ (315,800)			
01-08-455-75910-365-50255	Extended Camp Fees			\$ (18,000)	\$ (19,360)			
01-08-455-75910-365-50258	Reach for the Rainbow			\$ (20,000)	\$ (20,000)			
01-08-455-75910-365-50319	Grants/Subsidies			\$ (15,800)	\$ (15,800)			
Revenue Total					\$ (374,800)	\$ (411,960)		
Expense	01-08-455-40010-365-61510		Salaries-Permanent	\$ 112,306	\$ 109,405			
	01-08-455-40010-365-61513		Benefits-Permanent	\$ 29,128	\$ 28,886			
	01-08-455-40010-365-62311		Memberships/Dues	\$ 4,050	\$ 4,050			
	01-08-455-40010-365-62314		Mileage	\$ 1,800	\$ 1,800			
	01-08-455-40010-365-62356		Community Development	\$ 2,500	\$ 2,500			
	01-08-455-40010-365-62357		Marketing & Promotion	\$ 3,000	\$ 3,000			
	01-08-455-75900-365-62018		Operating Supplies	\$ 2,700	\$ 5,200			
	01-08-455-75900-365-62315		Printing & Advertising	\$ 1,200	\$ 3,700			
	01-08-455-75900-365-62335		Contracted Services	\$ 35,000	\$ 40,000			
	01-08-455-75910-365-61520		Wages-Casual Temporary	\$ 212,600	\$ 215,800			
	01-08-455-75910-365-61523		Benefits-Casual Temporary	\$ 25,023	\$ 26,785			
	01-08-455-75910-365-62014	Uniforms/Protective Clothing	\$ 4,000	\$ 6,000				
01-08-455-75910-365-62021	Program Supplies	\$ 11,000	\$ 9,000					
01-08-455-75910-365-62025	Camp Merchandise	\$ 4,000	\$ -					
01-08-455-75910-365-62233	Program Expenses	\$ 15,000	\$ 19,000					

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Town Hall	Programs & Community Development	Expense	01-08-455-75910-365-62314	Mileage	\$ 1,000	\$ 1,000			
			01-08-455-75910-365-62335	Contracted Services	\$ 5,500	\$ 5,500			
			01-08-455-75910-365-62348	Transportation/Bus Rental	\$ 5,500	\$ 5,500			
			01-08-455-75970-365-62315	Printing & Advertising	\$ 1,101	\$ -			
			01-08-455-75970-365-62335	Contracted Services	\$ 11,500	\$ 11,500			
			01-08-455-77800-365-61510	Salaries-Permanent	\$ 278,925	\$ 211,786			
			01-08-455-77800-365-61512	Salaries - Recovery	\$ (40,000)	\$ (40,000)			
			01-08-455-77800-365-61513	Benefits-Permanent	\$ 79,657	\$ 56,390			
			01-08-455-77800-365-62018	Operating Supplies	\$ 4,988	\$ 4,988			
			01-08-455-77800-365-62114	Small Equip Repair/Purchase	\$ 500	\$ 500			
			01-08-455-77800-365-62310	Training/Development/Seminars	\$ 36,715	\$ 37,215			
			01-08-455-77800-365-62311	Memberships/Dues	\$ 2,600	\$ 4,300			
			01-08-455-77800-365-62314	Mileage	\$ 1,616	\$ 1,616			
			01-08-455-77800-365-62315	Printing & Advertising	\$ 1,349	\$ 1,349			
			01-08-455-77800-365-62335	Contracted Services	\$ 21,370	\$ 21,370			
			01-08-455-77800-365-62396	Mobile Phones / Pagers	\$ 23,653	\$ 15,000			
			Expense Total					\$ 899,281	\$ 813,140
	Programs & Community Development Total					\$ 524,481	\$ 401,180		
	Town Hall	Support Services	Revenue	01-08-445-77700-365-50232	Arena Board Advertising	\$ (15,560)	\$ (20,560)		
				01-08-445-77700-365-50417	All Sport Insurance	\$ (15,000)	\$ (8,300)		
				01-08-445-77700-365-50533	Advertising Sales-External	\$ (15,000)	\$ (16,000)		
			Revenue Total					\$ (45,560)	\$ (44,860)
			Expense	01-08-445-40010-365-61510	Salaries-Permanent	\$ 456,068	\$ 602,843		
				01-08-445-40010-365-61513	Benefits-Permanent	\$ 129,112	\$ 173,192		
				01-08-445-40010-365-61520	Wages-Casual Temporary	\$ 985	\$ -		
				01-08-445-40010-365-61523	Benefits-Casual Temporary	\$ (2,319)	\$ -		
				01-08-445-40010-365-62018	Operating Supplies	\$ -	\$ 1,500		
01-08-445-40010-365-62020				E-Registration Fees	\$ 20,000	\$ 20,000			
01-08-445-40010-365-62314				Mileage	\$ 3,200	\$ 4,200			
01-08-445-40010-365-62315				Printing & Advertising	\$ 70,000	\$ 71,101			
01-08-445-40010-365-62335				Contracted Services	\$ -	\$ 1,500			
01-08-445-40010-365-62411	Sundry	\$ 5,118		\$ 1,118					
01-08-445-77700-365-62326	Game Day Insurance	\$ -	\$ 8,300						
Expense Total					\$ 682,164	\$ 883,754			
Support Services Total					\$ 636,604	\$ 838,894			
Town Hall Total					\$ 3,040,895	\$ 3,179,638			
Victoria Parks Community Centre	Facilities & Operations	Revenue	01-08-465-77700-370-50060	Auditorium/Room Rentals	\$ (8,000)	\$ (8,000)			
		Revenue Total					\$ (8,000)	\$ (8,000)	
		Expense	01-08-465-77700-370-61520	Wages-Casual Temporary	\$ 6,000	\$ 6,100			
			01-08-465-77700-370-61523	Benefits-Casual Temporary	\$ 780	\$ 757			
			01-08-465-77700-370-62014	Uniforms/Protective Clothing	\$ 100	\$ 100			
			01-08-465-77700-370-62018	Operating Supplies	\$ 200	\$ 200			
			01-08-465-77700-370-62112	Maintenance & Repairs-Building	\$ 2,000	\$ 2,000			
			01-08-465-77700-370-62114	Small Equip Repair/Purchase	\$ 200	\$ 200			
			01-08-465-77700-370-62215	Natural Gas	\$ 1,580	\$ 3,460			
			01-08-465-77700-370-62216	Electricity	\$ 2,036	\$ 2,036			
			01-08-465-77700-370-62217	Waste/Waste Water	\$ 105	\$ 105			
			01-08-465-77700-370-62312	Insurance	\$ 1,904	\$ 2,285			
			01-08-465-77700-370-62335	Contracted Services	\$ 3,000	\$ 3,000			
			01-08-465-77700-370-62397	Telephone	\$ 400	\$ 400			
			01-08-465-77700-370-62437	Contribution to Reserves	\$ 400	\$ 400			
			Expense Total					\$ 18,705	\$ 21,043
Facilities & Operations Total					\$ 10,705	\$ 13,043			
Victoria Parks Community Centre Total					\$ 10,705	\$ 13,043			
Total for Parks and Recreation by Location					\$ 6,637,757	\$ 7,067,557			

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Administration	Programs & Community Development	Revenue	01-08-455-40010-460-50020	Ice Rentals	\$ (234,100)	\$ (234,100)			
			01-08-455-40010-460-50030	Arena Floor Rentals	\$ (16,246)	\$ (16,246)			
			01-08-455-40010-460-50040	Public Skating	\$ (6,000)	\$ -			
			01-08-455-40010-460-50060	Auditorium/Room Rentals	\$ (3,500)	\$ (6,000)			
			01-08-455-40010-460-50130	Ice Resurfacers Surcharge	\$ (7,400)	\$ (7,548)			
			01-08-455-40010-460-50250	Program Registrations	\$ (2,000)	\$ -			
		Revenue Total					\$ (269,246)	\$ (263,894)	
		Expense	01-08-455-40010-365-61510	Salaries-Permanent	\$ 112,306	\$ 109,405			
			01-08-455-40010-365-61513	Benefits-Permanent	\$ 29,128	\$ 28,886			
			01-08-455-40010-365-62311	Memberships/Dues	\$ 4,050	\$ 4,050			
			01-08-455-40010-365-62314	Mileage	\$ 1,800	\$ 1,800			
			01-08-455-40010-365-62356	Community Development	\$ 2,500	\$ 2,500			
			01-08-455-40010-365-62357	Marketing & Promotion	\$ 3,000	\$ 3,000			
			01-08-455-40010-420-61510	Salaries-Permanent	\$ 150,644	\$ 152,512			
			01-08-455-40010-420-61513	Benefits-Permanent	\$ 43,619	\$ 44,889			
			01-08-455-40010-420-61520	Wages-Casual Temporary	\$ 269,500	\$ 273,500			
			01-08-455-40010-420-61523	Benefits-Casual Temporary	\$ 31,720	\$ 33,947			
			01-08-455-40010-420-62014	Uniforms/Protective Clothing	\$ 750	\$ 750			
			01-08-455-40010-420-62018	Operating Supplies	\$ 12,400	\$ 12,400			
			01-08-455-40010-420-62024	Pro Shop Supplies	\$ 15,000	\$ 15,000			
			01-08-455-40010-420-62215	Natural Gas	\$ 65,000	\$ 75,000			
			01-08-455-40010-420-62216	Electricity	\$ 208,136	\$ 218,136			
			01-08-455-40010-420-62217	Water/Waste Water	\$ 16,084	\$ 20,084			
			01-08-455-40010-420-62312	Insurance	\$ 58,078	\$ 69,693			
			01-08-455-40010-420-62314	Mileage	\$ 5,146	\$ 5,146			
			01-08-455-40010-420-62397	Telephone	\$ 5,000	\$ 5,000			
			01-08-455-40010-420-62418	Debt Repayment	\$ 219,700	\$ 219,700			
			01-08-455-40010-430-61510	Salaries-Permanent	\$ 146,864	\$ 148,474			
			01-08-455-40010-430-61513	Benefits-Permanent	\$ 40,436	\$ 44,738			
			01-08-455-40010-460-61510	Salaries-Permanent	\$ 146,625	\$ 141,684			
			01-08-455-40010-460-61513	Benefits-Permanent	\$ 42,712	\$ 43,230			
			01-08-455-40010-460-61520	Wages-Casual Temporary	\$ 78,480	\$ 79,700			
			01-08-455-40010-460-61523	Benefits-Casual Temporary	\$ 9,237	\$ 9,892			
			01-08-455-40010-460-62011	Office Supplies	\$ -	\$ 4,200			
			01-08-455-40010-460-62014	Uniforms/Protective Clothing	\$ 4,266	\$ 4,266			
			01-08-455-40010-460-62017	Caretaking Supplies	\$ 11,388	\$ -			
			01-08-455-40010-460-62018	Operating Supplies	\$ 8,720	\$ -			
			01-08-455-40010-460-62021	Program Supplies	\$ 5,000	\$ -			
			01-08-455-40010-460-62112	Maintenance & Repairs-Building	\$ 8,907	\$ -			
			01-08-455-40010-460-62114	Small Equip Repair/Purchase	\$ 13,126	\$ -			
			01-08-455-40010-460-62215	Natural Gas	\$ 10,000	\$ 16,165			
			01-08-455-40010-460-62216	Electricity	\$ 50,669	\$ 69,570			
			01-08-455-40010-460-62217	Water/Waste Water	\$ 5,064	\$ 7,276			
			01-08-455-40010-460-62312	Insurance	\$ 36,467	\$ 43,760			
			01-08-455-40010-460-62314	Mileage	\$ 5,000	\$ 5,000			
			01-08-455-40010-460-62335	Contracted Services	\$ 45,209	\$ -			
			01-08-455-40010-460-62397	Telephone	\$ 4,200	\$ 4,200			
			01-08-455-40010-460-62416	Interdepartmental Charges	\$ 1,000	\$ 1,000			
			01-08-455-40010-460-62437	Contribution to Reserves	\$ 6,403	\$ 17,503			
			Expense Total					\$ 1,933,334	\$ 1,936,056
			Programs & Community Development Total					\$ 1,664,088	\$ 1,672,162
			Support Services	Expense	01-08-445-40010-365-61510	Salaries-Permanent	\$ 456,068	\$ 602,843	
01-08-445-40010-365-61513	Benefits-Permanent				\$ 129,112	\$ 173,192			
01-08-445-40010-365-61520	Wages-Casual Temporary	\$ 985			\$ -				
01-08-445-40010-365-61523	Benefits-Casual Temporary	\$ (2,319)			\$ -				
01-08-445-40010-365-62018	Operating Supplies	\$ -			\$ 1,500				
01-08-445-40010-365-62020	E-Registration Fees	\$ 20,000			\$ 20,000				
01-08-445-40010-365-62314	Mileage	\$ 3,200			\$ 4,200				
01-08-445-40010-365-62315	Printing & Advertising	\$ 70,000			\$ 71,101				
01-08-445-40010-365-62335	Contracted Services	\$ -			\$ 1,500				
01-08-445-40010-365-62411	Sundry	\$ 5,118			\$ 1,118				
Expense Total					\$ 682,164	\$ 875,454			
Support Services Total					\$ 682,164	\$ 875,454			
Administration Total					\$ 2,346,252	\$ 2,547,616			

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Aquatics	Programs & Community Development	Revenue	01-08-455-75200-420-50050	Miscellaneous	\$ (5,400)	\$ (5,400)		
			01-08-455-75200-420-50080	Public Swimming	\$ (33,500)	\$ (35,170)		
			01-08-455-75200-420-50090	Swimming Lessons	\$ (372,000)	\$ (379,440)		
			01-08-455-75200-420-50180	Pay As You Go	\$ (22,000)	\$ (22,440)		
			01-08-455-75200-420-50243	Special Programs-taxable	\$ (37,500)	\$ (43,340)		
			01-08-455-75200-460-50070	Pool Rentals	\$ (56,100)	\$ (57,222)		
			01-08-455-75200-460-50080	Public Swimming	\$ (26,000)	\$ (27,520)		
			01-08-455-75200-460-50090	Swimming Lessons	\$ (269,500)	\$ (294,890)		
		Revenue Total					\$ (822,000)	\$ (865,422)
		Expense	01-08-455-75200-420-61510	Salaries-Permanent	\$ 124,064	\$ 123,617		
			01-08-455-75200-420-61513	Benefits-Permanent	\$ 32,132	\$ 39,217		
			01-08-455-75200-420-61520	Wages-Casual Temporary	\$ 236,385	\$ 239,900		
			01-08-455-75200-420-61523	Benefits-Casual Temporary	\$ 28,889	\$ 29,776		
			01-08-455-75200-420-62014	Uniforms/Protective Clothing	\$ 3,900	\$ 3,900		
			01-08-455-75200-420-62021	Program Supplies	\$ 4,000	\$ 4,000		
			01-08-455-75200-420-62414	Special Programs	\$ 17,588	\$ 20,088		
			01-08-455-75200-425-62312	Insurance	\$ 5,494	\$ -		
			01-08-455-75200-425-62437	Contribution to Reserves	\$ 124,799	\$ 124,799		
			01-08-455-75200-460-61510	Salaries-Permanent	\$ 67,907	\$ 69,643		
			01-08-455-75200-460-61513	Benefits-Permanent	\$ 24,026	\$ 21,349		
			01-08-455-75200-460-61520	Wages-Casual Temporary	\$ 169,800	\$ 172,300		
			01-08-455-75200-460-61523	Benefits-Casual Temporary	\$ 19,985	\$ 21,386		
			01-08-455-75200-460-62011	Office Supplies	\$ 2,100	\$ -		
			01-08-455-75200-460-62018	Operating Supplies	\$ 16,764	\$ -		
			01-08-455-75200-460-62021	Program Supplies	\$ 5,880	\$ 7,880		
			01-08-455-75200-460-62215	Natural Gas	\$ 20,855	\$ 22,755		
			01-08-455-75200-460-62216	Electricity	\$ 75,000	\$ 85,000		
01-08-455-75200-460-62217	Water/Waste Water		\$ 11,000	\$ 10,914				
Expense Total					\$ 990,568	\$ 996,524		
Programs & Community Development Total					\$ 168,568	\$ 131,102		
Aquatics Total					\$ 168,568	\$ 131,102		
Caledon Day	Programs & Community Development	Revenue	01-08-455-75900-365-50760	Special Events	\$ (29,000)	\$ (39,000)		
			Revenue Total					\$ (29,000)
		Expense	01-08-455-75900-365-62018	Operating Supplies	\$ 2,700	\$ 5,200		
			01-08-455-75900-365-62315	Printing & Advertising	\$ 1,200	\$ 3,700		
			01-08-455-75900-365-62335	Contracted Services	\$ 35,000	\$ 40,000		
Expense Total					\$ 38,900	\$ 48,900		
Programs & Community Development Total					\$ 9,900	\$ 9,900		
Caledon Day Total					\$ 9,900	\$ 9,900		
Camp Programs	Programs & Community Development	Revenue	01-08-455-75910-365-50051	Uniforms - Recovery	\$ (2,000)	\$ (2,000)		
			01-08-455-75910-365-50250	Program Registrations	\$ (290,000)	\$ (315,800)		
			01-08-455-75910-365-50255	Extended Camp Fees	\$ (18,000)	\$ (19,360)		
			01-08-455-75910-365-50258	Reach for the Rainbow	\$ (20,000)	\$ (20,000)		
			01-08-455-75910-365-50319	Grants/Subsidies	\$ (15,800)	\$ (15,800)		
		Revenue Total					\$ (345,800)	\$ (372,960)
		Expense	01-08-455-75910-365-61520	Wages-Casual Temporary	\$ 212,600	\$ 215,800		
			01-08-455-75910-365-61523	Benefits-Casual Temporary	\$ 25,223	\$ 26,785		
			01-08-455-75910-365-62014	Uniforms/Protective Clothing	\$ 4,000	\$ 6,000		
			01-08-455-75910-365-62021	Program Supplies	\$ 11,000	\$ 9,000		
			01-08-455-75910-365-62025		\$ 4,000	\$ -		
			01-08-455-75910-365-62233	Program Expenses	\$ 15,000	\$ 19,000		
			01-08-455-75910-365-62314	Mileage	\$ 1,000	\$ 1,000		
			01-08-455-75910-365-62335	Contracted Services	\$ 5,500	\$ 5,500		
01-08-455-75910-365-62348	Transportation/Bus Rental		\$ 5,500	\$ 5,500				
Expense Total					\$ 283,623	\$ 288,585		
Programs & Community Development Total					\$ (62,177)	\$ (84,375)		
Camp Programs Total					\$ (62,177)	\$ (84,375)		
Concessions	Programs & Community Development	Revenue	01-08-455-75300-405-50010	Snack Bar Sales	\$ (20,000)	\$ (20,000)		
			01-08-455-75300-420-50010	Snack Bar Sales	\$ (21,000)	\$ (21,000)		
			01-08-455-75300-420-50050	Miscellaneous	\$ (20,000)	\$ (20,000)		
			01-08-455-75300-420-50060	Auditorium/Room Rentals	\$ (22,000)	\$ (22,000)		
			01-08-455-75300-420-50120	Pro Shop Sales	\$ (25,000)	\$ (25,000)		
			01-08-455-75300-420-50135	Treatment Room	\$ (1,770)	\$ (1,770)		
			01-08-455-75300-420-50220	Child Minding	\$ (9,500)	\$ -		
			01-08-455-75300-420-50231	Racquet/Equipmt Rental	\$ (2,000)	\$ (2,000)		
			01-08-455-75300-460-50010	Snack Bar Sales	\$ (52,000)	\$ (40,000)		
			01-08-455-75300-460-50100	Vending Machine Sales	\$ (12,000)	\$ (8,000)		
			Revenue Total					\$ (185,270)
		Expense	01-08-455-75300-405-62023	Concession Purchases	\$ 13,600	\$ 13,600		
			01-08-455-75300-460-62023	Concession Purchases	\$ 34,700	\$ 30,000		
		Expense Total					\$ 48,300	\$ 43,600
		Programs & Community Development Total					\$ (136,970)	\$ (116,170)
Concessions Total					\$ (136,970)	\$ (116,170)		

TOWN OF CALEDON
 2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Corporate Events	Programs & Community Development	Expense	01-08-455-75970-365-62315	Printing & Advertising	\$ 1,101	\$ -
			01-08-455-75970-365-62335	Contracted Services	\$ 11,500	\$ 11,500
			01-08-455-75970-420-62018	Operating Supplies	\$ 2,933	\$ 2,933
			01-08-455-75970-430-62018	Operating Supplies	\$ 933	\$ 933
			01-08-455-75970-460-62018	Operating Supplies	\$ 933	\$ 933
		Expense Total		\$ 17,400	\$ 16,299	
Programs & Community Development Total					\$ 17,400	\$ 16,299
Corporate Events Total					\$ 17,400	\$ 16,299
Fitness	Programs & Community Development	Revenue	01-08-455-75400-420-50050	Miscellaneous	\$ (2,600)	\$ (2,600)
			01-08-455-75400-420-50160	Memberships	\$ (675,000)	\$ (738,500)
			01-08-455-75400-420-50180	Pay As You Go	\$ (85,000)	\$ (61,200)
			01-08-455-75400-420-50210	Lessons	\$ (75,000)	\$ (75,000)
			01-08-455-75400-420-50220	Child Minding	\$ -	\$ (9,500)
			01-08-455-75400-420-50242	Special Programs	\$ (65,000)	\$ (52,500)
			01-08-455-75400-420-50250	Program Registrations	\$ (35,000)	\$ (22,500)
		Revenue Total		\$ (937,600)	\$ (961,800)	
		Expense	01-08-455-75400-420-61510	Salaries-Permanent	\$ 121,326	\$ 123,137
			01-08-455-75400-420-61513	Benefits-Permanent	\$ 31,549	\$ 39,111
			01-08-455-75400-420-61520	Wages-Casual Temporary	\$ 207,585	\$ 210,700
			01-08-455-75400-420-61523	Benefits-Casual Temporary	\$ 25,499	\$ 26,152
			01-08-455-75400-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200
			01-08-455-75400-420-62021	Program Supplies	\$ 4,000	\$ 4,000
			01-08-455-75400-420-62114	Small Equip Repair/Purchase	\$ 14,000	\$ 14,000
			01-08-455-75400-420-62414	Special Programs	\$ 10,000	\$ 10,000
		Expense Total		\$ 415,159	\$ 428,300	
Programs & Community Development Total				\$ (522,441)	\$ (533,500)	
Fitness Total					\$ (522,441)	\$ (533,500)
General Programs	Facilities & Operations	Revenue	01-08-465-75500-325-50250	Program Registrations	\$ (1,000)	\$ (2,250)
	Revenue Total				\$ (1,000)	\$ (2,250)
Facilities & Operations Total					\$ (1,000)	\$ (2,250)
General Programs	Programs & Community Development	Revenue	01-08-455-75500-405-50020	Ice Rentals	\$ (280,000)	\$ (285,600)
			01-08-455-75500-405-50030	Arena Floor Rentals	\$ (17,000)	\$ (17,340)
			01-08-455-75500-405-50040	Public Skating	\$ (14,000)	\$ (15,280)
			01-08-455-75500-405-50050	Miscellaneous	\$ (29,000)	\$ (29,000)
			01-08-455-75500-405-50120	Pro Shop Sales	\$ (9,180)	\$ (9,180)
			01-08-455-75500-405-50130	Ice Resurfacer Surcharge	\$ (9,000)	\$ (9,180)
			01-08-455-75500-420-50180	Pay As You Go	\$ (10,000)	\$ (10,200)
			01-08-455-75500-420-50230	Rentals	\$ (16,500)	\$ (16,500)
			01-08-455-75500-420-50235	Fundraising	\$ (13,600)	\$ (13,600)
			01-08-455-75500-420-50242	Special Programs	\$ (149,000)	\$ (158,580)
			01-08-455-75500-430-50010	Snack Bar Sales	\$ (102,500)	\$ (102,500)
			01-08-455-75500-430-50020	Ice Rentals	\$ (645,000)	\$ (657,900)
			01-08-455-75500-430-50030	Arena Floor Rentals	\$ (11,000)	\$ (11,220)
			01-08-455-75500-430-50040	Public Skating	\$ (17,000)	\$ (18,340)
			01-08-455-75500-430-50130	Ice Resurfacer Surcharge	\$ (20,000)	\$ (20,400)
			01-08-455-75500-430-50250	Program Registrations	\$ (26,000)	\$ (26,520)
			01-08-455-75500-445-50250	Program Registrations	\$ (6,000)	\$ (2,940)
			01-08-455-75500-450-50010	Snack Bar Sales	\$ -	\$ (1,000)
			01-08-455-75500-450-50020	Ice Rentals	\$ (86,700)	\$ (88,434)
			01-08-455-75500-450-50030	Arena Floor Rentals	\$ (6,000)	\$ (6,120)
			01-08-455-75500-450-50040	Public Skating	\$ (5,400)	\$ (5,508)
			01-08-455-75500-450-50100	Vending Machine Sales	\$ (2,000)	\$ (1,000)
			01-08-455-75500-450-50130	Ice Resurfacer Surcharge	\$ (3,900)	\$ (4,000)
			01-08-455-75500-450-50250	Program Registrations	\$ (2,000)	\$ (3,000)
			01-08-455-75500-455-50250	Program Registrations	\$ (3,500)	\$ (7,000)
			01-08-455-75500-460-50040	Public Skating	\$ -	\$ (6,000)
			01-08-455-75500-460-50250	Program Registration	\$ -	\$ (4,000)
Revenue Total				\$ (1,484,280)	\$ (1,530,342)	

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
General Programs	Programs & Community Development	Expense	01-08-455-75500-345-61520	Wages-Casual	\$ 4,000	\$ 4,100
			01-08-455-75500-345-61523	Benefits-Casual	\$ 471	\$ 509
			01-08-455-75500-355-61520	Wages-Casual Temporary	\$ 21,300	\$ 21,600
			01-08-455-75500-355-61523	Benefits-Casual Temporary	\$ 2,507	\$ 2,681
			01-08-455-75500-355-62018	Operating Supplies	\$ 7,000	\$ 7,000
			01-08-455-75500-355-62335	Contracted Services	\$ 17,500	\$ 17,500
			01-08-455-75500-405-61520	Wages-Casual Temporary	\$ 34,975	\$ 35,500
			01-08-455-75500-405-61523	Benefits-Casual Temporary	\$ 6,215	\$ 4,406
			01-08-455-75500-405-62215	Natural Gas	\$ 13,000	\$ 14,500
			01-08-455-75500-405-62216	Electricity	\$ 65,048	\$ 66,998
			01-08-455-75500-405-62217	Water/Waste Water	\$ 4,563	\$ 8,167
			01-08-455-75500-405-62397	Telephone	\$ 1,500	\$ 1,500
			01-08-455-75500-405-62437	Contribution to Reserves	\$ 6,967	\$ 6,967
			01-08-455-75500-420-61510	Salaries-Permanent	\$ 119,975	\$ 140,348
			01-08-455-75500-420-61513	Benefits-Permanent	\$ 37,916	\$ 42,933
			01-08-455-75500-420-61520	Wages-Casual Temporary	\$ 148,485	\$ 175,700
			01-08-455-75500-420-61523	Benefits-Casual Temporary	\$ 18,543	\$ 21,705
			01-08-455-75500-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200
			01-08-455-75500-420-62018	Operating Supplies	\$ 1,768	\$ 1,768
			01-08-455-75500-420-62021	Program Supplies	\$ 5,950	\$ 5,950
			01-08-455-75500-420-62335	Contracted Services	\$ 7,500	\$ 7,500
			01-08-455-75500-420-62414	Special Programs	\$ 2,000	\$ 2,000
			01-08-455-75500-420-62416	Interdepartmental Charges	\$ 3,000	\$ 3,000
			01-08-455-75500-430-61510	Salaries-Permanent	\$ 116,816	\$ 131,974
			01-08-455-75500-430-61513	Benefits-Permanent	\$ 24,955	\$ 41,073
			01-08-455-75500-430-61520	Wages-Casual Temporary	\$ 164,580	\$ 167,000
			01-08-455-75500-430-61523	Benefits-Casual Temporary	\$ 19,371	\$ 20,728
			01-08-455-75500-430-62011	Office Supplies	\$ 2,000	\$ 2,000
			01-08-455-75500-430-62014	Uniforms/Protective Clothing	\$ 4,631	\$ 4,631
			01-08-455-75500-430-62017	Caretaking Supplies	\$ 14,649	\$ 14,649
			01-08-455-75500-430-62018	Operating Supplies	\$ 16,804	\$ 16,804
			01-08-455-75500-430-62021	Program Supplies	\$ 6,304	\$ 6,304
			01-08-455-75500-430-62023	Concession Purchases	\$ 61,250	\$ 61,250
			01-08-455-75500-430-62112	Maintenance & Repairs-Building	\$ 14,064	\$ 21,564
			01-08-455-75500-430-62114	Small Equip Repair/Purchase	\$ 17,425	\$ 17,425
			01-08-455-75500-430-62216	Electricity	\$ 218,999	\$ 218,999
			01-08-455-75500-430-62217	Water/Waste Water	\$ 8,930	\$ 8,930
			01-08-455-75500-430-62312	Insurance	\$ 55,670	\$ 66,804
			01-08-455-75500-430-62314	Mileage	\$ 2,100	\$ 2,100
			01-08-455-75500-430-62335	Contracted Services	\$ 75,000	\$ 75,000
			01-08-455-75500-430-62397	Telephone	\$ 5,274	\$ 5,274
			01-08-455-75500-430-62416	Interdepartmental Charges	\$ 1,500	\$ 1,500
			01-08-455-75500-430-62418	Debt Repayment	\$ 128,300	\$ 128,300
			01-08-455-75500-450-61520	Wages-Casual Temporary	\$ 7,940	\$ 8,100
			01-08-455-75500-450-61523	Benefits-Casual Temporary	\$ 935	\$ 1,005
			01-08-455-75500-450-62018	Operating Supplies	\$ 6,000	\$ 6,000
			01-08-455-75500-450-62023	Concession Purchases	\$ 2,000	\$ 750
			01-08-455-75500-450-62112	Maintenance & Repairs-Building	\$ 3,018	\$ 3,018
			01-08-455-75500-450-62114	Small Equip Repair/Purchase	\$ 3,018	\$ 3,018
			01-08-455-75500-450-62215	Natural Gas	\$ 6,666	\$ 8,666
			01-08-455-75500-450-62216	Electricity	\$ 40,000	\$ 40,000
			01-08-455-75500-450-62217	Water/Waste Water	\$ 3,621	\$ 3,875
			01-08-455-75500-450-62312	Insurance	\$ 27,233	\$ 32,679
			01-08-455-75500-450-62335	Contracted Services	\$ 17,059	\$ 17,059
			01-08-455-75500-450-62397	Telephone	\$ 1,000	\$ 1,000
01-08-455-75500-450-62437	Contribution to Reserves	\$ 2,700	\$ 2,700			
01-08-455-75500-460-61510	Salaries-Permanent	\$ 86,353	\$ 115,870			
01-08-455-75500-460-61513	Benefits-Permanent	\$ 27,506	\$ 37,497			
01-08-455-75500-460-62021	Program Supplies	\$ -	\$ 3,000			
Expense Total					\$ 1,725,054	\$ 1,890,078
Programs & Community Development Total					\$ 240,774	\$ 359,736
General Programs Total					\$ 239,774	\$ 357,486
Municipal Designation Program	Parks Operations	Expense	01-08-385-71050-365-62312	Insurance	\$ 4,621	\$ 5,545
			01-08-385-71050-365-62335	Contracted Services	\$ 97,500	\$ -
		Expense Total		\$ 102,121	\$ 5,545	
Parks Operations Total					\$ 102,121	\$ 5,545
Municipal Designation Program Total					\$ 102,121	\$ 5,545

TOWN OF CALEDON
 2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Operations	Facilities & Operations	Expense	01-08-465-73020-355-62114	Small Equip Repair/Purchase	\$ 4,000	\$ 4,000			
			01-08-465-73020-355-62215	Natural Gas	\$ 3,550	\$ 4,869			
			01-08-465-73020-355-62216	Electricity	\$ 8,000	\$ 10,360			
			01-08-465-73020-355-62217	Water/Waste Water	\$ 3,080	\$ 3,296			
			01-08-465-73020-355-62312	Insurance	\$ 3,679	\$ 4,414			
			01-08-465-73020-405-61520	Wages-Casual Temporary	\$ 45,100	\$ 45,800			
			01-08-465-73020-405-61523	Benefits-Casual Temporary	\$ 5,308	\$ 5,685			
			01-08-465-73020-405-61540	Wages-CUPE	\$ 174,071	\$ 117,259			
			01-08-465-73020-405-61543	Benefits-CUPE	\$ 54,672	\$ 37,808			
			01-08-465-73020-405-62011	Office Supplies	\$ 500	\$ 500			
			01-08-465-73020-405-62014	Uniforms/Protective Clothing	\$ 2,621	\$ 2,621			
			01-08-465-73020-405-62017	Caretaking Supplies	\$ 7,313	\$ 7,313			
			01-08-465-73020-405-62018	Operating Supplies	\$ 14,802	\$ 19,802			
			01-08-465-73020-405-62112	Maintenance & Repairs-Building	\$ 16,126	\$ 16,126			
			01-08-465-73020-405-62114	Small Equip Repair/Purchase	\$ 8,532	\$ 8,532			
			01-08-465-73020-405-62215	Natural Gas	\$ 2,000	\$ 2,140			
			01-08-465-73020-405-62216	Electricity	\$ 10,097	\$ 16,097			
			01-08-465-73020-405-62217	Water/Waste Water	\$ 3,013	\$ 3,224			
			01-08-465-73020-405-62312	Insurance	\$ 51,800	\$ 62,160			
			01-08-465-73020-405-62335	Contracted Services	\$ 47,123	\$ 42,123			
			01-08-465-73020-405-62397	Telephone	\$ 550	\$ 550			
			01-08-465-73020-405-62437	Contribution to Reserves	\$ 1,930	\$ 1,930			
			01-08-465-73020-420-61510	Salaries-Permanent	\$ 75,991	\$ 77,970			
			01-08-465-73020-420-61513	Benefits-Permanent	\$ 22,051	\$ 23,198			
			01-08-465-73020-420-61520	Wages-Casual Temporary	\$ 40,000	\$ 40,600			
			01-08-465-73020-420-61523	Benefits-Casual Temporary	\$ 4,708	\$ 5,039			
			01-08-465-73020-420-61540	Wages-CUPE	\$ 337,730	\$ 350,320			
			01-08-465-73020-420-61543	Benefits-CUPE	\$ 107,126	\$ 113,094			
			01-08-465-73020-420-62014	Uniforms/Protective Clothing	\$ 3,200	\$ 3,200			
			01-08-465-73020-420-62017	Caretaking Supplies	\$ 16,800	\$ 21,800			
			01-08-465-73020-420-62018	Operating Supplies	\$ 53,100	\$ 48,100			
			01-08-465-73020-420-62112	Maintenance & Repairs-Building	\$ 81,000	\$ 81,000			
			01-08-465-73020-420-62114	Small Equip Repair/Purchase	\$ 20,000	\$ 20,000			
			01-08-465-73020-420-62335	Contracted Services	\$ 59,700	\$ 59,700			
			01-08-465-73020-430-61510	Salaries-Permanent	\$ 75,991	\$ 77,970			
			01-08-465-73020-430-61513	Benefits-Permanent	\$ 22,051	\$ 23,198			
			01-08-465-73020-430-61540	Wages-CUPE	\$ 286,598	\$ 290,897			
			01-08-465-73020-430-61543	Benefits-CUPE	\$ 90,370	\$ 94,016			
			01-08-465-73020-460-61510	Salaries-Permanent	\$ 73,925	\$ 77,087			
			01-08-465-73020-460-61513	Benefits-Permanent	\$ 21,611	\$ 23,002			
			01-08-465-73020-460-61540	Wages-CUPE	\$ 332,893	\$ 391,093			
			01-08-465-73020-460-61543	Benefits-CUPE	\$ 106,097	\$ 126,776			
			01-08-465-73020-460-62017	Caretaking Supplies	\$ -	\$ 11,388			
			01-08-465-73020-460-62018	Operating Supplies	\$ -	\$ 25,484			
			01-08-465-73020-460-62112	Maintenance and Repairs - Building	\$ -	\$ 8,807			
			01-08-465-73020-460-62114	Small Equipment Repair and Purchase	\$ -	\$ 13,126			
			01-08-465-73020-460-62335	Contracted Services	\$ -	\$ 45,209			
					Expense Total			\$ 2,298,809	\$ 2,468,683
				Facilities & Operations Total				\$ 2,298,809	\$ 2,468,683
			Operations Total					\$ 2,298,809	\$ 2,468,683

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
Parks Operations	Parks Operations	Revenue	01-08-385-71020-365-50308	Park Rentals	\$ (255,782)	\$ (267,372)	
			01-08-385-71020-365-50319	Grants/Subsidies	\$ (7,000)	\$ (7,000)	
		Revenue Total				\$ (262,782)	\$ (274,372)
		Expense	01-08-385-71020-365-61510	Salaries-Permanent	\$ 340,115	\$ 359,013	
			01-08-385-71020-365-61512	Recovery-Salaries-Permanent	\$ (15,000)	\$ (15,000)	
			01-08-385-71020-365-61513	Benefits-Permanent	\$ 94,922	\$ 100,546	
			01-08-385-71020-365-61520	Wages-Casual Temporary	\$ 145,300	\$ 147,500	
			01-08-385-71020-365-61523	Benefits-Casual Temporary	\$ 17,102	\$ 18,308	
			01-08-385-71020-365-61540	Wages-CUPE	\$ 785,619	\$ 852,230	
			01-08-385-71020-365-61541	Overtime-CUPE	\$ 20,075	\$ 36,575	
			01-08-385-71020-365-61543	Benefits-CUPE	\$ 182,408	\$ 190,886	
			01-08-385-71020-365-62014	Uniforms/Protective Clothing	\$ 15,607	\$ 16,407	
			01-08-385-71020-365-62216	Electricity	\$ 35,000	\$ 37,100	
			01-08-385-71020-365-62217	Water/Waste Water	\$ 25,310	\$ 40,310	
			01-08-385-71020-365-62236	Region Landfill	\$ 500	\$ 500	
			01-08-385-71020-365-62239	Equipment	\$ 20,000	\$ 20,000	
			01-08-385-71020-365-62240	Vandalism	\$ 5,501	\$ 5,501	
			01-08-385-71020-365-62258	Sports - Contracts	\$ 10,000	\$ 10,000	
			01-08-385-71020-365-62300	Light Repairs - Parks	\$ 29,317	\$ 29,317	
			01-08-385-71020-365-62310	Training/Development/Seminars	\$ 8,000	\$ 8,000	
			01-08-385-71020-365-62311	Memberships/Dues	\$ 2,800	\$ 2,800	
			01-08-385-71020-365-62312	Insurance	\$ 55,514	\$ 66,617	
			01-08-385-71020-365-62314	Mileage	\$ 4,000	\$ 4,400	
			01-08-385-71020-365-62319	Grants	\$ 25,000	\$ 25,000	
			01-08-385-71020-365-62325	Caledon Trailway Maintenance	\$ 6,367	\$ 6,367	
			01-08-385-71020-365-62335	Contracted Services	\$ 109,706	\$ 128,706	
			01-08-385-71020-365-62339	Communication Equipment	\$ 2,000	\$ 2,000	
	01-08-385-71020-365-62358	Materials	\$ 67,200	\$ 67,200			
	01-08-385-71020-365-62381	Tree Planting	\$ 25,808	\$ 25,808			
	01-08-385-71020-365-62418	Debt Repayment	\$ 22,300	\$ 22,300			
	Expense Total				\$ 2,040,471	\$ 2,208,391	
	Parks Operations Total				\$ 1,777,689	\$ 1,934,019	
Parks Operations Total					\$ 1,777,689	\$ 1,934,019	
Preschool/Child Care	Programs & Community Development	Revenue	01-08-455-75940-405-50060	Auditorium/Room Rentals	\$ (85,268)	\$ (87,826)	
		Revenue Total				\$ (85,268)	\$ (87,826)
		Expense	01-08-455-75940-405-62215	Natural Gas	\$ 2,000	\$ 2,140	
			01-08-455-75940-405-62216	Electricity	\$ 12,347	\$ 14,840	
			01-08-455-75940-405-62217	Water/Waste Water	\$ 587	\$ 628	
			01-08-455-75940-405-62335	Contracted Services	\$ 8,304	\$ 8,304	
			01-08-455-75940-405-62437	Contribution to Reserves	\$ 1,672	\$ 1,672	
	Expense Total				\$ 24,910	\$ 27,584	
	Programs & Community Development Total				\$ (60,358)	\$ (60,242)	
Preschool/Child Care Total					\$ (60,358)	\$ (60,242)	
Recreation Development	Programs & Community Development	Expense	01-08-455-77800-365-61510	Salaries-Permanent	\$ 278,925	\$ 211,786	
			01-08-455-77800-365-61512	Salaries - Recovery	\$ (40,000)	\$ (40,000)	
			01-08-455-77800-365-61513	Benefits-Permanent	\$ 79,657	\$ 56,390	
			01-08-455-77800-365-62018	Operating Supplies	\$ 4,988	\$ 4,988	
			01-08-455-77800-365-62114	Small Equip Repair/Purchase	\$ 500	\$ 500	
			01-08-455-77800-365-62310	Training/Development/Seminars	\$ 36,715	\$ 37,215	
			01-08-455-77800-365-62311	Memberships/Dues	\$ 2,600	\$ 4,300	
			01-08-455-77800-365-62314	Mileage	\$ 1,616	\$ 1,616	
			01-08-455-77800-365-62315	Printing & Advertising	\$ 1,349	\$ 1,349	
			01-08-455-77800-365-62335	Contracted Services	\$ 21,370	\$ 21,370	
			01-08-455-77800-365-62396	Mobile Phones / Pagers	\$ 23,653	\$ 15,000	
	Expense Total				\$ 411,373	\$ 314,514	
	Programs & Community Development Total				\$ 411,373	\$ 314,514	
Recreation Development Total					\$ 411,373	\$ 314,514	

TOWN OF CALEDON
2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Rentals	Facilities & Operations	Revenue	01-08-465-77700-325-50060	Auditorium/Room Rentals	\$ (4,500)	\$ (4,500)			
			01-08-465-77700-345-50060	Auditorium/Room Rentals	\$ (2,000)	\$ (2,000)			
			01-08-465-77700-370-50060	Auditorium/Room Rentals	\$ (8,000)	\$ (8,000)			
		Revenue Total				\$ (14,500)	\$ (14,500)		
		Expense	01-08-465-77700-325-61520	Wages-Casual Temporary	\$ 2,400	\$ 2,400			
			01-08-465-77700-325-61523	Benefits-Casual Temporary	\$ 282	\$ 298			
			01-08-465-77700-325-62018	Operating Supplies	\$ 200	\$ 200			
			01-08-465-77700-325-62112	Maintenance & Repairs-Building	\$ 1,000	\$ 1,000			
			01-08-465-77700-325-62216	Electricity	\$ 2,052	\$ 2,052			
			01-08-465-77700-325-62312	Insurance	\$ -	\$ 2,760			
			01-08-465-77700-325-62335	Contracted Services	\$ 2,500	\$ 2,500			
			01-08-465-77700-325-62437	Contribution to Reserves	\$ 200	\$ 200			
			01-08-465-77700-345-61520	Wages-Casual Temporary	\$ 11,088	\$ 11,300			
			01-08-465-77700-345-61523	Benefits-Casual Temporary	\$ 1,305	\$ 1,403			
			01-08-465-77700-345-62011	Office Supplies	\$ 500	\$ 500			
			01-08-465-77700-345-62018	Operating Supplies	\$ 2,000	\$ 5,000			
			01-08-465-77700-345-62112	Maintenance & Repairs-Building	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62114	Small Equip Repair/Purchase	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62215	Natural Gas	\$ 4,500	\$ 4,815			
			01-08-465-77700-345-62216	Electricity	\$ 4,000	\$ 4,240			
			01-08-465-77700-345-62217	Waste/Waste Water	\$ 1,600	\$ 1,712			
			01-08-465-77700-345-62312	Insurance	\$ 3,014	\$ 3,617			
			01-08-465-77700-345-62314	Mileage	\$ 1,000	\$ 2,400			
			01-08-465-77700-345-62335	Contracted Services	\$ 3,000	\$ 6,000			
			01-08-465-77700-345-62397	Telephone	\$ 1,000	\$ 2,400			
			01-08-465-77700-370-61520	Wages-Casual Temporary	\$ 6,000	\$ 6,100			
			01-08-465-77700-370-61523	Benefits-Casual Temporary	\$ 780	\$ 757			
			01-08-465-77700-370-62014	Uniforms/Protective Clothing	\$ 100	\$ 100			
			01-08-465-77700-370-62018	Operating Supplies	\$ 200	\$ 200			
			01-08-465-77700-370-62112	Maintenance & Repairs-Building	\$ 2,000	\$ 2,000			
			01-08-465-77700-370-62114	Small Equip Repair/Purchase	\$ 200	\$ 200			
			01-08-465-77700-370-62215	Natural Gas	\$ 1,580	\$ 3,460			
			01-08-465-77700-370-62216	Electricity	\$ 2,036	\$ 2,036			
			01-08-465-77700-370-62217	Waste/Waste Water	\$ 105	\$ 105			
			01-08-465-77700-370-62312	Insurance	\$ 1,904	\$ 2,285			
			01-08-465-77700-370-62335	Contracted Services	\$ 3,000	\$ 3,000			
			01-08-465-77700-370-62397	Telephone	\$ 400	\$ 400			
			01-08-465-77700-370-62437	Contribution to Reserves	\$ 400	\$ 400			
			Expense Total				\$ 62,346	\$ 80,640	
			Facilities & Operations Total					\$ 47,846	\$ 66,140
			Support Services	Support Services	Revenue	01-08-445-77700-355-50060	Auditorium/Room Rentals	\$ (19,380)	\$ (19,380)
		01-08-445-77700-365-50232				Arena Board Advertising	\$ (15,560)	\$ (20,560)	
		01-08-445-77700-365-50417				All Sport Insurance	\$ (15,000)	\$ (8,300)	
		01-08-445-77700-365-50533				Advertising Sales-External	\$ (15,000)	\$ (16,000)	
		01-08-445-77700-405-50060				Auditorium/Room Rentals	\$ (61,520)	\$ (65,212)	
		01-08-445-77700-405-50230				Rentals	\$ (77,011)	\$ (78,551)	
		01-08-445-77700-405-50232				Arena Board Advertising	\$ -	\$ (4,000)	
		01-08-445-77700-410-50060				Auditorium/Room Rentals	\$ (1,750)	\$ (1,800)	
		01-08-445-77700-410-50230				Rentals	\$ (19,341)	\$ (19,728)	
		01-08-445-77700-430-50060				Auditorium/Room Rentals	\$ (48,900)	\$ (48,900)	
		01-08-445-77700-440-50060				Auditorium/Room Rentals	\$ (7,100)	\$ (7,100)	
		01-08-445-77700-440-50230				Rentals	\$ (34,564)	\$ (35,255)	
01-08-445-77700-445-50060	Auditorium/Room Rentals	\$ (5,000)				\$ (6,410)			
01-08-445-77700-445-50230	Rentals	\$ (27,503)				\$ (28,053)			
01-08-445-77700-455-50060	Auditorium/Room Rentals	\$ (13,780)				\$ (13,780)			
01-08-445-77700-455-50230	Rentals	\$ (23,889)			\$ (24,367)				
Revenue Total					\$ (385,298)	\$ (397,396)			
Expense	01-08-445-77700-365-62326	Game Day Insurance			\$ -	\$ 8,300			
	01-08-445-77700-405-62112	Maintenance & Repairs-Building			\$ 2,646	\$ 2,646			
	01-08-445-77700-405-62215	Natural Gas			\$ 5,500	\$ 7,800			
	01-08-445-77700-405-62216	Electricity			\$ 43,259	\$ 52,759			
	01-08-445-77700-405-62217	Water/Waste Water			\$ 2,625	\$ 2,809			
	01-08-445-77700-405-62335	Contracted Services			\$ 16,607	\$ 16,607			
	01-08-445-77700-405-62397	Telephone			\$ 500	\$ 500			
	01-08-445-77700-405-62437	Contribution to Reserves			\$ 1,443	\$ 1,443			
	01-08-445-77700-410-61520	Wages-Casual Temporary			\$ 11,100	\$ 11,300			
	01-08-445-77700-410-61523	Benefits-Casual Temporary			\$ 1,306	\$ 1,403			
	01-08-445-77700-410-62018	Operating Supplies			\$ 586	\$ 586			
	01-08-445-77700-410-62112	Maintenance & Repairs-Building			\$ 1,406	\$ 1,406			
	01-08-445-77700-410-62114	Small Equip Repair/Purchase			\$ 509	\$ 509			
	01-08-445-77700-410-62215	Natural Gas			\$ 2,000	\$ 3,505			
	01-08-445-77700-410-62216	Electricity			\$ 3,762	\$ 4,104			
	01-08-445-77700-410-62217	Water/Waste Water			\$ 185	\$ 185			
	01-08-445-77700-410-62312	Insurance	\$ 3,014	\$ 3,617					
	01-08-445-77700-410-62335	Contracted Services	\$ 4,235	\$ 4,235					
01-08-445-77700-410-62437	Contribution to Reserves	\$ -	\$ 1,200						
01-08-445-77700-430-61520	Wages-Casual Temporary	\$ 108,600	\$ 76,548						

TOWN OF CALEDON
 2016 OPERATING BUDGET - PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Cost Centre/ Program	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Rentals	Support Services	Expense	01-08-445-77700-430-61523	Benefits-Casual Temporary	\$ 12,782	\$ 9,637			
			01-08-445-77700-430-62215	Natural Gas	\$ 49,000	\$ 61,500			
			01-08-445-77700-430-62216	Electricity	\$ 11,000	\$ 16,500			
			01-08-445-77700-430-62217	Water/Waste Water	\$ 2,147	\$ 2,674			
			01-08-445-77700-430-62335	Contracted Services	\$ -	\$ 5,000			
			01-08-445-77700-430-62437	Contribution to Reserves	\$ 1,900	\$ 1,900			
			01-08-445-77700-440-61520	Wages-Casual Temporary	\$ 9,000	\$ 9,100			
			01-08-445-77700-440-61523	Benefits-Casual Temporary	\$ 1,170	\$ 1,129			
			01-08-445-77700-440-62018	Operating Supplies	\$ 400	\$ 400			
			01-08-445-77700-440-62112	Maintenance & Repairs-Building	\$ 2,000	\$ 2,000			
			01-08-445-77700-440-62114	Small Equip Repair/Purchase	\$ 400	\$ 400			
			01-08-445-77700-440-62215	Natural Gas	\$ 2,788	\$ 4,175			
			01-08-445-77700-440-62216	Electricity	\$ 8,467	\$ 9,775			
			01-08-445-77700-440-62217	Water/Waste Water	\$ 1,296	\$ 1,296			
			01-08-445-77700-440-62312	Insurance	\$ 4,816	\$ 5,779			
			01-08-445-77700-440-62335	Contracted Services	\$ 7,011	\$ 7,011			
			01-08-445-77700-440-62397	Telephone	\$ 2,000	\$ 2,000			
			01-08-445-77700-445-61520	Wages-Casual Temporary	\$ 8,600	\$ 8,700			
			01-08-445-77700-445-61523	Benefits-Casual Temporary	\$ 1,012	\$ 1,080			
			01-08-445-77700-445-62018	Operating Supplies	\$ 400	\$ 400			
			01-08-445-77700-445-62112	Maintenance & Repairs-Building	\$ 2,100	\$ 2,100			
			01-08-445-77700-445-62114	Small Equip Repair/Purchase	\$ 700	\$ 700			
			01-08-445-77700-445-62215	Natural Gas	\$ 2,700	\$ 4,582			
			01-08-445-77700-445-62216	Electricity	\$ 2,160	\$ 3,095			
			01-08-445-77700-445-62217	Water/Waste Water	\$ 142	\$ 142			
			01-08-445-77700-445-62312	Insurance	\$ 4,581	\$ 5,497			
			01-08-445-77700-445-62335	Contracted Services	\$ 4,794	\$ 4,794			
			01-08-445-77700-445-62397	Telephone	\$ 1,000	\$ 1,000			
			01-08-445-77700-455-61520	Wages-Casual Temporary	\$ 9,800	\$ 9,900			
			01-08-445-77700-455-61523	Benefits-Casual Temporary	\$ 1,153	\$ 1,229			
			01-08-445-77700-455-62018	Operating Supplies	\$ 500	\$ 500			
			01-08-445-77700-455-62112	Maintenance & Repairs-Building	\$ 1,500	\$ 1,500			
			01-08-445-77700-455-62215	Natural Gas	\$ 2,080	\$ 2,846			
			01-08-445-77700-455-62216	Electricity	\$ 8,332	\$ 9,067			
			01-08-445-77700-455-62217	Water/Waste Water	\$ 222	\$ 222			
			01-08-445-77700-455-62312	Insurance	\$ 4,055	\$ 4,866			
			01-08-445-77700-455-62335	Contracted Services	\$ 3,978	\$ 3,978			
			Expense Total					\$ 385,269	\$ 407,936
			Support Services Total					\$ (29)	\$ 10,540
			Rentals Total					\$ 47,817	\$ 76,680
			Total for Parks and Recreation by Function					\$ 6,637,757	\$ 7,067,557

TOWN OF CALEDON

2016 CAPITAL BUDGET - PARKS & RECREATION

Department	Project #	Project Name	Division	Total Project Budget
Parks & Recreation	16-024	Caledon Centre for Recreation & Wellness (CCRW) Activity Room	Facilities & Operations	\$ 20,000
	16-028	Caledon Centre for Recreation & Wellness (CCRW) Rockwall Safety Mats and Gates		\$ 15,000
	16-029	Caledon Centre for Recreation & Wellness (CCRW) Campus Infrastructure		\$ 225,800
	16-036	Feasibility Assessment & Facility Planning		\$ 162,000
	16-039	Caledon Village Place (CVP) Entrance Doors, Kitchen, Washroom & Room Upgrade		\$ 80,000
	16-042	Mayfield Recreation Complex (MRC) Washroom Renovation Top Up		\$ 45,000
	16-043	Mayfield Recreation Complex (MRC) Pool Bleacher Replacement		\$ 50,000
	16-044	Mayfield Recreation Complex (MRC) Arena Paving - Olympia Dumping Area		\$ 25,000
	16-045	Mayfield Recreation Complex (MRC) Pool Changeroom Fixtures & Floor Repairs		\$ 20,000
	16-050	Various Satellite Facilities Web Based Access Keypads		\$ 20,000
	16-051	Lloyd Wilson Centennial Arena (LWCA) Humicon Replacement		\$ 165,000
	16-055	Inglewood Community Centre (ICC) Electrical Panel & Lighting Replacement		\$ 15,000
	16-058	Branding and Wayfinding Programming		\$ 30,000
	16-060	Mayfield West Recreation Centre (MW) - (Term of Council)		\$ 4,750,000
	16-191	Additional Funding for Cheltenham & Inglewood Parking Lot Paving		\$ 130,000
	16-009	Palgrave Tennis Water Line		Parks Operations
	16-010	Terra Cotta Park Equipment	\$ 35,000	
	16-011	Edelweiss Soccer Washroom/Snack Bar Building Roof	\$ 30,000	
	16-012	RJA Potts Memorial Park Rubber Surface Repairs	\$ 100,000	
	16-013	Caledon East Splash Pad	\$ 200,000	
	16-015	North Hill Park Backstop Enhancements	\$ 50,000	
	16-016	Alton and Caledon Village Skatepark Design	\$ 33,000	
	16-017	Fibar Playground Surfacing	\$ 30,000	
	16-018	Caledon Trailway Resurfacing	\$ 345,000	
	16-021	John Nichols Park Water Service	\$ 30,000	
	16-022	Street Tree Replacements	\$ 175,000	
16-174	Leased Space Improvements – ABUCC - Caledon Parent & Child Centre	\$ 10,000		
Parks & Recreation Total				\$ 6,815,800

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Parks and Recreation

Baseline	Description	Term of Council		Term of Council			Term of Council				Total 10 Year Funding Sources						Total Funding		
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax		Debtenture	Other
Baseline	Parks	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000	\$ 4,000,000						\$ 4,000,000
Baseline	Recreation	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 5,000,000	\$ 5,000,000						\$ 5,000,000
Baseline Total		\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ 9,000,000	\$ 9,000,000						\$ 9,000,000
Above Baseline	ABUCC - Front Entrance Washrooms											\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
	ABUCC - HVAC Replacements (3)									\$ 60,000		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
	ABUCC - Arena Upgrades									\$ 400,000		\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	ABUCC Auditorium Upgrades		\$ 120,000									\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
	Bolton Area Recreation Facility- Plan									\$ 300,000		\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Caledon East - Neighborhood Park		\$ 300,000									\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 256,500	\$ -	\$ -	\$ 300,000
	Caledon East - Special Purpose Park Skateboard Park		\$ 500,000									\$ 500,000	\$ 95,000	\$ -	\$ 405,000	\$ -	\$ -	\$ -	\$ 500,000
	Caledon East Arena - Rubber Flooring		\$ 40,000									\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Caledon East Community Complex Phase 3			\$ 1,052,632	\$ 2,315,789	\$ 2,315,789	\$ 2,315,789					\$ 8,000,000	\$ 1,160,000	\$ -	\$ 6,840,000	\$ -	\$ -	\$ -	\$ 8,000,000
	Caledon East Soccer Field Lighting	\$ 200,000										\$ 200,000	\$ 29,000	\$ -	\$ 171,000	\$ -	\$ -	\$ -	\$ 200,000
	Caledon Village Place - New Elevator							\$ 300,000				\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	Caledon Village Place - Washrooms & Kitchen	\$ 50,000										\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	CCC - A/C System (Complex Side Only)							\$ 50,000				\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	CCC - A/C System (Lobby & Offices)	\$ 75,000										\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
	CCC - Banquet Hall Kitchen Renovation	\$ 30,000										\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
	CCC - Heating & Ventilation (Pad 1)							\$ 50,000				\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	CCRW - Hot Tub Replacement		\$ 200,000									\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
	CCRW - North Hill Parking Lot			\$ 160,000								\$ 160,000	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 160,000
	Cheltenham - Parkette (Post 2018)				\$ 180,000							\$ 180,000	\$ 26,100	\$ -	\$ 153,900	\$ -	\$ -	\$ -	\$ 180,000
	ICC - Road Sign	\$ 25,000										\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	ICC - Shingle Roof Replacement	\$ 25,000										\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	ICC Bathroom Renovations					\$ 30,000						\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
	Inglewood Tennis Court Reconstruction	\$ 80,000										\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
	Johnston Sports Park Phase 3		\$ 1,500,000									\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000
	Johnston Sports Park Phase 4				\$ 1,500,000							\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000
	Johnston Sports Park Phase 5					\$ 1,500,000						\$ 1,500,000	\$ 285,000	\$ -	\$ 1,215,000	\$ -	\$ -	\$ -	\$ 1,500,000
	LWCA - A-Frame Roof			\$ 500,000								\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	LWCA - Arena Floor & Boards						\$ 1,000,000					\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
	LWCA - Bathroom Renovations						\$ 40,000					\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	LWCA - Dressing/Shower Room						\$ 300,000					\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
	LWCA - Flat Roof Replacement			\$ 500,000								\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	LWCA - HVAC Replacement	\$ 40,000										\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Margaret Dunn - HVAC Replacement							\$ 40,000				\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	Margaret Dunn - Shingle Roof Replacement		\$ 25,000									\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	Mayfield West - Community Park #3			\$ 1,000,000								\$ 1,000,000	\$ 145,000	\$ -	\$ 855,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Mayfield West II - Community Park (Post 2018)										\$ 1,000,000	\$ 1,000,000	\$ 145,000	\$ -	\$ 855,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Mayfield West II - Neighborhood Park (Post 2018)				\$ 300,000							\$ 300,000	\$ 30,000	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ 300,000
	Mayfield West II - Special Purpose Park (Post 2018)					\$ 500,000						\$ 500,000	\$ 95,000	\$ -	\$ 405,000	\$ -	\$ -	\$ -	\$ 500,000
	Mayfield West II - Tournament Sports Park (Post 2018)							\$ 2,000,000				\$ 2,000,000	\$ 470,000	\$ -	\$ 1,530,000	\$ -	\$ -	\$ -	\$ 2,000,000
	MIRC - Arena Floor & Boards	\$ 500,000	\$ 500,000									\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
	MIRC - Expansion			\$ 4,200,000	\$ 4,200,000	\$ 4,200,000						\$ 12,600,000	\$ 1,827,000	\$ -	\$ 10,773,000	\$ -	\$ -	\$ -	\$ 12,600,000
	MIRC - FFE			\$ 400,000	\$ 400,000							\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
	MIRC - Front Entrance, accessible path		\$ 100,000									\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
	MIRC - Lobby & Snack Room Renovation							\$ 800,000				\$ 800,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 800,000
	MIRC - Pool Interior Walls	\$ 15,000										\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000
	MIRC - Pool Pumps, Filters & Boiler	\$ 150,000										\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
	MIRC - Pool Re-Grout	\$ 10,000										\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
	Outdoor Rink Lighting		\$ 20,000									\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
	Parks/Playgrounds/Paths/Courts Top Up	\$ 75,000	\$ 40,000	\$ 60,000	\$ 40,000	\$ 150,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 665,000	\$ 665,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 665,000
	Rotary Place - Shingle Roof Replacement			\$ 50,000								\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	Rotary Place Expansion				\$ 500,000							\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	Trail Development - Town Wide North South Route	\$ 399,000	\$ 399,000									\$ 798,000	\$ 187,530	\$ -	\$ 610,470	\$ -	\$ -	\$ -	\$ 798,000
	Trail Development - Town Wide North South Route (Post 2018)				\$ 399,000	\$ 399,000						\$ 798,000	\$ 187,530	\$ -	\$ 610,470	\$ -	\$ -	\$ -	\$ 798,000
	Victoria Parks - Pave Driveway and Parking Lot			\$ 100,000								\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
	Mayfield West Recreation Centre # 1	\$ 4,750,000	\$ 4,750,000									\$ 9,500,000	\$ 1,425,000	\$ -	\$ 8,075,000	\$ -	\$ -	\$ -	\$ 9,500,000
	Mayfield West Recreation Centre # 2							\$ 300,000	\$ 7,500,000	\$ 7,500,000	\$ 7,500,000	\$ 22,800,000	\$ 19,034,680	\$ -	\$ 3,765,320	\$ -	\$ -	\$ -	\$ 22,800,000
	Mayfield West - Neighborhood Park #2	\$ 300,000										\$ 300,000	\$ 30,000	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ 300,000
	Bolton - Hardball Diamond #1 & 2			\$ 1,500,000								\$ 1,500,000	\$ 150,000	\$ -	\$ 1,350,000	\$ -	\$ -	\$ -	\$ 1,500,000
	Neighbourhood Park - Bolton		\$ 300,000									\$ 300,000	\$ 30,000	\$ -	\$ 270,000	\$ -	\$ -	\$ -	\$ 300,000
	Exterior Interlocking - CCRW	\$ 50,000										\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
	Mayfield West Community Park #2	\$ 574,000										\$ 574,000	\$ 83,230	\$ -	\$ 490,770	\$ -	\$ -	\$ -	\$ 574,000

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Parks and Recreation

Baseline	Description	Term of Council		Term of Council				Term of Council				Total 10 Year Funding Sources							Total Funding
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debtenture	Other	
Above Baseline	MRC - HVAC and Electric Panel at Dressing Room, Arena Lobby and Meeting Room	\$ 70,000										\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000
	Neighborhood Park - Alton	\$ 300,000										\$ 300,000	\$ 43,500	\$ -	\$ 256,500	\$ -	\$ -	\$ -	\$ 300,000
	Bolton - Community Park 1 (Post 2018)			\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000				\$ 1,000,000	\$ 190,000	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Bolton - Community Park 2 (Post 2018)							\$ 1,000,000				\$ 1,000,000	\$ 190,000	\$ -	\$ 810,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Caledon East - Community Park 1 (Post 2018)			\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000				\$ 1,000,000	\$ 145,000	\$ -	\$ 855,000	\$ -	\$ -	\$ -	\$ 1,000,000
	Caledon East - Community Park 2 (Post 2018)							\$ 1,000,000				\$ 1,000,000	\$ 145,000	\$ -	\$ 855,000	\$ -	\$ -	\$ -	\$ 1,000,000
	CCRW - HVAC Upgrade			\$ 50,000								\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Above Baseline Total		\$ 7,718,000	\$ 8,794,000	\$ 9,972,632	\$ 10,234,789	\$ 7,994,789	\$ 5,615,789	\$ 5,910,000	\$ 7,710,000	\$ 8,260,000	\$ 9,160,000	\$ 81,370,000	\$ 36,182,070	\$ -	\$ 45,187,930	\$ -	\$ -	\$ -	\$ 81,370,000
Grand Total		\$ 8,618,000	\$ 9,694,000	\$ 10,872,632	\$ 11,134,789	\$ 8,894,789	\$ 6,515,789	\$ 6,810,000	\$ 8,610,000	\$ 9,160,000	\$ 10,060,000	\$ 90,370,000	\$ 45,182,070	\$ -	\$ 45,187,930	\$ -	\$ -	\$ -	\$ 90,370,000

ANNUAL BUDGET FISCAL YEAR 2016

Public Works

2016



PUBLIC WORKS

2016 BUSINESS PLAN AT A GLANCE

Ensuring the availability of critical infrastructure and key public services to the residents of Caledon.

BY THE NUMBERS: This year, more than **500** requests related to Traffic Safety were processed. More than **2,000** m of guide rail was installed on our road ways. In the past 20 years, more than **185** lane-km of roads and **70** sidewalk km have been added to the Town. Receipt of two 'Mayor's Megawatt Challenge 10% Energy Savings Awards' for Town Hall and the Caledon Centre for Recreation and Wellnes.

2015 ACCOMPLISHMENTS

ENFORCED PARKING BY-LAW CHANGES	<ul style="list-style-type: none"> - Amended the Traffic By-law to include the Winter Parking Ban. - Created, communicated and enforced the Pan Am Games Temporary Parking By-law.
UNDERTOOK SIGNIFICANT ROAD, BRIDGE AND CULVERT IMPROVEMENTS	<ul style="list-style-type: none"> - Kennedy Rd. expansion in Southfields Community. - Three critical bridges and culverts were rehabilitated, which increased the overall Bridge Condition Index of Town. - Completed the collection and baselining of asset condition for major Town asset groupings including bridges, roads, storm water management system elements, sidewalks and lighting.
ENSURED ROAD SAFETY	<ul style="list-style-type: none"> - Town Wide Speed Limit Review completed and presented to stakeholders. - GPS AVL system and RPM capability installed in Road Patrol and Supervisor fleet for the Roads Operations Division. - Staffed a full winter night shift to meet the winter roads requirement. - Completed Phase 1 of a LED streetlight conversion project

2016 OBJECTIVES & GOALS

PREPARE 10-YEAR PLAN	<ul style="list-style-type: none"> - Prepare a 10-Year Capital Program and secure Council commitments for annual funding to address long-term projects and currently unfunded liabilities.
IMPLEMENT EFFICIENCIES	<ul style="list-style-type: none"> - Develop a 'Standing Offer for Engineering, Architectural and Consulting Services'
REMAIN AN ENERGY AND ENVIRONMENT LEADER	<ul style="list-style-type: none"> - Initiate a Leadership in Energy and Environmental Design (LEED) gap analysis for existing Town buildings - Design and construct a new Fire Hall and Peel Paramedics Facility in Bolton. Complete the project to LEED Silver minimum certification. - Reduce fuel consumption across the fleet by 5% per year for the next five years.

CHALLENGES

- A review of Roads found that there is a shortfall of staffing required to meet the Towns roads systems of 1,500 plus lane km. The Town is now moving to meet a minimum of one operator for every 40 km.
- There is an increase in the number of Property Standards complaints throughout Caledon, many related to the condition of residential properties.

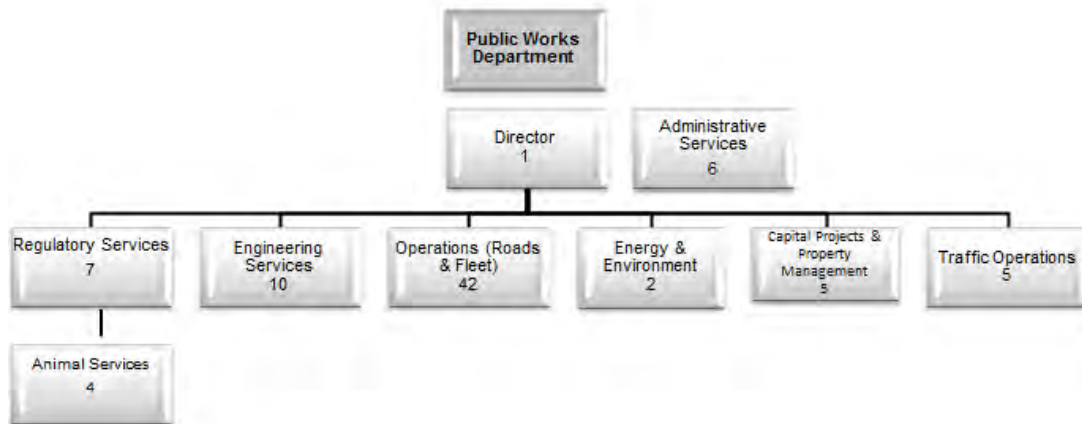
2016 Business Plan

Public Works Department

1.0 Mission Statement

The mission of Public Works at the Town of Caledon is to provide a safe and enjoyable community experience.

2.0 Departmental Role and Cost Centre Areas



Staff Complement: 2016 – 82, 2015 – 80, 2014 – 77
(Full-time Staff only)

Under the direction of the Director of Public Works, the Public Works Department is responsible for:

Public Works Administration

- Providing leadership, guidance and administrative support to the Public Works team.
- Ensuring the delivery of essential public services to Town residents through the diligent management of all Town roads, bridges, storm water management and facilities infrastructure.
- Enforcing Town by-laws.
- Developing, maintaining and enforcing Town Engineering Standards to ensure the compliant and safe construction/re-construction of Town infrastructure in new and existing developments within the Town's jurisdiction.
- Maintaining the Town's leadership position in environmental and sustainability practices and policies.
- Ensuring the safe operation of Town infrastructure and the public's use of same.
- Providing professional advice to Town Council and responding in a timely manner to inquiries from the public and Town Council.

Regulatory Services

- Providing efficient and effective By-law Enforcement services through adherence to regulatory and statutory obligations
- Operating the Town's Animal Shelter and "Leash-Free" park; processing animal adoptions and safe return of lost pets
- Administering the Dog Tag Licensing Program and promoting the responsibilities of pet ownership in the Town
- Administering the Town's Animal Control By-law
- Administering claims and conducting investigations under the *Protection of Livestock and Poultry Act*

2016 Business Plan

Public Works Department

Engineering Services

- **Development Engineering:**
Ensuring the construction of new developments in the Town are designed and constructed using best practices and sound engineering principles, to meet the needs of residents and businesses, while adhering to all applicable federal, provincial and municipal policies, guidelines, laws and regulations.
- **Engineering & Infrastructure Construction and Maintenance:**
Planning and administering the Town's Capital Works Program (Construction / Reconstruction) for Town-owned roads, storm water management infrastructure (ditches, culverts, storm sewer and storm water management facilities), bridges (vehicle and pedestrian) and culverts, sidewalks, streetlights and other Town owned infrastructure to meet the needs of residents and businesses, while adhering to all applicable federal, provincial and municipal policies, guidelines, laws and regulations.

Transportation Engineering

- Ensuring the inspection and safe use of the Town's roadways through consistent implementation of applicable laws, regulations, policies and guidelines such as the Ontario Traffic Manual, Geometric Design Manual, and through traffic engineering principles.
- Responsible for all "on road" operations such as signs, streetlights, line painting and safety devices related to the road right-of-way.
- Completing traffic studies related to speed limit changes, traffic calming and road safety issues as required.
- Ensuring new developments comply with Town traffic engineering standards and that growth can be adequately and safely accommodated on current Town infrastructure and that future infrastructure needs are expanded to accommodate growth.

Operations (Roads and Fleet)

- Ensuring all Town roads are safe and that the Town meets minimum service level expectations of the residents, businesses, and various other stakeholders across the Town.
- Ensuring that all aspects of roads operations, vehicles and equipment are operated in a safe and compliant manner by qualified and trained crews and are conducted in compliance with applicable environmental and statutory obligations (*Municipal Act, Regulation 239/02, and Minimum Maintenance Standards for Municipal Highways*).
- Ensuring that the Town's fleet is sourced and acquired to meet energy efficiency targets and meet the minimum requirements to complete assigned tasks.

Energy and Environment

- Maintaining and improving the Town's environmental leadership position through the implementation of various green initiatives including energy, climate change, sustainability, and other green initiatives.
- Keeping informed on emerging issues that will allow the residents of the Town to live in a community that is committed to environmental stewardship and to ensure the livability of the community is maintained and is sustainable for the long-term.
- Building staff and financial capacity within the Town and the Caledon community-at-large to respond to the various environmental and sustainability opportunities and challenges.

Capital Projects and Property Management (Facilities)

- Ensuring the effective utilization of all Town owned lands and buildings.
- Developing and implementing maintenance and repair strategies for all Town owned facilities through effective long-term planning, disposal, development and renewal.
- Implementing a program of renovations, alterations and new construction.
- Ensuring that all Town facilities offer safe and healthy spaces for staff and residents and Town facilities comply with all applicable legislation, regulations, policies and guidelines.

2016 Business Plan

Public Works Department

- Incorporating energy savings and sustainability technologies when applicable.
- Ensuring all Town facilities are accessible to the public.
- Preserving our natural environment and heritage where and when applicable and practical.

3.0 Major Customers or Clients

- Staff
- Council
- Residents
- Business community
- Region and neighbouring municipalities
- External agencies (MTO, CVC, TRCA, etc.)

4.0 Achievements in 2015 – By Division

2015 was a demanding year comprised of a challenging winter, followed by the construction of the Pan Am facility and a comprehensive construction schedule across the Town. Public Works completed its re-organization, hired full time and contract staff members for the Public Works Team across six Divisions. By end of 2015, Public Works was fully staffed to approved complement.

Administration

- Implementation of departmental Strategic Plan and the completion of assigned Performance Objectives by all Divisions
- Strategic hiring of new staff to replace retirees and to fill newly established positions
- Handled over 356 distinct Council inquiries made by members of Council.

Regulatory Services

- Amended the Traffic By-law to include the Winter Parking Ban process which will allow for the safe and expeditious snow removal on Town Roads by prohibiting vehicles parked on roadways during heavy snow events.
- Created and enforced the Pan Am Games Temporary By-law that successfully ensured the well-being of the community during the Pan Am Games.
- Amended the Fill By-law to restrict large fill operations, enhance financial security requirements and ensure that applicants proposed fill enhances the agricultural viability of the property until a Comprehensive Fill By-law is developed and implemented.
- Received Council approval to support promotion, marketing and partnering of the Animal Shelter.
- Worked in partnership with IT, migrated Regulatory Services database to the AMANDA database beginning in 2015. Testing and training were completed and all Licencing and Animal Control data staff now utilize AMANDA.
- Worked with the OPP in support of the enforcement of the Motorcycle Noise By-law.

Engineering Services

- Implemented one of the Town's largest capital works programs, including construction of Kennedy Road in the Southfields Community; the start of construction on Simpson Road North; and the annual Town Road Program.
- Engineering Division began to operate as a project management office for the delivery of all major capital projects for all Town departments/divisions, Examples include: Caledon Equestrian Park, Bolton Fire Hall, LED retrofit program, roads, bridges, storm water, acoustic fencing, etc.

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Public Works Department

- Adopted a road condition QA/QC procedure to be performed prior to assumption of roads within new developments
- Three critical bridges and culverts were successfully rehabilitated, increasing the overall Bridge Condition Index of the Town's bridges and culverts
- Completed asset conditions baseline assessment for major Town asset groupings including bridges, roads, storm water management system elements, sidewalks and lighting.
- Completed a Storm Water Master Plan to determine the funding requirements to upkeep storm water assets
- Utilized the digital road evaluation data gathered by an independent contractor to formulate a roads program
- Bridge inspections, as mandated under the "Ontario Structural Inspection Manual" standard and regulations, were performed for all road crossings, including for the first time bridge /culvert structures with spans less than 3 metres
- Completion of emergency culvert repair on Boston Mills Road

Transportation Engineering

- Reviewed and completed over 500 requests related to Traffic Safety
- Reviewed multiple development applications for transportation planning elements
- Arterial Roads Review Ad Hoc Steering Committee (ARRASC) accomplishments:
 - Traffic signals completed
 - Street lighting (in final approval stages), and sidewalk/MUT agreements completed
- Completed 2015 Road Safety Program – Over 2,000 metres of guide rail installed
- 1,300 locate requests completed according to legislative requirements (On1Call Program)
- Town-wide Speed Limit Review completed and presented to stakeholders
- Transportation Planning & Traffic Operations successfully delivered for Pan Am Games
- All Minimum Maintenance Standard (MMS) requirements completed above legislative requirements
- Implemented All-Way Stop Policy
- Completed 2015 Pavement Marking Program (re-applied prior to winter as well)
- Replaced 650 traffic signs for retro-reflectivity requirements
- Completed Traffic Count Program
- Completed Alton Parking Study and Transportation Master Plan (TMP) underway

Operations (Roads and Fleet)

- The installation of an AVL system and RPM capability in Road Patrol and for supervisor of fleet for the Roads Operations Division completed which will provide a higher and safer level of service to the public of the Town of Caledon.
- Staffing a full winter night shift to meet the winter roads requirement.
- Fleet being smart sized through the replacement program to better meet Town's needs
- Continuing of a 5-year staffing and resource plan that will ensure that the Roads and Fleet Division can meet the increasing operational demands of the Town of Caledon.

Energy and Environment

- Approval and completion of Phase 1 of a LED streetlight conversion project.
- Approval of an Energy Revolving Fund and an associated staff "Call for Ideas" and approval of projects that support facility energy retrofits with a simple payback of five years or less.
- Receipt of Provincial Municipal Energy Plan funding for the development of community energy maps to enhance the Town's Community Climate Change Plan.
- Coordination of Caledon's first Electric Vehicle Community Day.
- Receipt of two Mayor's Megawatt Challenge (a Toronto Region Conservation Living City Program) 10% Energy Savings Awards for Town Hall and the Caledon Centre for Recreation and Wellness.
- Coordination of an Agriculture Sector Community Workshop to support the implementation of the Town's Community Climate Change Plan.

2016 Business Plan

Public Works Department

Capital Projects and Property Management (Facilities)

- Town Hall reorganization – completed renovations of Administration, Chief Administrative Officer's office, Provincial Offences Administration office, Mayor's office, Facilities / Terra Cotta Room, Fire Administration, Project Manager's office, First Aid Room and the Records Centre.
- Implemented the 2015 Facilities Capital Plan including CCRW and MRC generator design, Fire Hall 302 design and public consultation, new generator at Fire Hall 307, Yard 2 paving, Melville White Church sign installation, Town Hall car charging station installation, Town-wide roof condition assessments and Johnston Barn lean-to and outbuilding removal.
- Improved facility operations and performance including significant site repairs at three Public Works yards, security improvement and policy implementation across the Corporation, Public Works Yards 1 & 2 LED exterior lighting and salt dome and Yard 3 and Fire Hall 307 garage bay LED installation, salt dome structural repairs, new cleaning contract for facilities, building automation system upgrades, Yard 2 tool bay reconfiguration and Fire Hall 303 window replacement among others.
- Rosehill School house and Old Alton Town Hall declared surplus and sold.

5.0 Department's Significant Trends and Challenges

As a rapidly growing municipality in Southern Ontario, the Town of Caledon is faced with significant pressures and stress on existing infrastructure, and demands for additional/new infrastructure. This growth, combined with the evolution toward the "green economy", underscores Public Works immediate and long-term service challenges. The Town's challenge remains to ensure that adequate funding and staff resources are available to maintain and service existing infrastructure, while also building new. These challenges will continue to be ongoing budget pressures.

Trends

Specific areas of focus for Public Works are as follows:

Maintaining the rural/urban infrastructure balance

- The desire to maintain the agricultural heritage and to support the agricultural community with adequate infrastructure and by-laws that allow the agricultural industry to thrive, clashes with the needs of new development.
- Country roads built for tractors and other larger farm equipment do not adequately service the commuter, tourist, cyclist and heavy industrial/freight traffic.
- Infrastructure pressures are also increasing from aggregate producers and large fill operators who operate in the Town and through the normal day-to-day operation of their businesses are seriously affecting the sustainability of Town infrastructure. The challenge will be to find the right balance of urban/commercial/industrial infrastructure and the Town's ability to sustain that infrastructure in the long-term.
- Public Works needs to partner with other Town departments and various stakeholders to introduce improved development engineering standards and infrastructure that will adequately service the residents and businesses/ industries that choose to locate in Caledon. Staff has started the review of the 2009 Engineering Standards with the aim of producing new Engineering Standards for the Town in late 2016. This will be a priority project for Public Works in 2016.
- Increased consultation with local developers will be required to find innovative ways to build more sustainable infrastructure that will last longer, be easier to maintain, and will help protect Caledon's unique identity and character as well as the environment. This process needs to include what we want our communities to look like and a clear definition between the "look and feel" of our urban communities versus our rural estate communities.

2016 Business Plan

Public Works Department

Establishing Baseline Services Levels

- The continued growth in the population of Caledon is creating significant challenges for Public Works. These include increased wear and tear on existing infrastructure through increased traffic and use; the addition of a considerable amount of new infrastructure due to growth; and increased expectations as to the type and quality of services that the Town provides to residents.
- After years of relatively stagnant staffing and resources growth in Public Works, the Town has a significant amount of “catching up” to do to meet both current and anticipated growth demands in order to maintain Caledon’s assets at a service level that is both acceptable and affordable to both Council and the residents of Caledon. Council started the re-investment in Public Works and in Town infrastructure improvements in 2014 through the significant increase in capital spending and the approval of the first operational staffing increases in many years. This will need to continue as we move forward.
- Ongoing efforts to understand the 3W’s of our Town’s assets (what we own, where is it and what condition is it in) and their immediate and ongoing maintenance and repair demands has become an urgent Public Works priority and will continue to be a focus area in 2016. In this regard, in the past year:
 - The entire road network has been independently assessed;
 - A full bridge and culvert review has been completed to OSIM standards including all culverts less than the OSIM standard of a 3 metre diameter;
 - A major study and review of the Town’s storm water infrastructure was completed and the condition of this important asset grouping was determined for the first time in the Town’s history;
 - A Building Condition Assessment (BCA) for all Town facilities has been tendered and will be completed in 2016 and will become part of the ongoing annual tasking assigned to Town facilities staff;
 - A full inventory and condition assessment of all Town lighting and sidewalks has been completed;
 - The fleet has been reviewed and major changes to the look and feel of our vehicle and construction fleet has commenced.
- The level of service expected of Public Works across most of our divisions needs to be established and approved by Council. Now that the condition of most of our major infrastructure is known, or is in the process of being determined, it is important to establish what level of service is expected by this Council on a go forward basis. As such, a Service Level Report with recommendations will be brought to Council in 2016 for their consideration.

Preparing Town Infrastructure for the Future

- In years past, Town road infrastructure was suitable for the traffic that it was required to handle. As the GTA (Greater Toronto Area) grows and many more people are living further outside the GTA and commuting, the nature of the traffic on Town roads has changed significantly as has the volume and speeds travelled on those roads.
- Town policy in the past was to move much of this traffic onto provincial highways or established regional commuter routes. This is no longer the case; these roads have become congested and Town roads receive increased traffic and demands by industry and business using our roads regardless of the rules and regulations prohibiting this usage.
- It is important that the Town start the process of identifying these demands and to start planning and building new infrastructure to handle these demands and to promote the arrival of new businesses that will be looking at Caledon as a place to call home.
- In that light, Public Works is undertaking a number of significant development / construction projects to support future growth across the Town. In 2015/2016, these include:
 - Simpson Road North and South between Mayfield Road and just south of McEwan Road
 - The Tullamore Development Area
 - George Bolton Extension and Area Development; and
 - Storm Water Management Plan implementation

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Public Works Department

- In 2015, a report was brought to Council seeking direction to look at the future of Public Transit in Caledon. Staff has completed preliminary work and plan on making recommendations in 2016.

Technology Driven Engagement and Service Delivery

- Residents are demanding greater access to the services that Public Works provides with demand focused around web and cell phone based technology to facilitate engagement. In 2015, the Town's mobile app and changes to our Town's website facilitated this engagement. This has allowed residents to report ongoing infrastructure and by-law related issues directly to Public Works from their mobile devices and to receive notice of ongoing road construction activities. This will expand in coming years with added web-based tools and an updated Public Works section on the Town website.
- Maximizing the effectiveness and the efficiency of limited Public Works assets requires the introduction and implementation of new technologies. Equipment GPS systems, integrated asset management software systems and new mobile technologies for front-line staff will enable Public Works to be more effective and efficient.
- The introduction of GPS on all Town fleet vehicles was completed in 2015. GPS/AVL on all equipment allows for better access to information and staff/equipment supervision and control. The most significant change will be the introduction of an asset management system with a full work order capability and asset management tracing in 2016.
- The Town needs to update and introduce new operating and support equipment that is multi-purpose/capable, more energy efficient, and more flexible than current equipment. This process started in 2015 with the purchase of a new large capacity snowblower for use on Town roads, three new multi-purpose "roll-on roll-off" truck units and a new front-end loader. New equipment and "right sizing" of the fleet will continue over the next few years.

Maintaining Caledon's "Green" Leadership Position

- Caledon is home to various conservation authorities, the Oak Ridges Moraine, and a significant part of Ontario's designated Green Belt. Development growth will be tempered by the need to protect the Town's biodiversity, water quality, rivers and streams. With climate change a reality, sustainable design along with energy efficient Town operations will be essential in order to maintain the Town's proud "Green" leadership position and legacy.
- In order to maintain Caledon's "Green" leadership position, Public Works will be integrating "Green" strategies and policies into operations, including:
 - Protection of the environment through the use of more environmentally friendly materials on our roads
 - Initiatives to reduce our carbon footprint through energy consumption reductions in our facilities
 - Energy reduction and water/land protection initiatives through the introduction of a comprehensive Commercial Fill By-law
 - Implementation of the LED Streetlight Replacement Project. In 2015 the first phase of the LED streetlight project was completed by replacing over 1500 cobrahead streetlights across the Town. In 2016 planning for Phase 2 will commence through the design of a decorative LED lighting standard for the Town, an evaluation of these lights, and an evaluation of adaptive control systems for use across the Town, and finally
 - The continuation of the "greening" of our vehicle and equipment fleet. A significant change occurred in 2015 with the recent purchase of three electric hybrid vehicles and the installation of an electric charging station in Bolton and at Town Hall. This will continue in 2016 with the conversion of high mileage pick-ups to propane fuel hybrids. Staff is looking at ways to decrease fuel consumption of our vehicle fleet wherever possible. This just makes practical sense, as every dollar that can be saved can be used elsewhere and the healthier this community is the more desirable Caledon is as a place to live and work.

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Public Works Department

Challenges

The projected Public Works Department challenges (by Division) for 2015 and beyond are seen as follows:

Regulatory Services

- The amount of contracting equipment and materials being stored on agricultural property has increased as have other unauthorized land uses across the Town that contravenes the Town's Zoning By-law. These zoning infractions affect their neighbours and in many cases they do not pay the appropriate property taxes for the listed zoning. They consume valuable Town staff resources that are required to investigate and prosecute these infractions. The cases that have been completed in court have produced relatively significant fines in the range of \$15,000. A rigorous effort to investigate and prosecute non-compliance will continue in 2016.
- There is an increase in the number of Property Standards complaints throughout Caledon, many related to the condition of residents' properties. Having a "Clean Yards" Property Standards By-law would allow expeditious handling and compliance in some of these matters. A "Clean Property Initiative" that includes the development of a Clean Yards By-law, amendments to the Dumping By-law to control the littering of newspapers and flyers, as well as a Licensing By-law to regulate Clothing Donation Bins will be initiated in 2015 with completion in early 2016.
- There is an increasing demand for large commercial fill sites to accommodate the development activities of the various municipalities of the GTA. Caledon will continue to be a target for illegal fill activities. Landowner applications for large fill operations on prime agricultural lands across the Town are increasing. As a comprehensive Commercial Fill By-law will be essential in order to protect the quality of land within Town boundaries, the inclusion of this By-law will need to be incorporated into the 2016 Official Plan Review Process. As such, amendments to the Fill By-law were approved in 2015 to limit and regulate the accepted permit allowance to 10,000 cubic metres and to hire a consultant to oversee a test Commercial Fill Operation. The oversight and management of this test Commercial Fill Operation will be a priority for Regulatory Services in 2016.
- The Town has had three By-law Officers for the last thirteen years despite significant growth during that period of time. In addition to By-law Enforcement, Regulatory Services is now responsible for handling Licensing (over 250 Tow and Taxi files) administratively as well as through enforcement. Complaints have increased, case law is demanding greater scrutiny in the collection of evidence to support charges, and officers are responsible for new legislation and planned new by-laws such as the Clean Yards and Clothing Donation Bin By-laws which will require even greater monitoring and enforcement. Staff is attempting to resolve complaints as expeditiously as possible, but limited resources will result in a priority triage of incoming complaints, whereby low priority matters will take an extended period of time to respond to and resolve. In the longer term, the Town needs to provide sustainable 24/7 Regulatory Service delivery. A staffing plan to move the Town towards a more sustainable enforcement model will begin to be initiated in 2016.

Animal Shelter

- Regulatory Services took over the operation of the Animal Shelter in late 2014. There is a requirement to complete a thorough review of the operations of the Animal Shelter using a "zero-based" activity approach, asking questions such as: are we operating efficiently; are the programs offered and the service being provided adequate for a growing community; what service levels should we be providing to the public; is the current licensing program adequate and appropriate; etc. The review will involve the residents of Caledon and the various stakeholders and the findings will be reported back to Council in 2016.
- The animal shelter hours were extended as a "pilot project" in 2014 to see if longer hours would provide better support to the animals housed at the shelter and to better serve the public. The results of this trial have been very positive to-date, however, the salary component used to fund this pilot will not be available in 2016. As such, the option of

2016 Business Plan

Public Works Department

extending the trial into a permanent solution will be investigated as part of the Animal Shelter Review in 2016.

- The Animal Shelter is considered a core public service. The Town will increase the public awareness of this service and engage the community in the operation of the Animal Shelter. New staff and new initiatives will be brought to the forefront to make the Caledon Animal Shelter a valued asset for our community.

Engineering Services

- One of the major challenges facing Public Works is the current state of the Town's infrastructure due to aging, higher demand (more traffic due to ongoing growth and increased commuter traffic), and the long-term historic inadequacy of the capital funding and staff resources required to maintain, renew, and grow the Town's critical infrastructure (roads, bridges, culverts, and storm water management). In the 2014 Capital Budget, Council started the process of addressing these concerns through the addition of "enhanced" funding through a strategic investment approach to debenture financing. This was a great start, but there is significant work outstanding to bring critical infrastructure up to minimally acceptable service levels. The renewal of the existing asset stock will be a concerted ten year journey and thereafter require sustainable baseline capital funding to maintain the infrastructure at safe and acceptable service levels.
- In 2014, Public Works staff started the process of collecting accurate asset inventory, condition and usage data, and the process of analyzing this data to build a new Capital Works program for the Town. Great strides were made in 2014 in this regard with the completion of a full evaluation of all Town bridge and road assets. In 2015, these condition assessments will continue for the rest of the Town's infrastructure assets and support infrastructure (sidewalks, fences, curbs, storm water management system, etc.)
- In 2015, Public Works commenced the first review of Town engineering standards since 2007. This process focused on renewing our standards to reflect current and projected industry practice; to move our development and re-engineering activities to become more sustainable; and to embrace more low impact infrastructure design and rehabilitation for future Town assets. This review was initiated in-house and involved all stakeholders who use these standards.
- It is important that the Public Works staff know what the acceptable "levels of service" are for each of the various infrastructure asset groups across the Town. Without these targets, it is very difficult to set work priorities and meet the expectations of Council and the residents of the Town. In 2014, preliminary work was started on establishing levels of service for each asset class. The 2015 Capital Works program was developed using draft service levels and any existing direction that existed at that time, to determine the level of service expected by Council. In 2016, a "level of service" policy for all infrastructure asset classes will be defined and presented to Council for review and approval.
- Storm Water Management System failures are expected to become more commonplace given the lack of planned, sustainable capital and maintenance programs for this critical public infrastructure. In 2014, Public Works staff engaged a consultant to complete a Storm Water Management Master Plan (SWM-MP) for the Town. The aim was to provide a framework for addressing storm water system maintenance, replacement and monitoring needs and to determine the capital and maintenance funding gap. Staff will be bringing this plan to Council in 2016.
- There is an increasing demand being placed on the uses of Town rural Right Of Ways (ROW) such as vehicle traffic, various utilities, storm water requirements, increased shoulders for agricultural use, stable slopes, parking, roadside vegetation and now the demand for passive transportation uses (cycling, trail connectivity, etc.) such that the Town's current standard 20 metre ROW may be insufficient in width to accommodate all of the planned uses. In 2015, Public Works staff initiated a Transportation Master Plan (TMP) to develop a master plan that will guide transportation development by:
 - a balanced transportation system that supports active and alternative transportation options

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Public Works Department

- identifying and proposing mitigation solutions for current and future road capacity deficiencies
 - promoting consistency in development by assessing and assigning appropriate road classifications and recommend associated design standards
 - itemizing infrastructure requirements to build and maintain the transportation system out to 2031; and finally
 - The TMP will also include a Road Characterization Study to designate all Town roads and determine the ROWs that will be required and how best to build / re-build the various roads on a go forward basis. This will be one more data point in the decision matrix for Town owned asset renewal.
- Given the continued population growth, the resulting new developments, the complexity of new infrastructure to meet increasing demands, and the need to maintain the Town's assets at a sustainable level of service, ensuring an adequate level of staffing will be critical to achieving and delivering the capital and maintenance infrastructure program. Therefore, as the infrastructure program continues to grow, the right complement of staff is paramount to reaching the Town's strategic goals.

Energy & Environment

- Provincial energy mandate and requirements – The *Green Energy Act, 2009* Ontario Regulation 397/11 requires that the Town annually reports to the Ministry of Energy on its building energy consumption and associated greenhouse gas emissions. Additionally, the Town has to prepare a Conservation and Demand Management (CDM) Plan outlining actions to reduce energy use every five years. The anticipated challenge will be when the Town has to report on the results of its current CDM Plan in 2019. Although 2019 is still some time away, it requires the development of a monitoring and verification process to determine and validate predicted energy savings from energy retrofit projects. Many municipalities struggle with this so Energy and Environment will pilot a monitoring and verification strategy for a small project in 2015/2016 in an attempt to begin the development of a verification process.
- Climate change mitigation and adaptation – Understanding and responding to climate change has become a topic of increased priority at the community and regional level. Given recent GTA extreme weather events, there is a growing sense of urgency among Canadian municipalities to better understand the likelihood and impacts of future events and to accelerate efforts that contribute to reducing greenhouse gas emissions, as well as moving forward on climate change adaptation efforts. Although Public Works welcomed a Climate Change Specialist to lead the Town's climate change efforts and its contribution to the Region's Climate change initiative, much work remains.
- Community behavior change – There is an increasing expectation by residents that municipalities should play a greater role in encouraging positive environmental behaviours at the community level. Many municipalities in the GTA are starting to formally engage the community and this may become an increasing requirement for the Town.
- Provincial Feed in Tariff (FIT) Programs- Energy and Environment staff invested a significant amount of time in the spring of 2015 to revise the Town's former Feed in Tariff and microFIT protocol for providing a Council resolution. Keeping up-to-date on these Provincial programs and maintaining the Town's Protocol is a significant and ongoing challenge.

Capital Projects & Property Management (Facilities)

- Changes in Town operations and commitments are making some Town assets surplus to immediate operating needs and new demands due to growth are being placed on the Town where no or inadequate facilities currently exist. A formal review was started in 2015 to review all Town facility assets to identify where there were opportunities to minimize expenses, increase efficiencies (wherever possible and practicable), and to plan for new/renovated facilities where demand dictates.
- Just a few of the upcoming challenges facing the Town from a Facilities perspective are:
 - planning for major renovations at Town Hall (to include a new criminal court and additional accommodations for Town staff);
 - a new unified Public Works Operations Centre;

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- new Bolton Fire Hall
 - new recreation facilities and a library in the Southfields community in Mayfield West
- Work on a number of these initiatives has already begun and others will start the planning process in 2016.
- Demands are being placed on Public Works staff to build, renovate and operate Town facilities as efficiently as they can be operated. This trend is placing increased cost demands on facility renewal projects and on new construction activities as well as staff resource demands in a small division.
- The Town has a number of aging facilities that require additional maintenance and the replacement of major components. In conjunction with a Facilities Requirement Review a Building Condition Assessment (BCA) will be started in 2015 to assess the condition and 30-year life cycle demands for all Town facilities. Results of this initiative are expected in 2016.
- Currently the Town operates three geographically dispersed Works Yards. These yards are historical in nature and currently do not meet operational, employment and legislated requirements for the operations that we currently conduct. In 2013, staff started the process of studying the amalgamation of the various yards into one new Public Works Operations Centre that will combine Public Works and Parks Operations into one yard and that will meet the long-term operational needs of the Town. The preliminary investigation work will continue in 2016, with preliminary design and planning in 2017 and the land acquisition / detailed design and construction in the 2018/2019 timeframe.

Transportation Engineering

- **General Overview.** The Transportation Engineering Division was formed in 2015 in Public Works with a new manager position created. The division's responsibilities are wide in that all traffic related technical service requests are handled here. Adding to this, are maintenance items such as street lighting, guide rail, retro-reflectivity and pavement markings. There continues to be increasing demand for various traffic service requests from the general public, Councillors, consultants which was a primary reason that the division was separated out from Engineering and given a new focus dealing with all aspects of road safety and traffic operations. In general, the division's challenges still remain in staffing capacity to deal with the volume of service requests. As there has been some significant growth in that new people have been added, there is still a shortfall from what should be ideally in place similar to other municipalities per capita, or by municipal size.
- **Staffing Capacity**
 - Transportation Development Planning – Currently, all Transportation Development applications by way of Committee of Adjustment, site plan, re-zoning, and/or draft plan of subdivision are reviewed by the Manager of Transportation. The Manager's Traffic Operations team (Coordinator and Traffic Tech) are inundated with service requests directly relating to the operational side of Transportation, which is the heaviest by sheer service request volume. The division would greatly benefit from a Transportation Planning Specialist to provide even greater service to developers and the public with regards to these applications. The specialist would further be able to coordinate with the Region of Peel and MTO on files that are interrelated which is often.
 - Traffic Operations – Recently, a coordinator and traffic technologist have been hired which resulted in only one additional full time employee, as the manager had been the previous supervisor of the division. Typical municipalities of similar size see anywhere from 1 to 3 full time employees in Traffic Operations solely either via junior technicians or technologists/engineers. It has been forecast in previous staffing level estimates that this division should see another full time employee in 2016 or 2017 to handle the growth in service requests.
 - Road Operations Technician (ROT) – The Town currently has 2 ROT's (patrollers) that ensure compliance with O.Reg 239/02, or the Minimum Maintenance Standards (MMS). The demand for this service will increase as the Town continues to grow.

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Operations (Roads & Fleet)

- **Staffing Capacity**
 - Roads – Over the past twenty years over 185 lane-km of roads and 70 sidewalk km have been added to the Town with minimal change in staffing and equipment levels in the Roads Division. To-date, the Town's Roads crews have kept pace due to light winters and by borrowing resources from other areas of the department to address large snow events or during large events such as the Ice Storm of December 2013. This approach is not sustainable and requires an investment in people and equipment to ensure that the Town remains in compliance with legislation and can meet the service levels required by the Town. A review of Roads found that a shortfall of staffing needs that was required to meet the Town's roads systems of 1500 plus lane km. We are now moving to meet a minimum of one operator for every 40 km.
 - Fleet Maintenance – There are continuing pressures to manage existing and growing fleet to assure sustained service levels and accommodate growth within the Town. In addition, a new standard in the National Safety Code Standard 11 Part B for Periodic Commercial Motor Vehicle Inspections under the *Highway Traffic Act R.R.O. 1990*, Regulation 611 that comes into effect January 1, 2015, will legislate additional demands on staff that are responsible for maintaining the Town's vehicle fleet. Current demand plus an aging fleet means that additional fleet mechanics will be required to meet projected demand.

- **Fleet/Equipment Service Levels** – In 2014, staff reviewed the status of the current vehicle and equipment fleet and recommended fleet service levels for all components of the fleet. These service levels will ensure that the Town's fleet is in good operating condition at all times and that, when ready for disposal, there is still some residual value that can be re-invested into a new/upgraded fleet. A large investment was made by Council in 2013 to start the process of updating the Town fleet. This planned replacement needs to continue as we move forward. The 2015 Fleet Capital Plan used these service levels to identify planned service level replacements and 2015 will see a considerable change in the composition of the equipment fleet through planned disposal of equipment that no longer meets the needs of the Town and the acquisition of new equipment that does. This commitment of fleet replacement is required to sustain a safe and reliable equipment base.

6.0 2016 Departmental Priorities

The Community Based Strategic Plan continues to provide the framework on which Public Works has identified its priorities and objectives for 2016 along with the approved Council Work Plan for the Council Term 2014-2018.

In 2015, staff worked with Council to develop a Council Work Plan with tangible and directed activities. The process for developing and implementing the plan is to develop a list of activities or actions that would be seen as improvements for the Town and its residents. The established Work Plan was developed for the term of council and annual actions would be included in the annual budget process starting in 2016. Furthermore, Council Report CAO 2015-021 recommended that all these priorities specifically those that were ranked as the highest priorities (infrastructure, broadband internet, growth and customer service) be evaluated for inclusion in the 2016 budget. The Council Work Plan identified the following 9 priority areas listed below:

- Customer Service
- Communications
- Growth

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- Senior's Housing
- Recreation
- Infrastructure
- Protection of Rural Environment
- Broadband Internet
- Tourism and Sports

The following are the 2016 departmental priorities that will be undertaken with the 2016 Operating and Capital Budget requests in this Business Plan:

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
ADMINISTRATION				
1	Prepare a 10 Year Capital Program and secure Council commitments for annual funding for a Capital Works Program for the long-term, e.g. a capital asset system that addresses current unfunded liabilities, long-term replacement costs, staff, a timely approval process and adequate reserves to deal with emergencies	5	Base Operating Budget	Infrastructure
2	Work with Purchasing to develop a standing offer for Engineering, Architectural and Consulting Services in support of Public Works operations	5	Base Operating Budget	
3	Develop service levels/maintenance expectations for various major Town assets (bridges/roads, etc.) for use in Capital Works Program planning. Report to Council in 2016	5	Base Operating Budget	Infrastructure
5	Fully implement Asset Management software system for all assets under our control, including equipment and facilities that support timely, cost-effective repair and/or replacements of Town assets	6	Capital Budget	Infrastructure
6	Design and implement a complete overhaul of the Public Works webpage on the Town website to enhance public interaction and communications with the department	6	Base Operating Budget	Communications
7	Complete and maintain a full inventory including current condition of all major Town assets. Focus in 2016 on building condition assessment of all Town owned facilities and the condition of Town culverts and video inspection of all storm sewers where concerns have been identified	6	Base Operating Budget	Infrastructure
ENERGY AND ENVIRONMENT				
1	Coordinate and lead the implementation of the Peel Climate Change Strategy and the Town's Community Climate Change Plan. This may entail providing assistance with the proposed infrastructure vulnerability assessment and the ongoing Caledon based agriculture assessment.	1	Base Operating Budget	

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2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
2	Update Environmental Strategic Plan to challenge Town against municipal best practices. This will entail an update of Environmental Strategic Plan to challenge Town against municipal best practices. Will require extensive external and internal consultation and Council approval.	1	Base Operating Budget	
3	Implement Corporate Energy Management Plan with assistance of Corporate Energy Management Team and facility managers.	1	Base Operating Budget Capital Budget	Infrastructure
4	Complete assessment of energy saving opportunities for the Town's key arenas.	1	Base Operating Budget	Infrastructure
5	Investigate and raise a capital project for Phase 2 of the replacement of all streetlights across the Town with LED streetlights including an evaluation of adaptive control systems for all Town streetlights. Maximize available government/ industry grants and programs	1	Capital Budget	Infrastructure
6	Upon budget approval, initiate energy audits on key Town facilities.	1	Base Operating Budget	Infrastructure
7	Initiate a Leadership in Energy and Environmental Design (LEED) for existing buildings gap analysis for Town Hall in conjunction with the facilities division	1	Base Operating Budget	Infrastructure
ENGINEERING SERVICES				
1	Complete the Environmental Assessment, the Functional Servicing Report and the design for the road and underground infrastructure for the two Simpson Road extensions to open up development lands in the Town. Enter into construction for both road segments as soon as lands have been acquired.	2	Development Charges	Infrastructure
2	Complete the Environmental Assessment, the Functional Servicing Report and the design for the road and underground infrastructure in the expanded Tullamore area to open up development lands in the Town.	2	Development Charges	Infrastructure
3	Work with the Transportation Division and Development and Planning to complete a Transportation Master Plan for all remaining Town roads including a road characterization study to include a cycling network of roads/connections for the Town and adopt new road designs and construction methods to accommodate cycling on those selected and approved routes	2	Base Operating Budget	Infrastructure
4	Build/upgrade roads, culverts, as per approved Capital Roads Program with the aim to increase the Pavement Condition Index for all Town roads to meet established Town roads service levels	2	Base Operating Budget	Infrastructure

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2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
5	Build/upgrade roads, culverts, bridges that support Town employers, employees and residents in support of the Town's growing community as per the approved Capital Bridge Program with the aim to increase the overall Bridge condition Index (BCI) for all Town bridges and culverts	5	Capital Budget	Infrastructure
6	Implement Storm Water Management Master Plan maintenance activities in 2016			
7	Complete Environmental Assessments and detailed designs on various roads and development areas as per approved Capital Works budget including the Tullamore development area			
8	Complete inventory of all Town owned lands			Infrastructure
9	Continue to develop project management practices and procedures that will reduce staffing times to get projects to tender and to reduce the number of addendums required when out to market			
CAPITAL PROJECTS AND PROPERTY MANAGEMENT (FACILITIES)				
1	Develop a plan to reduce energy use (and carbon footprint) in all Public Works (PW) managed facilities with a focus on automated systems and energy conservation and sustainability. Reduce energy consumption in all Public Works managed Town facilities by 5% per year for the next 5 years. Baseline using 2013 Facility Energy Consumption figures.	1	Base Operating Budget	Infrastructure
2	Manage the reconstruction of the Orange Lodge as per Council direction	4	Capital Budget	Infrastructure
3	Design and construct a new Fire Hall and Peel Paramedics Facility in Bolton. Complete the project to LEED Silver minimum certification.	6	Capital Budget/ Development Charges	Infrastructure
4	Complete a comprehensive Building Condition Assessment (BCA) of all Town owned facilities and develop a 10-year capital plan for Town facilities.	6	Capital Budget	Infrastructure
REGULATORY SERVICES				
1	Develop a new comprehensive Fill By-law, complete a thorough public consultation process and seek Council approval of a new Fill By-law to protect agricultural lands across the Town	1	Base Operating Budget	Protection of Rural Environment
2	Develop a multi-year plan to move By-law Enforcement Services to a 24/7 365 day per year operation	2	Base Operating Budget	

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Public Works Department

2016 DEPARTMENTAL PRIORITIES				
Priority	Strategic Actions/Major Initiatives	CBSP Goal	Funding Source	Council Work Plan Priority
3	Research and develop a comprehensive Swimming Pool By-law including pool fencing. Seek Council approval for same.	2	Base Operating Budget	
4	Develop a long-term strategic plan for the operation of the Animal Shelter and protective services for the Town.	2	Base Operating Budget	
OPERATIONS – ROADS AND FLEET				
1	Development of a replacement program that reflects Town greening initiatives and the timely replacement of equipment and vehicles.	1	Capital Budget	Infrastructure
2	Reduce fuel consumption across the fleet by 5% per year for the next 5 years through changes in practices and strategic fleet replacement. Baseline using 2013 fleet fuel consumption.	1	Base Operating Budget	Infrastructure
3	Improve Town road and road right-of-way maintenance practices to increase the long term availability of roads and to ensure the safe passage of traffic on all Town roads	2	Base Operating Budget	Infrastructure
4	Continue to implement recommendations from the Caledon Road Safety Study	3	Base Operating Budget/ Capital Budget	
5	Manage and effectively implement the approved Fleet capital program on an annual basis. Ensure that all projects are completed on time and within budget	6	Capital Budget	
6	Identify areas where multi-year standing offer contracts are required for repetitive services and products that may be required by the Town. Partner with other local Regional and municipal governments/agencies to effect savings and efficiencies on behalf of the Town.	1	Base Operating Budget	
TRANSPORTATION				
1	Implement the recommendations of the Town-wide speed limit review of all Town roads as approved by Council	2	Base Operating Budget	
2	Complete a Public Transit in Caledon review. Complete a public consultation process and prepare a report to Council on staff recommendations			
3	Complete the Transportation Master Plan for all outstanding roads across the Town including a Road Characterization study			
4	Manage and effectively implement the annual Pavement Marking Program. Ensure quality control measures are in place and project is on time and within budget.	2	Base Operating Budget	

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
6211 Old Church Road	Capital Project & Property Management	Expense	01-09-155-43050-375-61520	Wages-Casual Temporary	\$ 15,300	\$ 15,500		
			01-09-155-43050-375-61523	Benefits-Casual Temporary	\$ 1,801	\$ 1,924		
			01-09-155-43050-375-62017	Caretaking Supplies	\$ 3,000	\$ 3,000		
			01-09-155-43050-375-62018	Operating Supplies	\$ 1,000	\$ 1,000		
			01-09-155-43050-375-62111	Maintenance & Repairs-Grounds	\$ 2,000	\$ 2,000		
			01-09-155-43050-375-62112	Maintenance & Repairs-Building	\$ 10,000	\$ 10,000		
			01-09-155-43050-375-62114	Small Equip Repair/Purchase	\$ 1,000	\$ 1,000		
			01-09-155-43050-375-62215	Natural Gas	\$ 5,000	\$ 5,000		
			01-09-155-43050-375-62216	Electricity	\$ 20,000	\$ 20,000		
			01-09-155-43050-375-62217	Water/Waste Water	\$ 2,000	\$ 2,000		
		01-09-155-43050-375-62335	Contracted Services	\$ 20,000	\$ 21,000			
		Expense Total			\$ 81,101	\$ 82,424		
Capital Project & Property Management Total					\$ 81,101	\$ 82,424		
6211 Old Church Road Total					\$ 81,101	\$ 82,424		
Alton Town Hall	Capital Project & Property Management	Expense	01-09-155-43050-310-62017	Caretaking Supplies	\$ 100	\$ -		
			01-09-155-43050-310-62018	Operating Supplies	\$ 100	\$ -		
			01-09-155-43050-310-62111	Maintenance & Repairs-Grounds	\$ 250	\$ -		
			01-09-155-43050-310-62112	Maintenance & Repairs-Building	\$ 1,000	\$ -		
			01-09-155-43050-310-62114	Small Equip Repair/Purchase	\$ 200	\$ -		
			01-09-155-43050-310-62215	Natural Gas	\$ 8,870	\$ -		
			01-09-155-43050-310-62216	Electricity	\$ 620	\$ -		
			01-09-155-43050-310-62312	Insurance	\$ 2,179	\$ 2,615		
			01-09-155-43050-310-62397	Telephone	\$ 500	\$ -		
				Expense Total			\$ 13,819	\$ 2,615
Capital Project & Property Management Total					\$ 13,819	\$ 2,615		
Alton Town Hall Total					\$ 13,819	\$ 2,615		
Animal Shelter	Animal Services	Revenue	01-09-125-47010-720-50570	Donations	\$ (8,000)	\$ (8,000)		
			01-09-125-47010-720-50613	Miscellaneous Fees	\$ (3,714)	\$ (3,731)		
			01-09-125-47010-720-50637	Redemption Fees	\$ (14,000)	\$ (14,000)		
			01-09-125-47010-720-50642	Dog Tags	\$ (45,000)	\$ (45,000)		
			01-09-125-47010-720-50646	Adoption Fees	\$ (21,000)	\$ (15,851)		
			01-09-125-47010-720-50650	Livestock Claim re-imbursment	\$ (2,500)	\$ (5,000)		
				Revenue Total			\$ (94,214)	\$ (91,582)
		Expense	01-09-125-47010-720-61214	Overtime	\$ 21,593	\$ 21,593		
			01-09-125-47010-720-61510	Salaries-Permanent	\$ 249,041	\$ 253,691		
			01-09-125-47010-720-61513	Benefits-Permanent	\$ 76,412	\$ 79,772		
			01-09-125-47010-720-61520	Wages-Casual Temporary	\$ 52,400	\$ 53,100		
			01-09-125-47010-720-61523	Benefits-Casual Temporary	\$ 6,167	\$ 6,591		
			01-09-125-47010-720-62011	Office Supplies	\$ 500	\$ 500		
			01-09-125-47010-720-62014	Unitorms/Protective Clothing	\$ 1,500	\$ 3,000		
			01-09-125-47010-720-62017	Caretaking Supplies	\$ 3,000	\$ 3,000		
			01-09-125-47010-720-62018	Operating Supplies	\$ 8,000	\$ 8,500		
			01-09-125-47010-720-62022	Animal Feed	\$ 2,500	\$ 2,500		
			01-09-125-47010-720-62112	Maintenance & Repairs-Building	\$ 13,000	\$ 13,000		
			01-09-125-47010-720-62114	Small Equip Repair/Purchase	\$ 1,500	\$ 1,500		
			01-09-125-47010-720-62215	Natural Gas	\$ 4,000	\$ 4,280		
			01-09-125-47010-720-62216	Electricity	\$ 10,248	\$ 10,863		
			01-09-125-47010-720-62217	Water/Waste Water	\$ 1,000	\$ 1,000		
			01-09-125-47010-720-62234	Emergency Vet Expenses	\$ 2,000	\$ 2,000		
			01-09-125-47010-720-62310	Training/Development/Seminars	\$ 2,000	\$ 2,000		
			01-09-125-47010-720-62311	Memberships/Dues	\$ 200	\$ 200		
			01-09-125-47010-720-62312	Insurance	\$ 2,605	\$ 3,126		
			01-09-125-47010-720-62314	Mileage	\$ 500	\$ 500		
			01-09-125-47010-720-62330	Livestock Control	\$ 5,000	\$ 5,000		
			01-09-125-47010-720-62333	Veterinary Services	\$ 15,000	\$ 20,000		
			01-09-125-47010-720-62342	Spay and Neuter	\$ 15,000	\$ 15,000		
			01-09-125-47010-720-62396	Mobile Phones/Pagers	\$ 2,000	\$ 1,000		
			01-09-125-47010-720-62397	Telephone	\$ 4,000	\$ 4,000		
			01-09-125-47010-720-62416	Interdepartmental Charges	\$ 10,000	\$ 10,000		
01-09-125-47010-720-62437	Contribution to Reserves		\$ 8,000	\$ 8,000				
		Expense Total			\$ 517,166	\$ 533,716		
Animal Services Total					\$ 422,952	\$ 442,134		
Animal Shelter Total					\$ 422,952	\$ 442,134		

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Belfountain Community Hall	Capital Project & Property Management	Revenue	01-09-155-43050-315-50060	Auditorium/Room Rentals	\$ (1,000)	\$ (1,000)
		Revenue Total			\$ (1,000)	\$ (1,000)
		Expense	01-09-155-43050-315-61520	Wages-Casual Temporary	\$ 1,200	\$ 1,200
			01-09-155-43050-315-61523	Benefits-Casual Temporary	\$ 141	\$ 149
			01-09-155-43050-315-62011	Office Supplies	\$ 100	\$ 100
			01-09-155-43050-315-62014	Uniforms/Protective Clothing	\$ 100	\$ 100
			01-09-155-43050-315-62017	Caretaking Supplies	\$ 100	\$ 100
			01-09-155-43050-315-62018	Operating Supplies	\$ 200	\$ 200
			01-09-155-43050-315-62111	Maintenance & Repairs-Grounds	\$ 100	\$ 300
			01-09-155-43050-315-62112	Maintenance & Repairs-Building	\$ 3,000	\$ 3,000
			01-09-155-43050-315-62114	Small Equip Repair/Purchase	\$ 200	\$ 200
			01-09-155-43050-315-62215	Natural Gas	\$ 5,491	\$ 5,876
			01-09-155-43050-315-62216	Electricity	\$ 685	\$ 1,637
		01-09-155-43050-315-62312	Insurance	\$ 1,557	\$ 1,694	
01-09-155-43050-315-62335	Contracted Services	\$ 2,200	\$ 2,340			
Expense Total			\$ 15,074	\$ 16,896		
Capital Project & Property Management Total					\$ 14,074	\$ 15,896
Belfountain Community Hall Total					\$ 14,074	\$ 15,896
Caledon East Portable	Capital Project & Property Management	Expense	01-09-155-43050-320-62216	Electricity	\$ 2,000	\$ -
		Expense Total			\$ 2,000	\$ -
		Capital Project & Property Management Total				
Caledon East Portable Total					\$ 2,000	\$ -
Fire Administration	Capital Project & Property Management	Revenue	01-09-155-43050-199-50060	Auditorium/Room Rentals	\$ (7,560)	\$ (7,560)
		Revenue Total			\$ (7,560)	\$ (7,560)
		Expense	01-09-155-43050-199-62017	Caretaking Supplies	\$ 200	\$ 200
			01-09-155-43050-199-62111	Maintenance & Repairs-Grounds	\$ 1,500	\$ 1,500
			01-09-155-43050-199-62335	Contracted Services	\$ 1,200	\$ 1,200
Expense Total			\$ 2,900	\$ 2,900		
Capital Project & Property Management Total					\$ (4,660)	\$ (4,660)
Fire Administration Total					\$ (4,660)	\$ (4,660)
Kinsmen Building - Bolton	Capital Project & Property Management	Expense	01-09-155-43050-330-62112	Maintenance & Repairs-Building	\$ 2,500	\$ 2,500
			01-09-155-43050-330-62312	Insurance	\$ 700	\$ 840
			01-09-155-43050-330-62437	Contribution to Reserves	\$ -	\$ 300
		Expense Total			\$ 3,200	\$ 3,640
Capital Project & Property Management Total					\$ 3,200	\$ 3,640
Kinsmen Building - Bolton Total					\$ 3,200	\$ 3,640
Melville	Capital Project & Property Management	Expense	01-09-155-43050-335-62112	Maintenance & Repairs-Building	\$ 200	\$ 500
			01-09-155-43050-335-62312	Insurance	\$ 685	\$ 822
			01-09-155-43050-335-62335	Contracted Services	\$ 400	\$ 500
			01-09-155-43050-335-62437	Contribution to Reserves	\$ 300	\$ 300
		Expense Total			\$ 1,585	\$ 2,122
Capital Project & Property Management Total					\$ 1,585	\$ 2,122
Melville Total					\$ 1,585	\$ 2,122
Old Caledon Township Hall	Capital Project & Property Management	Expense	01-09-155-43050-340-61520	Wages-Casual Temporary	\$ 500	\$ 500
			01-09-155-43050-340-61523	Benefits-Casual Temporary	\$ 59	\$ 62
			01-09-155-43050-340-62017	Caretaking Supplies	\$ 200	\$ 200
			01-09-155-43050-340-62018	Operating Supplies	\$ 150	\$ 150
			01-09-155-43050-340-62112	Maintenance & Repairs-Building	\$ 500	\$ 600
			01-09-155-43050-340-62312	Insurance	\$ 2,826	\$ 3,391
			01-09-155-43050-340-62314	Mileage	\$ 816	\$ -
			01-09-155-43050-340-62335	Contracted Services	\$ 2,800	\$ 5,800
			01-09-155-43050-340-62397	Telephone	\$ 500	\$ 1,200
			01-09-155-43050-340-62437	Contribution to Reserves	\$ 200	\$ 300
Expense Total			\$ 8,551	\$ 12,203		
Capital Project & Property Management Total					\$ 8,551	\$ 12,203
Old Caledon Township Hall Total					\$ 8,551	\$ 12,203
OPP Bolton	Capital Project & Property Management	Expense	01-09-155-43030-210-62014	Uniforms/Protective Clothing	\$ 425	\$ 450
			01-09-155-43030-210-62017	Caretaking Supplies	\$ 500	\$ 500
			01-09-155-43030-210-62112	Maintenance & Repairs-Building	\$ 600	\$ 600
			01-09-155-43030-210-62321	Rental-Facility	\$ 6,000	\$ 6,000
			01-09-155-43030-210-62335	Contracted Services	\$ 3,500	\$ 3,500
		01-09-155-43030-210-62397	Telephone	\$ -	\$ 5,241	
Expense Total			\$ 11,025	\$ 16,291		
Capital Project & Property Management Total					\$ 11,025	\$ 16,291

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget	
OPP Bolton Total					\$ 11,025	\$ 16,291	
OPP Caledon East	Capital Project & Property Management	Revenue	01-09-155-43030-220-50516	Rents-OPP Caledon East	\$ (53,000)	\$ (53,000)	
			01-09-155-43030-220-50517	Recoveries-OPP	\$ (393,116)	\$ (439,819)	
		Revenue Total				\$ (446,116)	\$ (492,819)
		Expense	01-09-155-43030-220-61108	Distributed Salaries	\$ 60,622	\$ 60,622	
			01-09-155-43030-220-61510	Salaries-Permanent	\$ 65,599	\$ 69,263	
			01-09-155-43030-220-61513	Benefits-Permanent	\$ 19,837	\$ 21,264	
			01-09-155-43030-220-61520	Wages-Casual Temporary	\$ 3,300	\$ 3,300	
			01-09-155-43030-220-61523	Benefits-Casual Temporary	\$ 388	\$ 410	
			01-09-155-43030-220-62017	Caretaking Supplies	\$ 5,000	\$ 5,000	
			01-09-155-43030-220-62018	Operating Supplies	\$ 6,000	\$ 7,500	
			01-09-155-43030-220-62021	Program Supplies	\$ -	\$ 5,000	
			01-09-155-43030-220-62111	Maintenance & Repairs-Grounds	\$ 3,000	\$ 3,000	
			01-09-155-43030-220-62112	Maintenance & Repairs-Building	\$ 4,500	\$ 7,500	
			01-09-155-43030-220-62114	Small Equip Repair/Purchase	\$ 7,000	\$ 7,000	
			01-09-155-43030-220-62130	Generator-Fuel & Maintenance	\$ 10,000	\$ 10,000	
			01-09-155-43030-220-62215	Natural Gas	\$ 7,000	\$ 7,000	
			01-09-155-43030-220-62216	Electricity	\$ 70,000	\$ 60,000	
			01-09-155-43030-220-62217	Water/Waste Water	\$ 2,000	\$ 2,000	
			01-09-155-43030-220-62310	Training/Development/Seminars	\$ 1,500	\$ 1,500	
			01-09-155-43030-220-62312	Insurance	\$ 23,928	\$ 28,714	
			01-09-155-43030-220-62314	Mileage	\$ 150	\$ 600	
			01-09-155-43030-220-62319	Grants	\$ 29,000	\$ 29,000	
		01-09-155-43030-220-62335	Contracted Services	\$ 65,000	\$ 77,000		
01-09-155-43030-220-62396	Mobile Phones / Pagers	\$ -	\$ 746				
01-09-155-43030-220-62397	Telephone	\$ 3,500	\$ 3,500				
01-09-155-43030-220-62437	Contribution to Reserves	\$ 925	\$ 925				
Expense Total			\$ 388,249	\$ 410,844			
Capital Project & Property Management Total					\$ (57,867)	\$ (81,975)	
OPP Caledon East Total					\$ (57,867)	\$ (81,975)	
OPP Orangeville	Capital Project & Property Management	Expense	01-09-155-43030-240-62321	Rental-Facility	\$ 11,184	\$ 11,184	
			01-09-155-43030-240-62335	Contracted Services	\$ 1,500	\$ 1,500	
		Expense Total			\$ 12,684	\$ 12,684	
Capital Project & Property Management Total					\$ 12,684	\$ 12,684	
OPP Orangeville Total					\$ 12,684	\$ 12,684	
Orange Lodge	Capital Project & Property Management	Expense	01-09-155-43050-380-62312	Insurance	\$ 1,712	\$ -	
			Expense Total		\$ 1,712	\$ -	
		Capital Project & Property Management Total					\$ 1,712
Orange Lodge Total					\$ 1,712	\$ -	
Palgrave Community Centre	Capital Project & Property Management	Revenue	01-09-155-43050-345-50060	Auditorium/Room Rentals	\$ (10,588)	\$ -	
			Revenue Total		\$ (10,588)	\$ -	
		Capital Project & Property Management Total					\$ (10,588)
Palgrave Community Centre Total					\$ (10,588)	\$ -	
Rosehill	Capital Project & Property Management	Expense	01-09-155-43050-350-62112	Maintenance & Repairs-Building	\$ 1,000	\$ -	
			01-09-155-43050-350-62312	Insurance	\$ 2,366	\$ -	
		Expense Total			\$ 3,366	\$ -	
Capital Project & Property Management Total					\$ 3,366	\$ -	
Rosehill Total					\$ 3,366	\$ -	
St.Andrew	Capital Project & Property Management	Expense	01-09-155-43050-360-62112	Maintenance & Repairs-Building	\$ 200	\$ 500	
			01-09-155-43050-360-62312	Insurance	\$ 1,040	\$ 1,248	
			01-09-155-43050-360-62437	Contribution to Reserves	\$ 300	\$ 300	
		Expense Total			\$ 1,540	\$ 2,048	
Capital Project & Property Management Total					\$ 1,540	\$ 2,048	
St.Andrew Total					\$ 1,540	\$ 2,048	

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget				
Town Hall	Administration	Revenue	01-09-115-40010-365-50612	Mobile Sign Permits	\$ (15,000)	\$ (22,310)				
			01-09-115-40010-365-50636	Business Licenses	\$ (12,000)	\$ (18,448)				
			01-09-115-40010-365-50638	Tow Licenses	\$ (45,000)	\$ (66,222)				
		Revenue Total					\$ (72,000)	\$ (106,980)		
		Expense	01-09-115-40010-365-61510	Salaries-Permanent	\$ 522,889	\$ 548,693				
			01-09-115-40010-365-61512	Recovery-Salaries-Permanent	\$ (35,000)	\$ (39,200)				
			01-09-115-40010-365-61513	Benefits-Permanent	\$ 150,954	\$ 160,367				
			01-09-115-40010-365-61520	Wages-Casual Temporary	\$ 191,741	\$ 194,200				
			01-09-115-40010-365-61523	Benefits-Casual Temporary	\$ 17,052	\$ 24,104				
			01-09-115-40010-365-62011	Office Supplies	\$ 3,000	\$ 3,000				
			01-09-115-40010-365-62245	Studies/Consultants	\$ 1,000	\$ 1,000				
			01-09-115-40010-365-62310	Training/Development/Seminars	\$ 9,000	\$ 9,000				
			01-09-115-40010-365-62311	Memberships/Dues	\$ 3,500	\$ 3,500				
			01-09-115-40010-365-62312	Insurance	\$ 443,689	\$ 573,689				
			01-09-115-40010-365-62314	Mileage	\$ 2,500	\$ 2,500				
			01-09-115-40010-365-62315	Printing & Advertising	\$ 4,000	\$ 4,000				
			01-09-115-40010-365-62339	Communication Equipment	\$ 12,500	\$ 12,500				
			01-09-115-40010-365-62346	Courier	\$ 250	\$ 250				
			01-09-115-40010-365-62375	Meeting Expenses	\$ 1,000	\$ 1,000				
			01-09-115-40010-365-62396	Mobile Phones / Pagers	\$ 2,000	\$ 1,000				
		Expense Total					\$ 1,330,075	\$ 1,499,603		
		Administration Total					\$ 1,258,075	\$ 1,392,623		
			Capital Project & Property Management	Revenue	01-09-155-75300-365-50560	Counter Sales	\$ (50,000)	\$ (50,000)		
					01-09-155-75300-365-50561	Catered Sales	\$ (6,500)	\$ (6,500)		
				Revenue Total					\$ (56,500)	\$ (56,500)
				Expense	01-09-155-43020-365-61510	Salaries-Permanent	\$ 154,025	\$ -		
					01-09-155-43020-365-61513	Benefits-Permanent	\$ 44,537	\$ -		
					01-09-155-43020-365-61520	Wages-Casual Temporary	\$ 180,996	\$ -		
					01-09-155-43020-365-61522	Recovery-Wages-Casual Temp	\$ (209,286)	\$ -		
					01-09-155-43020-365-61523	Benefits-Casual Temporary	\$ 21,790	\$ -		
					01-09-155-43020-365-62011	Office Supplies	\$ 740	\$ 1,000		
					01-09-155-43020-365-62014	Uniforms/Protective Clothing	\$ 900	\$ 900		
					01-09-155-43020-365-62018	Operating Supplies	\$ 800	\$ 1,500		
					01-09-155-43020-365-62239	Equipment	\$ 1,200	\$ 1,500		
01-09-155-43020-365-62310	Training/Development/Seminars				\$ 5,033	\$ -				
01-09-155-43020-365-62311	Memberships/Dues				\$ 1,000	\$ 1,000				
01-09-155-43020-365-62314	Mileage				\$ 1,667	\$ 1,667				
01-09-155-43020-365-62315	Printing & Advertising				\$ 1,000	\$ 1,000				
01-09-155-43020-365-62334	Service Contracts				\$ 1,793	\$ -				
01-09-155-43020-365-62396	Mobile Phones / Pagers				\$ 1,524	\$ 800				
01-09-155-43040-365-61510	Salaries-Permanent				\$ 162,562	\$ 165,698				
01-09-155-43040-365-61513	Benefits-Permanent				\$ 46,106	\$ 47,657				
01-09-155-43040-365-61520	Wages-Casual Temporary				\$ 13,100	\$ 13,300				
01-09-155-43040-365-61523	Benefits-Casual Temporary				\$ 1,542	\$ 1,651				
01-09-155-43040-365-62011	Office Supplies				\$ 300	\$ 300				
01-09-155-43040-365-62014	Uniforms/Protective Clothing				\$ 900	\$ 900				
01-09-155-43040-365-62017	Caretaking Supplies				\$ 300	\$ 300				
01-09-155-43040-365-62018	Operating Supplies				\$ 1,000	\$ 1,000				
01-09-155-43040-365-62114	Small Equip Repair/Purchase				\$ 2,000	\$ 2,500				
01-09-155-43040-365-62239	Equipment				\$ 250	\$ 750				
01-09-155-43040-365-62256	Security				\$ -	\$ 10,000				
01-09-155-43040-365-62310	Training/Development/Seminars				\$ 1,500	\$ 1,750				
01-09-155-43040-365-62311	Memberships/Dues				\$ 100	\$ -				
01-09-155-43040-365-62314	Mileage				\$ 3,400	\$ 2,000				
01-09-155-43040-365-62335	Contracted Services				\$ 2,000	\$ 8,000				
01-09-155-43040-365-62396	Mobile Phones / Pagers				\$ 1,800	\$ 900				
01-09-155-43050-365-61510	Salaries-Permanent				\$ 159,400	\$ 167,377				
01-09-155-43050-365-61512	Recovery-Salaries-Permanent				\$ (60,622)	\$ (60,622)				
01-09-155-43050-365-61513	Benefits-Permanent				\$ 45,671	\$ 48,219				
01-09-155-43050-365-61520	Wages-Casual Temporary				\$ 50,500	\$ 51,200				
01-09-155-43050-365-61523	Benefits-Casual Temporary				\$ 9,634	\$ 10,099				
01-09-155-43050-365-62011	Office Supplies				\$ 200	\$ 200				
01-09-155-43050-365-62014	Uniforms/Protective Clothing				\$ 500	\$ 500				
01-09-155-43050-365-62017	Caretaking Supplies				\$ 10,000	\$ 10,000				
01-09-155-43050-365-62018	Operating Supplies				\$ 10,000	\$ 10,000				
01-09-155-43050-365-62111	Maintenance & Repairs-Grounds				\$ 2,500	\$ 5,000				
01-09-155-43050-365-62112	Maintenance & Repairs-Building				\$ 30,000	\$ 30,000				
01-09-155-43050-365-62114	Small Equip Repair/Purchase				\$ 8,000	\$ 8,000				
01-09-155-43050-365-62130	Generator-Fuel & Maintenance				\$ 7,500	\$ 7,500				
01-09-155-43050-365-62215	Natural Gas				\$ 20,000	\$ 20,000				
01-09-155-43050-365-62216	Electricity				\$ 120,000	\$ 120,000				
01-09-155-43050-365-62217	Water/Waste Water				\$ 5,000	\$ 5,000				
01-09-155-43050-365-62256	Security				\$ 25,000	\$ 15,000				
01-09-155-43050-365-62310	Training/Development/Seminars			\$ 3,900	\$ 3,900					

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget		
Town Hall	Capital Project & Property Management	Expense	01-09-155-43050-365-62314	Mileage	\$ 1,000	\$ 1,000		
			01-09-155-43050-365-62335	Contracted Services	\$ 115,000	\$ 115,000		
			01-09-155-43050-365-62378	Furniture/Fixtures	\$ 20,000	\$ 12,500		
			01-09-155-43050-365-62383	AV Equipment	\$ 10,000	\$ -		
			01-09-155-43050-365-62396	Mobile Phones / Pagers	\$ 1,500	\$ 2,500		
			01-09-155-43050-365-62437	Contribution to Reserves	\$ 10,600	\$ 10,600		
			01-09-155-75300-365-61520	Wages-Casual Temporary	\$ 82,100	\$ 83,300		
			01-09-155-75300-365-61523	Benefits-Casual Temporary	\$ 17,052	\$ 17,836		
			01-09-155-75300-365-62014	Uniforms/Protective Clothing	\$ 500	\$ 600		
			01-09-155-75300-365-62017	Caretaking Supplies	\$ 500	\$ 500		
			01-09-155-75300-365-62023	Concession Purchases	\$ 40,000	\$ 40,000		
			01-09-155-75300-365-62027	Special Event Supplies	\$ 200	\$ 200		
			01-09-155-75300-365-62030	Coffee & Supplies	\$ 4,000	\$ 6,500		
			01-09-155-75300-365-62114	Small Equipment Repair/Purchase	\$ 2,500	\$ 2,500		
			01-09-155-75300-365-62314	Mileage	\$ 200	\$ 200		
01-09-155-75300-365-62335	Contracted Services	\$ 2,000	\$ 2,000					
Expense Total					\$ 1,198,914	\$ 1,012,682		
Capital Project & Property Management Total					\$ 1,142,414	\$ 956,182		
Energy & Environment	Energy & Environment	Revenue	01-09-255-44040-365-50325	Tree Seedling Program	\$ -	\$ (11,000)		
			01-09-255-44040-365-50352	MicroFIT Meters	\$ (30,000)	\$ (30,000)		
			01-09-255-44040-365-50357	Small FIT meter fee	\$ -	\$ (1,000)		
			01-09-255-44040-365-50760	Special Events	\$ (750)	\$ (100)		
		Revenue Total					\$ (30,750)	\$ (42,100)
		Expense	01-09-255-44040-365-61510	Salaries-Permanent	\$ 160,836	\$ 168,035		
			01-09-255-44040-365-61512	Recovery-Salaries-Permanent	\$ (108,200)	\$ (108,200)		
			01-09-255-44040-365-61513	Benefits-Permanent	\$ 45,757	\$ 48,176		
			01-09-255-44040-365-61520	Wages-Casual Temporary	\$ 157,115	\$ 69,500		
			01-09-255-44040-365-61523	Benefits-Casual Temporary	\$ 22,360	\$ 8,626		
			01-09-255-44040-365-62011	Office Supplies	\$ 200	\$ 200		
			01-09-255-44040-365-62224	Community Green Fund	\$ 12,000	\$ 12,000		
			01-09-255-44040-365-62305	Computer Services	\$ 15,000	\$ 15,000		
			01-09-255-44040-365-62310	Training/Development/Seminars	\$ 5,250	\$ 5,250		
			01-09-255-44040-365-62311	Memberships/Dues	\$ 5,500	\$ 5,500		
			01-09-255-44040-365-62314	Mileage	\$ 1,500	\$ 1,500		
			01-09-255-44040-365-62315	Printing & Advertising	\$ 4,500	\$ 4,500		
			01-09-255-44040-365-62320	Smart Commute	\$ 1,400	\$ 1,400		
			01-09-255-44040-365-62328	Tree Seedling Program	\$ -	\$ 10,000		
			01-09-255-44040-365-62346	Courier	\$ 100	\$ 100		
01-09-255-44040-365-62355	Special Events		\$ 3,500	\$ 4,000				
01-09-255-44040-365-62375	Meeting Expenses	\$ 650	\$ 650					
01-09-255-44040-365-62393	School Community Green Fund	\$ 18,000	\$ 18,000					
01-09-255-44040-365-62396	Mobile Phones / Pagers	\$ 885	\$ 500					
01-09-255-44040-365-62437	Contribution to Reserves	\$ 9,750	\$ 30,000					
01-09-255-44040-365-62446	MicroFIT Meters	\$ 250	\$ 250					
Expense Total					\$ 356,353	\$ 294,987		
Energy & Environment Total					\$ 325,603	\$ 252,887		
Engineering Services	Engineering Services	Revenue	01-09-265-49010-365-50310	External Recovery - Region	\$ (196,309)	\$ (370,394)		
			01-09-265-49010-365-50319	Grants/Subsidies	\$ (500)	\$ (500)		
			01-09-265-49010-365-50328	Engineering Fee	\$ (462,100)	\$ (367,344)		
			01-09-265-49010-365-50337	Benchmark Fee-Eng.	\$ (6,400)	\$ (6,625)		
			01-09-265-49010-365-50341	Eng. Drawing Fee	\$ (4,335)	\$ (4,335)		
			01-09-265-49010-365-50986	Reserve Fund To Revenue	\$ (174,085)	\$ -		
		Revenue Total					\$ (843,729)	\$ (749,198)
		Expense	01-09-265-49010-365-61109	Salary Recovery	\$ (385,472)	\$ (639,897)		
			01-09-265-49010-365-61510	Salaries-Permanent	\$ 651,845	\$ 884,058		
			01-09-265-49010-365-61513	Benefits-Permanent	\$ 175,040	\$ 249,612		
			01-09-265-49010-365-61520	Wages-Casual Temporary	\$ 119,107	\$ 216,300		
			01-09-265-49010-365-61523	Benefits-Casual Temporary	\$ 4,049	\$ 26,847		
			01-09-265-49010-365-62014	Uniforms/Protective Clothing	\$ 1,500	\$ 3,300		
			01-09-265-49010-365-62245	Studies/Consultants	\$ 267,850	\$ 142,850		
			01-09-265-49010-365-62310	Training/Development/Seminars	\$ 9,000	\$ 14,033		
			01-09-265-49010-365-62311	Memberships/Dues	\$ 2,000	\$ 3,000		
			01-09-265-49010-365-62314	Mileage	\$ 10,000	\$ 10,000		
			01-09-265-49010-365-62339	Communication Equipment	\$ 500	\$ 500		
			01-09-265-49010-365-62396	Mobile Phones / Pagers	\$ 3,735	\$ 1,935		
			01-09-265-49010-365-62402	External Debt Repayment	\$ 670,394	\$ 970,394		
01-09-265-49010-365-62437	Contribution to Reserves		\$ 19,500	\$ 19,500				
Expense Total					\$ 1,549,048	\$ 1,902,432		
Engineering Services Total					\$ 705,319	\$ 1,153,234		

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget			
Town Hall	Regulatory Services	Revenue	01-09-475-49020-365-50300	Internal Recoveries	\$ (95,910)	\$ -			
			01-09-475-49030-365-50325	Tree Seedling Program	\$ (11,000)	\$ -			
			01-09-475-49030-365-50611	Fill Permits	\$ (20,000)	\$ (10,000)			
			01-09-475-49030-365-50613	Miscellaneous Fees	\$ (200)	\$ (200)			
			01-09-475-49030-365-50614	Woodland Permits	\$ (200)	\$ (200)			
			01-09-475-49030-365-50616	Property Standards Recovery	\$ (6,000)	\$ (6,000)			
			01-09-475-49030-365-50672	Pool Permits	\$ -	\$ (6,000)			
			01-09-475-49040-365-50640	Parking Fines/Payments	\$ (334,400)	\$ (334,400)			
		Revenue Total					\$ (467,710)	\$ (356,800)	
		Expense	01-09-475-49020-365-61510	Salaries-Permanent	\$ 65,491	\$ -			
			01-09-475-49020-365-61513	Benefits-Permanent	\$ 19,814	\$ -			
			01-09-475-49020-365-61520	Wages-Casual Temporary	\$ 26,500	\$ -			
			01-09-475-49020-365-61523	Benefits-Casual Temporary	\$ 3,119	\$ -			
			01-09-475-49020-365-62011	Office Supplies	\$ 200	\$ -			
			01-09-475-49020-365-62014	Uniforms/Protective Clothing	\$ 357	\$ -			
			01-09-475-49020-365-62015	Inspection Supplies	\$ 143	\$ -			
			01-09-475-49020-365-62310	Training/Development/Seminars	\$ 1,200	\$ -			
			01-09-475-49020-365-62311	Memberships/Dues	\$ 607	\$ -			
			01-09-475-49020-365-62314	Mileage	\$ 3,643	\$ -			
			01-09-475-49020-365-62315	Printing & Advertising	\$ 71	\$ -			
			01-09-475-49020-365-62396	Mobile Phones / Pagers	\$ 326	\$ -			
			01-09-475-49030-365-61510	Salaries-Permanent	\$ 436,735	\$ 440,822			
			01-09-475-49030-365-61513	Benefits-Permanent	\$ 121,388	\$ 124,814			
			01-09-475-49030-365-61520	Wages-Casual Temporary	\$ 38,042	\$ -			
			01-09-475-49030-365-61523	Benefits-Casual Temporary	\$ 4,478	\$ -			
			01-09-475-49030-365-62011	Office Supplies	\$ 1,250	\$ 1,250			
			01-09-475-49030-365-62014	Uniforms/Protective Clothing	\$ 2,500	\$ 2,500			
			01-09-475-49030-365-62018	Operating Supplies	\$ 2,000	\$ 2,000			
			01-09-475-49030-365-62310	Training/Development/Seminars	\$ 10,000	\$ 10,000			
			01-09-475-49030-365-62311	Memberships/Dues	\$ 600	\$ 600			
			01-09-475-49030-365-62314	Mileage	\$ 1,000	\$ 1,000			
			01-09-475-49030-365-62315	Printing & Advertising	\$ 1,500	\$ 1,500			
			01-09-475-49030-365-62328	Tree Seedling Program	\$ 10,000	\$ -			
			01-09-475-49030-365-62329	Education Programs	\$ 500	\$ 500			
			01-09-475-49030-365-62332	Protection to Person & Prop	\$ 1,000	\$ 1,000			
			01-09-475-49030-365-62396	Mobile Phones / Pagers	\$ 3,000	\$ 1,500			
			01-09-475-49040-365-61510	Salaries-Permanent	\$ 143,535	\$ 148,076			
			01-09-475-49040-365-61513	Benefits-Permanent	\$ 42,303	\$ 44,650			
			01-09-475-49040-365-61520	Wages-Casual Temporary	\$ -	\$ 54,800			
			01-09-475-49040-365-61523	Benefits-Casual Temporary	\$ -	\$ 6,802			
			01-09-475-49040-365-62011	Office Supplies	\$ 250	\$ 250			
			01-09-475-49040-365-62012	Vehicle Maintenance/Supplies	\$ 250	\$ 250			
			01-09-475-49040-365-62014	Uniforms/Protective Clothing	\$ 1,000	\$ 1,000			
			01-09-475-49040-365-62114	Small Equip Repair/Purchase	\$ 100	\$ 100			
			01-09-475-49040-365-62310	Training/Development/Seminars	\$ 500	\$ 500			
			01-09-475-49040-365-62315	Printing & Advertising	\$ 1,500	\$ 1,000			
			01-09-475-49040-365-62335	Contracted Services	\$ 6,000	\$ 10,000			
			01-09-475-49040-365-62396	Mobile Phones / Pagers	\$ 1,000	\$ 500			
			01-09-475-49040-365-62416	Interdepartmental Charges	\$ 72,397	\$ 72,397			
			Expense Total					\$ 1,024,299	\$ 927,811
			Regulatory Services Total					\$ 556,589	\$ 571,011
			Road & Fleet Services	Road & Fleet Services	Revenue	01-09-495-49050-365-50013	Fuel Recovery - Fire	\$ (72,012)	\$ (72,012)
						01-09-495-49050-365-50304	Peel Services	\$ (16,000)	\$ (16,000)
		01-09-495-49050-365-50314				Caledon Community Service	\$ (130,000)	\$ (130,000)	
		01-09-495-49050-365-50334				Vehicle-Building & Enforcement	\$ (10,000)	\$ (10,000)	
		01-09-495-49050-365-50336				Recreation-vehicle rental	\$ (5,500)	\$ (5,500)	
		01-09-495-49050-365-50340				Fire Fleet Maintenance	\$ (195,000)	\$ (195,000)	
01-09-495-49070-365-50050	Miscellaneous	\$ (17,500)				\$ (31,733)			
01-09-495-49070-365-50300	Internal Recoveries	\$ (54,700)				\$ (54,700)			
01-09-495-49070-365-50305	Culvert Permits	\$ (16,000)				\$ (41,148)			
01-09-495-49070-365-50306	Mainten. Unassumed Roads	\$ (90,000)				\$ (100,000)			
01-09-495-49070-365-50309	Municipal Sign #'s	\$ (5,000)				\$ (6,300)			
01-09-495-49070-365-50310	External Cost Recovery	\$ (30,000)				\$ (30,000)			
01-09-495-49070-365-50319	Grants/Subsidies	\$ (9,800)				\$ (9,800)			
01-09-495-49070-365-50331	Program Cost Recoveries	\$ (25,000)				\$ (25,326)			
01-09-495-49070-365-50353	Heavy Truckload Rd Use	\$ (5,000)				\$ (5,000)			
Revenue Total						\$ (681,512)	\$ (732,519)		

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Town Hall	Road & Fleet Services	Expense	01-09-495-49050-365-61216	Standby	\$ 5,851	\$ -
			01-09-495-49050-365-61510	Salaries-Permanent	\$ 136,473	\$ 142,125
			01-09-495-49050-365-61513	Benefits-Permanent	\$ 40,799	\$ 43,328
			01-09-495-49050-365-61540	Wages-CUPE	\$ 423,476	\$ 559,867
			01-09-495-49050-365-61543	Benefits-CUPE	\$ 127,584	\$ 169,550
			01-09-495-49050-365-62012	Vehicle Maintenance/Supplies	\$ 661,125	\$ 761,125
			01-09-495-49050-365-62013	Fuel	\$ 748,434	\$ 648,434
			01-09-495-49050-365-62014	Uniforms/Protective Clothing	\$ 19,718	\$ 19,718
			01-09-495-49050-365-62114	Small Equip Repair/Purchase	\$ 72,000	\$ 81,000
			01-09-495-49050-365-62310	Training/Development/Seminars	\$ 9,962	\$ 9,962
			01-09-495-49050-365-62311	Memberships/Dues	\$ 4,840	\$ 4,840
			01-09-495-49050-365-62314	Mileage	\$ 1,000	\$ 1,000
			01-09-495-49050-365-62316	Rental Equipment	\$ -	\$ 15,000
			01-09-495-49050-365-62339	Communication Equipment	\$ 10,212	\$ 10,212
			01-09-495-49050-365-62396	Mobile Phones / Pagers	\$ 2,608	\$ 1,308
			01-09-495-49050-365-62418	Debt Repayment	\$ 640,000	\$ 640,000
			01-09-495-49080-365-61216	Standby	\$ 12,433	\$ -
			01-09-495-49080-365-61510	Salaries-Permanent	\$ 446,146	\$ 438,566
			01-09-495-49080-365-61511	Overtime-Permanent	\$ 20,000	\$ 20,000
			01-09-495-49080-365-61513	Benefits-Permanent	\$ 152,520	\$ 124,297
			01-09-495-49080-365-61520	Wages-Casual Temporary	\$ 123,000	\$ 145,700
			01-09-495-49080-365-61523	Benefits-Casual Temporary	\$ 14,477	\$ 18,084
			01-09-495-49080-365-61540	Wages-CUPE	\$ 1,573,231	\$ 1,681,944
			01-09-495-49080-365-61542	Recovery-Wages-CUPE	\$ -	\$ (11,404)
			01-09-495-49080-365-61543	Benefits-CUPE	\$ 405,763	\$ 509,000
			01-09-495-49090-365-62227	Material - Cold Patch	\$ 107,161	\$ 72,161
			01-09-495-49090-365-62230	Base Repairs-Paved	\$ 30,000	\$ 30,000
			01-09-495-49090-365-62257	Shouldering	\$ 16,520	\$ 21,020
			01-09-495-49090-365-62335	Contracted Services	\$ 48,944	\$ 60,944
			01-09-495-49090-365-62349	Sweeping Contracts	\$ 127,500	\$ 92,500
			01-09-495-49100-365-62040	Gravel	\$ 183,600	\$ 185,100
			01-09-495-49100-365-63036	Summer Mtrl Purch-Calcium	\$ 167,334	\$ 167,334
			01-09-495-49110-365-62014	Uniforms/Protective Clothing	\$ 36,300	\$ 36,300
			01-09-495-49110-365-62122	Pit Operations	\$ 6,763	\$ 8,763
			01-09-495-49110-365-62310	Training/Development/Seminars	\$ 29,048	\$ 29,048
			01-09-495-49110-365-62311	Memberships/Dues	\$ 2,200	\$ 2,200
			01-09-495-49110-365-62314	Mileage	\$ 2,500	\$ 2,500
			01-09-495-49110-365-62361	Professional Services	\$ 42,000	\$ 42,000
			01-09-495-49110-365-62396	Mobile Phones / Pagers	\$ 9,000	\$ 4,500
			01-09-495-49120-365-62235	Sidewalk Maintenance	\$ 115,000	\$ 130,000
			01-09-495-49120-365-62335	Contracted Services	\$ 21,000	\$ 6,000
			01-09-495-49120-365-62336	Equipment Rental	\$ 225,000	\$ 225,000
			01-09-495-49130-365-62216	Electricity	\$ 813,396	\$ 724,396
			01-09-495-49130-365-62237	Tree Maintenance Contract	\$ 40,000	\$ 40,000
			01-09-495-49130-365-62239	Equipment	\$ 23,052	\$ 23,052
			01-09-495-49130-365-62335	Contracted Services	\$ 184,560	\$ 50,000
			01-09-495-49130-365-62338	Catch Basin Cleaning Cont	\$ 30,800	\$ 55,800
			01-09-495-49130-365-62343	Contract-Railway Crossing	\$ 65,000	\$ 60,000
			01-09-495-49130-365-62351	Ditch Cleaning	\$ 56,100	\$ 56,100
			01-09-495-49130-365-62358	Materials	\$ 16,524	\$ 16,524
			01-09-495-49130-365-62364	Bridge Maintenance	\$ 120,000	\$ 120,000
			01-09-495-49130-365-62365	Guide Beam/Post Maint.	\$ 25,000	\$ 30,000
		01-09-495-49130-365-62367	Culvert	\$ 50,000	\$ 50,000	
01-09-495-49130-365-62369	Culvert Maintenance	\$ 68,640	\$ 68,640			
01-09-495-49130-365-62418	Debt Repayment	\$ 805,915	\$ 805,915			
01-09-495-49140-365-62018	Operating Supplies	\$ 801,146	\$ 801,146			
01-09-495-49140-365-62239	Equipment	\$ 1,500	\$ 1,500			
01-09-495-49140-365-62255	RofP. Plow/Sand Contract	\$ 200,000	\$ 150,000			
01-09-495-49140-365-62335	Contracted Services	\$ 344,619	\$ 194,619			
01-09-495-49140-365-62336	Equipment Rental	\$ 8,284	\$ 8,284			
01-09-495-49140-365-62358	Materials	\$ 7,500	\$ 7,500			
01-09-495-49140-365-62363	Winter Parking Lot Maint.	\$ 105,976	\$ 130,976			
		Expense Total			\$ 10,589,534	\$ 10,543,478
	Road & Fleet Services Total				\$ 9,908,022	\$ 9,810,959

TOWN OF CALEDON
2016 OPERATING BUDGET - PUBLIC WORKS

Location	Division	Revenue/ Expense	Account Number	Account Description	2015 Budget	2016 Budget
Town Hall	Traffic	Expense	01-09-500-49115-365-61510	Salaries- Permanent	\$ 275,721	\$ 314,010
			01-09-500-49115-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (33,484)
			01-09-500-49115-365-61513	Benefits - Permanent	\$ 87,076	\$ 92,437
			01-09-500-49115-365-61520	Wages-Casual Temporary	\$ 74,700	\$ 65,700
			01-09-500-49115-365-61523	Benefits-Casual Temporary	\$ 8,792	\$ 8,155
			01-09-500-49115-365-61540	Wages-CUPE	\$ -	\$ 55,983
			01-09-500-49115-365-61543	Benefits-CUPE	\$ -	\$ 18,314
			01-09-500-49115-365-62014	Uniforms	\$ -	\$ 650
			01-09-500-49115-365-62231	Signs	\$ 100,000	\$ 100,000
			01-09-500-49115-365-62245	Studies/Consultants	\$ -	\$ 25,000
			01-09-500-49115-365-62310	Training/Development/Seminars	\$ -	\$ 9,000
			01-09-500-49115-365-62311	Memberships/Dues	\$ -	\$ 1,000
			01-09-500-49115-365-62314	Mileage	\$ -	\$ 7,000
			01-09-500-49115-365-62335	Contracted Services	\$ 330,500	\$ 214,260
			01-09-500-49115-365-62347	Pavement Marking Contract	\$ 180,540	\$ 150,540
			01-09-500-49115-365-62375	Meeting Expense	\$ -	\$ 650
			01-09-500-49115-365-62396	Mobile Phones/Pagers	\$ -	\$ 1,250
		01-09-500-49115-365-62659	Streetlight Maintenance	\$ -	\$ 172,000	
		Expense Total			\$ 1,057,329	\$ 1,202,465
		Traffic Total			\$ 1,057,329	\$ 1,202,465
Town Hall Total					\$ 14,953,351	\$ 15,339,361
Yard 1	Road & Fleet Services	Expense	01-09-495-49150-511-62018	Operating Supplies	\$ 35,790	\$ 40,790
			01-09-495-49150-511-62112	Maintenance & Repairs-Building	\$ 51,837	\$ 54,837
			01-09-495-49150-511-62215	Natural Gas	\$ 7,260	\$ 9,760
			01-09-495-49150-511-62216	Electricity	\$ 16,367	\$ 17,349
			01-09-495-49150-511-62312	Insurance	\$ 3,939	\$ 4,717
			01-09-495-49150-511-62397	Telephone	\$ 5,000	\$ 6,000
				Expense Total		
		Road & Fleet Services Total			\$ 120,193	\$ 133,453
Yard 1 Total					\$ 120,193	\$ 133,453
Yard 2	Road & Fleet Services	Expense	01-09-495-49150-512-62018	Operating Supplies	\$ 27,050	\$ 27,591
			01-09-495-49150-512-62112	Maintenance & Repairs-Building	\$ 49,921	\$ 64,921
			01-09-495-49150-512-62215	Natural Gas	\$ 10,000	\$ 10,000
			01-09-495-49150-512-62216	Electricity	\$ 22,629	\$ 23,987
			01-09-495-49150-512-62312	Insurance	\$ 9,448	\$ 11,338
			01-09-495-49150-512-62396	Mobile Phones / Pagers	\$ 770	\$ 770
		01-09-495-49150-512-62397	Telephone	\$ 3,430	\$ 3,630	
		Expense Total			\$ 123,248	\$ 142,237
		Road & Fleet Services Total			\$ 123,248	\$ 142,237
Yard 2 Total					\$ 123,248	\$ 142,237
Yard 3	Road & Fleet Services	Expense	01-09-495-49150-513-62018	Operating Supplies	\$ 10,914	\$ 10,914
			01-09-495-49150-513-62112	Maintenance & Repairs-Building	\$ 16,730	\$ 21,230
			01-09-495-49150-513-62215	Natural Gas	\$ 4,731	\$ 4,731
			01-09-495-49150-513-62216	Electricity	\$ 5,952	\$ 5,952
			01-09-495-49150-513-62397	Telephone	\$ 2,050	\$ 2,550
				Expense Total		
		Road & Fleet Services Total			\$ 40,377	\$ 45,377
Yard 3 Total					\$ 40,377	\$ 45,377
Total for Public Works					\$ 15,741,663	\$ 16,165,850

TOWN OF CALEDON

2016 CAPITAL BUDGET - PUBLIC WORKS

Department	Project #	Project Name	Division	Total Project Budget	
Public Works & Engineering	16-062	LED Phase 2 Consultant and Pilot	Energy & Environment	\$ 199,005	
	16-063	Energy and Environment Projects		\$ 116,000	
	16-094	Climate Change Adaptation Plan		\$ 60,000	
	16-109	Bridge Program	Engineering Services	\$ 3,936,593	
	16-114	Crack Sealing Program		\$ 178,842	
	16-115	Kennedy Road Rehabilitation		\$ 2,229,139	
	16-116	George Bolton Parkway Extension & Industrial Road Rehabilitation		\$ 7,183,008	
	16-117	Heart Lake Road Rehabilitation		\$ 623,043	
	16-118	Town Wide Sidewalk Rehabilitation		\$ 309,216	
	16-123	George Bolton Parkway Rehabilitation to Coleraine Drive		\$ 585,199	
	16-128	Chapel Street Access Construction		\$ 30,612	
	16-130	Drainage Studies (Multiple Locations)		\$ 339,504	
	16-138	Roads Rehabilitation & Reconstruction Program		\$ 801,906	
	16-172	2016 Enhanced Roads Program		\$ 4,100,000	
	16-176	Alton Cemetery Retaining Wall		\$ 100,000	
	16-188	Road Engineering Design and Environment Assessment		\$ 620,000	
	16-189	Bridge Engineering Assessment and Studies		\$ 414,000	
	16-190	Stormwater Management		\$ 500,000	
	16-095	Accessibility Improvements - Town Hall		Facilities & Operations	\$ 15,000
	16-097	Old Caledon Town Hall Roof Repair			\$ 16,517
	16-098	Animal Shelter Upgrades			\$ 21,800
	16-100	Carpentry / Trades Workshop	\$ 50,250		
	16-102	Town Hall HVAC - Phase 2 Funding	\$ 800,000		
	16-104	Old Church Road Reconfiguration and Parking Lot Upgrade	\$ 246,000		
	16-105	Town Hall Parking Lot Rehabilitation	\$ 180,000		
	16-106	Town Hall Improvements	\$ 50,000		
	16-107	OPP Capital Repairs	\$ 150,000		
	16-064	Parking Enforcement Ticketing Units	Regulatory Services	\$ 60,000	
	16-066	Commercial Large Scale Fill Consultant		\$ 50,000	
	16-070	Asphalt Spreader/Roller/Cracksealer	Road & Fleet Services	\$ 255,000	
	16-072	(1) Heavy Single Axle Plow Trucks		\$ 192,000	
	16-074	Construction Loader		\$ 231,000	
16-075	Roll-off Attachments for 3 New Plow Trucks	\$ 233,500			
16-173	Parks Equipment	\$ 110,988			
16-008	Road Safety Program	Traffic	\$ 400,000		
16-068	Traffic Calming		\$ 56,000		
16-069	Traffic Studies & Counts		\$ 60,000		
16-079	Traffic Signalization		\$ 200,000		
16-177	Public Transit Feasibility Study		\$ 100,000		
Public Works & Engineering Total				\$ 25,804,122	

Town of Caledon
 2017-2026 Total Capital Projects Details and Funding Sources
 Department Public Works

Baseline	Description	Term of Council						Term of Council				Total 10 Year Funding Sources						Total Funding	
		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture		Other
Baseline	Bridge Program	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 33,000,000	\$ 2,058,253	\$ -	\$ -	\$ 30,941,747	\$ -	\$ -	\$ 33,000,000
	Fleet Service Level Replacement Program	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,700,000	\$ 1,700,000	\$ 1,700,000	\$ 1,000,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 13,700,000	\$ 13,700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,700,000
	Roads Program	\$ 2,500,000	\$ 1,700,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000	\$ 2,000,000	\$ 2,000,000	\$ 21,200,000	\$ 16,282,525	\$ -	\$ -	\$ 2,667,475	\$ -	\$ -	\$ 21,200,000
	Traffic Studies & Count	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	Roads Safety Program (New)	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
Baseline Total		\$ 7,140,000	\$ 6,340,000	\$ 6,640,000	\$ 7,140,000	\$ 7,640,000	\$ 7,640,000	\$ 7,440,000	\$ 7,440,000	\$ 7,440,000	\$ 7,440,000	\$ 72,300,000	\$ 36,440,777	\$ -	\$ -	\$ 33,609,223	\$ -	\$ -	\$ 72,300,000
Above Baseline	Town Hall HVAC Replacement		\$ 1,050,000									\$ 1,050,000	\$ 1,050,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000
	LED Streetlight Retrofit	\$ 1,500,000	\$ 1,500,000									\$ 3,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
	Fencing Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
	Sidewalk and Curb Rehabilitation Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
	DC Roads Program	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 35,000,000	\$ 9,500,000	\$ -	\$ -	\$ 25,500,000	\$ -	\$ -	\$ 35,000,000	
	Enhanced Roads Program	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000	\$ 41,000,000	\$ 32,800,000	\$ -	\$ -	\$ -	\$ -	\$ 8,200,000	\$ -	\$ 41,000,000
	Fleet - New Equipment Replacement	\$ 500,000	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 5,700,000	\$ 4,142,749	\$ -	\$ -	\$ 1,557,251	\$ -	\$ -	\$ -	\$ 5,700,000
	Building Condition Assessment			\$ 200,000				\$ 200,000				\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	Traffic Calming	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 560,000	\$ 310,000	\$ -	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 560,000
	Facility Energy Reduction	\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
	Energy and Environmental		\$ 116,000		\$ 116,000		\$ 116,000		\$ 116,000		\$ 580,000	\$ 580,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 580,000
	Annual OPP Repair & Equipment	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	
	New PW/Parks Operation Centre			\$ 340,000	\$ 1,800,000	\$ 7,500,000	\$ 7,500,000				\$ 17,140,000	\$ 8,034,819	\$ -	\$ -	\$ 9,105,181	\$ -	\$ -	\$ 17,140,000	
	Road Design and Environmental Assessment	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 350,000	\$ 3,500,000	\$ 3,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,500,000	
	Bridge Design Environmental Assessment	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 140,000	\$ 1,400,000	\$ 1,400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,400,000	
	Animal Shelter							\$ 3,000,000	\$ 1,500,000	\$ 1,500,000		\$ 6,000,000	\$ 6,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
	Town Hall Expansion										\$ 140,000	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000	
											\$ 656,000	\$ 656,000	\$ -	\$ -	\$ 281,618	\$ -	\$ -	\$ 1,312,000	
											\$ 3,000,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000	
Above Baseline Total		\$ 10,746,000	\$ 11,862,000	\$ 9,586,000	\$ 11,412,000	\$ 16,846,000	\$ 16,912,000	\$ 12,346,000	\$ 11,768,000	\$ 11,502,000	\$ 9,412,000	\$ 122,392,000	\$ 75,997,950	\$ -	\$ 36,694,050	\$ -	\$ 8,200,000	\$ 1,500,000	\$ 122,392,000
Grand Total		\$ 17,886,000	\$ 18,202,000	\$ 16,226,000	\$ 18,552,000	\$ 24,486,000	\$ 24,552,000	\$ 19,786,000	\$ 19,208,000	\$ 18,942,000	\$ 16,852,000	\$ 194,692,000	\$ 112,438,728	\$ -	\$ 36,694,050	\$ 33,609,223	\$ 8,200,000	\$ 3,750,000	\$ 194,692,000



COMMUNITY-BASED STRATEGIC PLAN AND VISION



Town of Caledon

Community-Based Strategic Plan

Prepared by:
LURA Consulting
Hardy Stevenson and Associates

June 2010



Caledon’s Community-Based Strategic Plan presents your vision for the Town’s future; a foundation for Caledon’s continued success through the next decade.

Input from residents across the community was fundamental in creating this Strategic Plan as workshops, youth contests, questionnaires and “places and spaces” conversations engaged residents, businesses and other key stakeholders in charting our Town’s course for the next ten years. Our Community-Based Strategic Plan is truly a reflection of the aspirations you hold for your neighbourhoods and your town.



1 OUR VISION

Caledon – a safe, green community of communities; desiring a sustainable future by managing and fostering community progress while respecting its heritage.

2 INTRODUCTION

To be a strategic thinking, participatory organization, a Community-Based Strategic Plan (CBSP) is essential. In 2009, Caledon Council embraced the idea of the need for a long-term community and corporate strategy. In order to develop a comprehensive, robust, implementable community and corporate strategy, the Town decided that a “community based” Strategic Plan was the preferred approach, which engages the entire community: residents, businesses, the corporation and other stakeholders and interested members of the public.

This plan provides the foundation for Caledon’s sustainable and vibrant future which was developed through a collaborative, community engagement process which identifies a community vision, and goals and objectives to guide the Town 10 years into the future. *The CBSP impacts all Town of Caledon residents, workers and business owners – all of whom helped to develop this plan.*

2.1 Purpose of the Community-Based Strategic Plan

The Community-Based Strategic Plan is an important management tool that strategically guides Caledon’s policies, plans and engages the larger community. The purpose of the CBSP is to ensure Caledon’s growth is managed responsibly. The CBSP also ensures Caledon is responsive to, and prepared for, existing and emerging contextual realities, challenges and opportunities such as increasing growth pressures, an aging population, an influx of younger families and the needs and desires of the community.

The CBSP identifies a collective multi-generational vision for the community. Using the vision as a guide, goals and strategic objectives are developed and become the blueprint for managing change over the next 10 years. This ensures Caledon will remain a beautiful, safe, sustainable, well managed and prosperous community.

2.2 Developing the Community-Based Strategic Plan

Extensive community consultation was undertaken as part of the CBSP development process including workshops, places and spaces conversations, staff meetings, a youth contest and distribution of community questionnaires. The following summarizes the public consultation activities during the CBSP development process:

- **Council Workshops:** October 20, 2009; November 17, 2009; December 15, 2009; January 19, 2010; April 7, 2010
- **Stakeholder Advisory Team Meeting:** January 14, 2010; March 22, 2010
- **Senior Management Team Meeting:** November 23, 2009; April 7, 2010
- **CAO + Staff Meetings:** February 18, 2010
- **Town Meetings:** December 9, 2009; December 10, 2009; March 25, 2010; March 29, 2010
- **Community Questionnaire:** January to February 2010
- **Places + Spaces Conversations:** January to February 2010
- **Youth Contest:** January 7, 2010 to February 26, 2010

3 GOALS AND STRATEGIC OBJECTIVES

GOAL 1: PARTNER WITH LAND OWNERS AND COMMUNITY TO PRESERVE, PROTECT AND ENHANCE OUR ENVIRONMENT AND AGRICULTURAL RESOURCES AND NATURAL CAPITAL

Continue to live green and be responsible stewards of the environment and promote Caledon as a leader in sustainability.

Strategic Objective 1A

Partner with Land Owners to Protect Natural Resources and Agriculture

Strengthen partnerships with landowners to implement ecosystem planning and design that will protect, enhance and preserve our terrestrial and aquatic environment. Recognize and promote the role of the Caledon countryside (agricultural lands, the Oak Ridges Moraine, the Niagara Escarpment, the Greenbelt and other significant natural features) when managing growth and defining Caledon's town structure.

Strategic Objective 1B

Protect and Enhance Air Quality and Reduce Impacts of Climate Change

Promote initiatives and programs that contribute to good air quality and reduce greenhouse gas emissions.

Strategic Objective 1C

Support Green Energy and Energy Reduction

Promote technologies that reduce emissions, protect the natural environment and conserve energy and water.

Strategic Objective 1D

Promote Green Living and Build Community Capacity

Transform behaviour and develop a green culture that supports a more sustainable way of living.



Youth Art Contest Winner

GOAL 2: COMPLETE OUR COMMUNITY OF COMMUNITIES

Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

Strategic Objective 2A

Ensure Accessibility is the Standard

Facilitate the provision of a universally accessible public realm.

Strategic Objective 2B

Provide Opportunities to Develop Affordable Housing

Develop town policies to allow for a range of affordable housing types throughout Caledon.

Strategic Objective 2C

Promote Aging in Place and Community

Provide a range of housing types, designs and tenures as well as service options for the aging population.

Strategic Objective 2D

Manage Growth and Use Land Wisely

Promote land use planning decisions that are rooted in innovative and sound planning principles and ensure:

- i. Caledon’s urban rural character is maintained;
- ii. Growth does not compromise the character and stability of existing residential neighbourhoods;
- iii. Growth is in keeping with Caledon’s ability to provide and maintain appropriate infrastructure;
- iv. Growth contributes positively to Caledon’s image and economic vigor; and,
- v. Development of new communities in new ways.

Strategic Objective 2E

Provide a High Quality Public Realm

Develop attractive, functional streets, public facilities, parks and plazas, with rural open and green spaces for residents to enjoy.

Strategic Objective 2F

Connect Neighbourhoods

Promote and build physical and social connections, facilitating opportunities for people to meet, connect, move around, and get involved in Caledon – using all available forms to connect including electronic and physical modes such as high speed internet, bike lanes or transit.

Strategic Objective 2G

Maintain Caledon as Safe, Secure Community

Continue to be a community where all are safe, secure and welcome.



Youth Art Contest Winner

GOAL 3: LIVE HEALTHY

Promote active, healthy living for people of all ages and abilities by providing the necessary programs and facilities that foster wellness and leisure.

Strategic Objective 3A

Enhance Active Living Opportunities

Ensure there are ample opportunities for citizens of all ages and abilities to enjoy recreation activities during all seasons.

Strategic Objective 3B

Enhance Local Health Services

Continue to ensure residents have access to primary health care.

Strategic Objective 3C

Promote Healthy Eating

Encourage access to programs and information on healthy eating and local food sources.

GOAL 4: VALUE AND PROMOTE CULTURE, HERITAGE AND THE ARTS

Honour and preserve the rich natural, agricultural and built heritage of Caledon and foster a dynamic cultural community by encouraging residents to engage in the arts.

Strategic Objective 4A

Preserve and Promote our Cultural Heritage, Agricultural and Natural Heritage Landscapes, Built Heritage and Archaeological Resources

Wisely manage and educate Caledon citizens about Caledon's agricultural, natural capital, built heritage, archaeological and cultural heritage resources.

Strategic Objective 4B

Increase and Enhance the Diversity of Cultural Experiences and Programs

Provide opportunities to celebrate the arts in Caledon.

Strategic Objective 4C

Enhance Caledon's library system

Caledon's library system will be a strong community source for culture and heritage information and as connecting hubs for the community.



Patterson Barn

GOAL 5: CULTIVATE A DIVERSE AND PROSPEROUS ECONOMY

Foster a diverse, prosperous economy by attracting and retaining employment and providing the required environment for businesses to thrive.

Strategic Objective 5A

Meet Employment Needs

Ensure business has the necessary infrastructure, services and opportunities required to succeed.

Strategic Objective 5B

Retain Existing Business

Ensure businesses remain and thrive in Caledon where a supportive business environment is provided.

Strategic Objective 5C

Attract New Business and grow the Knowledge Based Economy in Caledon

Ensure new investment is considered in priority growth sectors.

Strategic Objective 5D

Support and Promote Agricultural Businesses

Encourage and support opportunities to diversify on-farm income as a way of protecting agricultural land for the future generations. Encourage agricultural businesses and agriculture service industry to remain and thrive in Caledon.

Strategic Objective 5E

Foster Entrepreneurship

Facilitate the creation and growth of small businesses and to provide assistance to entrepreneurs.

Strategic Objective 5F

Expand High Speed Internet Infrastructure

Facilitate the development of access to and improvement to the speed of the internet.

Strategic Objective 5G

Engage and Retain Youth and Young Professionals

Facilitate youth employment and retention programs.

Strategic Objective 5H

Advocate and Facilitate Business Expansion

Ensure Caledon is an appealing place for investors to do business.

Strategic Objective 5I

Promote Tourism

Support and promote Caledon as a tourism destination. Ensure Caledon is recognized as a destination for:

- i. a spectacular natural environment offering outdoor activities such as sight-seeing, hiking, golfing, trails and fishing, and
- ii. a vibrant cultural life, thriving arts community, distinctive boutiques, festivals and live theatre.

Strategic Objective 5J

Promote Caledon as a Location for Tourism Investment

Encourage and facilitate investor interest, involvement and investment placement in Caledon's tourism industry.

GOAL 6: PROVIDE STRONG GOVERNANCE AND COMMUNITY ENGAGEMENT

Commitment to sound, transparent municipal governance and open communication.

Strategic Objective 6A

Provide High Quality Public Services

Be a leader in the delivery of appropriate, quality and efficient town services.

Strategic Objective 6B

Provide Open, Responsible Leadership

Facilitate transparent, accountable and exceptional municipal management practices.

Strategic Objective 6C

Encourage Community Participation

Provide leadership in communicating with, and consulting the community in a transparent and inclusive manner pertaining to municipal decisions.

Strategic Objective 6D

Improve and Strengthen Long-term Financial Health

Manage Caledon with fiscal responsibility to ensure ongoing financial strength.



Youth Art Contest Winner



Youth Art Contest Winner

4 IMPLEMENTATION

Before determining the most appropriate, long-term, implementation plan that will ensure that the CBSP is successful – the following should be considered:

- a. **The Need for Integration:** It is recognized that there is a need for integration of the CBSP's goals, strategic directions, and actions into existing organizational structures and policy frameworks;
- b. **The Need for Collaboration:** The Town and other relevant agencies will need to work together to establish an appropriate and accountable process for coordinating the implementation of this plan;
- c. **The Need for Efficiency and Effectiveness:** It is imperative that the long-term organizational model is reflective of the most efficient and effective means of implementing the plan.

It is recommended that the following steps are undertaken in regard to implementation:

1) **Developing an Action Plan and Monitoring Framework**

Building on the success of the CBSP, the Town will develop more detailed actions for each strategic objective. The action plan will identify the specific tasks that Town departments and community partners will assume as well as timelines and performance measures to gauge the degree to which the strategic objectives are being met.

2) **Celebrating the CBSP**

The Town will share the CBSP with the public, staff and community partners including Regional and Provincial governments so as to ensure there is a shared understanding of Caledon's strategic direction.

3) **Engaging the Community and Forging Partnerships**

In order to successfully implement the CBSP, the community needs to be engaged. The Town will take the necessary steps to ensure businesses, developers, other stakeholders and the larger community plays an active role in realizing the community vision.

Public/private partnerships may offer opportunities to share resources and costs to implementing actions. Public/private partnerships allow the public and private sector to come together to share risks and provide incremental value not otherwise achievable individually. Outcomes include mutually beneficial partnership arrangement and long-term relationships based upon equitable sharing of risks and benefits.

4) **Stakeholder Advisory Team**

Consideration should be given for the Stakeholder Advisory Team to refine and review the success of implementation and actions.

5) **Reporting and Monitoring**

It is widely recognized that for this CBSP to be successful, regular progress monitoring and reporting will be needed by all partners and participants. To assist with this process, the following should be implemented:

- Progress indicators should be established, which will be used to measure progress towards achieving the CBSP; and,
- Annual Progress Reporting, which will be provided by the Town, partners and participants.



Town of Caledon

Community-Based Strategic Plan - Actions

Prepared by:
LURA Consulting
Hardy Stevenson and Associates

June 2010

COMMUNITY-BASED STRATEGIC PLAN FRAMEWORK AND ACTIONS

VISION

Caledon – a safe, green community of communities; desiring a sustainable future by managing and fostering community progress while respecting its heritage.

GOAL 1: Partner with Land Owners and Community to Preserve, Protect and Enhance our Environment and Agricultural Resources and Natural Capital - Continue to live green and be responsible stewards of the environment and promote Caledon as a leader in sustainability.

GOAL 2: Complete our Community of Communities - Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

GOAL 3: Live Healthy - Promote active, healthy living for people of all ages and abilities by providing the necessary programs and facilities that foster wellness and leisure.

GOAL 4: Value and Promote Culture, Heritage and the Arts - Honour and preserve the rich natural, agricultural and built heritage of Caledon and foster a dynamic cultural community by encouraging residents to engage in the arts.

GOAL 5: Cultivate a Diverse and Prosperous Economy - Foster a diverse, prosperous economy by attracting and retaining employment and providing the required environment for businesses to thrive.

GOAL 6: Provide Strong Governance and Community Engagement - Commitment to sound, transparent municipal governance and open communication.

GOAL 1: Partner with Land Owners and Community to Preserve, Protect and Enhance our Environment and Agricultural Resources and Natural Capital - Continue to live green and be responsible stewards of the environment and promote Caledon as a leader in sustainability.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Partner with Land Owners to Protect Natural Resources and Agriculture Strengthen partnerships with landowners to implement ecosystem planning and design that will protect, enhance and preserve our terrestrial and aquatic environment. Recognize and promote the role of the Caledon countryside (agricultural lands, the Oak Ridges Moraine, the Niagara Escarpment, the Greenbelt and other significant natural features) when managing growth and defining Caledon’s town structure.</p>	<p>Conduct a Town-wide inventory of natural resources.(Source: CVC)</p> <p>Develop a Town-wide Natural Heritage System strategy.(Source: CVC)</p> <p>Develop an educational campaign to inform residents about Natural and Agricultural Resources.</p> <p>Conduct a Town-wide inventory of agricultural resources. (Source: CVC)</p> <p>Develop an Agricultural Protection Strategy. (Source: CVC)</p> <p>Strengthen ecosystem planning and design using a systems approach.</p> <p>Continue to manage the phasing of aggregate resource developments.</p> <p>Protect floodplains from development and to naturalize riparian corridors to enable species movement and flood abatement. (Source: CVC)</p>
<p>Protect and Enhance Air Quality and Reduce Impacts of Climate Change Promote initiatives and programs that contribute to good air quality and reduce greenhouse gas emissions.</p>	<p>Develop an effective local air quality monitoring framework. (Source: EPAP)</p> <p>Monitor idling at municipally owned or controlled facilities and compile data for setting reduction targets and monitoring progress. (Source: EPAP)</p> <p>Develop and implement a community-based social marketing campaign to educate people about climate change adaptation.</p> <p>Establish idle-free zones with signage at Town Hall and other town facilities. (Source: EPAP)</p> <p>Investigate options and implications of converting municipal vehicle fleet to hybrids or natural gas. (Source: EPAP)</p> <p>Investigate carpooling and telecommuting options for Town staff and consider telecommuting matching website for entire community use. (Source: EPAP)</p> <p>Protect existing trees and promote the planting of new trees. (Source: EPAP)</p> <p>Conserve energy through means including community design, land use planning, transportation planning and the design and retrofitting of public and private buildings.</p> <p>Develop a greenhouse gas emissions inventory. (Source: EPAP)</p> <p>Develop greenhouse gas emissions reduction strategies. (Source: EPAP)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Support Green Energy and Energy Reduction Promote technologies that reduce emissions, protect the natural environment and conserve energy and water.</p>	<p>Apply for external funding to support the cost of energy audit (s) on selected buildings. From this information, develop a business case for retrofits. (Source: EPAP)</p> <p>Commit to energy efficiency for new facilities (25% energy reduction target over the Model National Energy Code for Buildings). (Source: EPAP)</p> <p>Investigate the feasibility of energy performance contracting. (Source: EPAP)</p> <p>Continue to explore opportunities for renewable energy projects. (Source: EPAP)</p> <p>Continue to explore opportunities for green design initiatives such as green roof etc. (Source: EPAP)</p> <p>Conserve energy through means including community design, land use planning, transportation planning and the design and retrofitting of public and private buildings.</p> <p>Strive to achieve LEED or applicable sustainable construction standards in all building development.</p> <p>Establish an award program for builders who achieve sustainable rated building standards.</p> <p>Educate businesses and owners about how to get funding for implementing green energy projects or reduce their carbon footprint. (Source SAT)</p>
<p>Promote Green Living and Build Community Capacity Transform behaviour and develop a green culture that supports a more sustainable way of living.</p>	<p>Engage community partners such as schools, local businesses and other service groups and volunteers in environmental initiatives (e.g. adopt a park, adopt a trail, tree planting etc.).</p> <p>Hold regular meetings to educate the community on various environmental matters such as smart growth, climate change, air quality, green energy etc.</p> <p>Create a "green" award program to recognize organizations, individuals and volunteers who significantly contribute to Caledon's environment.</p> <p>Create Caledon-oriented "information sheets" on the importance of Caledon's natural features (Oak Ridges Moraine, Peel Plain, Niagara Escarpment, etc). (Source: EPAP)</p> <p>Develop an Integrated Community Sustainability Plan (ICSP) by securing FCM funding and tie this into the Strategic Plan.</p>
<ol style="list-style-type: none"> 1. EPAP – Environmental Progress Action Plan 2. SAT – Stakeholder Advisory Team 3. CVC – Credit Valley Conservation Authority 	

GOAL 2: Complete our Community of Communities - Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Ensure Accessibility is the Standard Facilitate the provision of a universally accessible public realm.</p>	<p>Implement universal accessibility in the public realm.</p> <p>Continue to provide Persons with Disabilities Tax Assistance programs.</p> <p>Continue to update and implement the Town of Caledon Accessibility Plan.</p>
<p>Provide Opportunities to Develop Affordable Housing Develop town policies to allow for a range of affordable housing types throughout Caledon.</p>	<p>Provide incentives for the provision of affordable housing in specific areas.</p> <p>Develop an affordable housing strategy.</p> <p>Provide incentives for the provision of various affordable housing types, design and tenures in specific areas, particularly near or within mixed use areas in proximity to services.</p>
<p>Promote Aging in Place and Community Provide a range of housing types, designs and tenures as well as service options for the aging population.</p>	<p>Implement assistance program for older adults to age in place.</p> <p>Lobby for additional funding for assisted housing.</p> <p>Improve sidewalks and road conditions.</p> <p>Increase opportunities for door-to-door transportation.</p> <p>Provide community services for aging population; library, parks and recreation, healthy living intellectual stimulating programs.</p> <p>Continue to provide Elderly Tax Assistance programs.</p>
<p>Manage Growth and Use Land Wisely Promote land use planning decisions that are rooted in innovative and sound planning principles and ensure:</p> <ul style="list-style-type: none"> i. Caledon’s urban rural character is maintained; ii. Growth does not compromise the character and stability of existing residential neighbourhoods; iii. Growth is in keeping with Caledon’s ability to provide and maintain appropriate infrastructure; iv. Growth contributes positively to Caledon’s image and economic vigor; and, v. Development of new communities in new ways. 	<p>Continue to direct growth toward existing settlement areas (Tri-nodal growth strategy). (Source: Caledon OP)</p> <p>Maintain an ecosystem-based planning and management approach to guide the land use decision making process. (Source: Caledon OP)</p> <p>Continue to promote the Adaptive Management Philosophy including appropriate monitoring systems for significant new land use planning initiatives.</p> <p>Continue to preserve, protect and enhance open space, farm land and significant land resources including landscape features, systems and areas that perform important natural functions or which provide economic and recreational opportunities. (Source: Caledon OP)</p> <p>Continue to support the viability of Caledon’s rural agricultural communities by maintaining existing Official Plan policies that preserve the character of the rural area and the quality of agricultural land.</p> <p>Continue to seek fiscal sustainability by balancing service needs, service demands and growth. (Source: Caledon OP)</p> <p>Require that all new development adheres to sound (smart growth) community design and land use planning principles.</p> <p>Maintain and expand trail connections throughout Caledon that build on the existing trail systems by protecting and acquiring trail corridors and new land. (Source: RPMP)</p> <p>Adopt design guidelines within the Official Plan to address the form and character of communities.</p>
<p>Provide a High Quality Public Realm Develop attractive, functional streets, public facilities, parks and plazas, with rural open and green spaces for residents to enjoy.</p>	<p>Invest in streetscape beautification including: the preservation and maintenance of street trees; provision of high quality streetlights in appropriate locations; and, the provision of high quality signage, furniture, plantings and pavement materials.</p> <p>Develop and approve Town of Caledon urban design guidelines.</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Connect Neighbourhoods Promote and build physical and social connections, facilitating opportunities for people to meet, connect, move around and get involved in Caledon – using all available forms to connect including electronic and physical modes such as high speed internet, bike lanes or transit.</p>	<p>Wherever possible, retrofit and rezone neighbourhoods to include sidewalks, parks and pedestrian connections to nearby schools, shops, services and other amenities.</p> <p>Connect the rural trail system with urban pedestrian networks. (Source: RPMP)</p> <p>Develop connections for people to access local amenities such as libraries, parks and recreation facilities by active transportations modes and transit.</p> <p>Create more walkable communities with good links to public transit and other modes of alternative transportation such as walking, cycling and in-line skating.</p> <p>Continue to improve road and ditch drainage.</p> <p>Improve access to local information and services.</p> <p>Encourage more participation in community events through the use of community venues for events whenever possible.</p> <p>Investigate strategies to increase the number of youth and older adults that are involved and connected.</p> <p>Improve Town website to increase connections.</p> <p>Develop a town-wide Transportation Strategy (including transit, TDM, bicycle networks and active transportation). (Source: TNS)</p> <p>Continue proactive public education and implementation of safety programs. (Source: MFP)</p>
<p>Maintain Caledon as Safe, Secure Community Continue to be a community where all are safe, secure and welcome.</p>	<p>Continue to provide proactive fire prevention, inspection and investigation services. (Source: MFP)</p> <p>Continue to maintain and refine reactive fire prevention strategies and the utilization of modern emergency response equipment, technology and communications. (Source: MFP)</p> <p>Continue to provide training and development opportunities to all fire, police and other emergency staff. (Source: MFP)</p> <p>Continue to work with municipal Fire and OPP services to enhance safety, crime prevention and enforcement.</p> <p>Continue to implement and review planning policies to ensure planning and design guidelines adhere to best practices promoting safety and security.</p> <p>Continue to maintain and implement the Master Fire Plan: Fire and Emergencies.(MFP)</p> <p>Evaluate existing traffic signage and make improvements where needed. (Source: TNS)</p> <p>Implement traffic calming techniques in problem areas. (Source: TNS)</p> <p>Promote safety awareness of the Ontario Provincial Police in schools.</p> <p>Provide accountable by-law enforcement.</p> <p>Carry out regular emergency response drills and review and revise the Community Emergency Response Plan as required.</p>
<ol style="list-style-type: none"> 1. RPMP – Recreation and Parks Master Plan 2. MFP – Master Fire Plan 3. Caledon OP – Caledon Official Plan 4. TNS – Transportation Needs Study 	

GOAL 3: Live Healthy - Promote active, healthy living for people of all ages and abilities by providing the necessary programs and facilities that foster wellness and leisure.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Enhance Active Living Opportunities Ensure there are ample opportunities for citizens of all ages and abilities to enjoy recreation activities during all seasons.</p>	Expand the existing trail network in pace with population growth and community needs to develop an active transportation system. (Source: RPMP)
	Provide quality parks and open spaces that offer passive and active opportunities while protecting and enhancing the natural environment. (Source: RPMP)
	Provide facilities based on measurable demand focusing on facilities that provide multi-purpose, multi-generational opportunities and that are designed with flexibility to adjust to the changing needs of the community. (Source: RPMP)
	Provide an integrated trail system that links Caledon’s many communities as well as its recreation facilities and natural areas. (Source: RPMP)
	Assign priority to the acquisition of tableland suitable for playing fields and recreation facilities. (Source: RPMP)
	Equitably distribute parkland in Caledon and ensure residents in settlement areas are within walking distance to some form of parkland. (Source: RPMP)
	Update the Trails Master Plan and identify key properties to gain access to as a means to bolster year-round connectivity. (Source: RPMP)
	Expand the Youth Centre and provide a physical link to the Senior Centre. (Source: RPMP)
	Develop field/open spaces and parks in pace with population growth and needs. (Source: RPMP)
	Increase awareness of the Town’s recreational offerings and trails.
	Promote physical and mental activity through urban design, programming and public libraries.
	Designate more routes in Caledon as cycling friendly and continue to post “share the road” signs in appropriate locations.
	Investigate alternative funding sources, to deliver quality services and needed infrastructure to meet the needs of the community in a cost-effective manner. (Source: RPMP)
	Allocate funding to ensure that Caledon has sufficient staff to provide the desired recreation and park services. (Source: RPMP)
Develop and enhance partnerships in order to maximize the benefit to the community in a cost-effective and responsive manner. (Source: RPMP)	
Maintain existing resources and facilities, plan for capital replacement of aging facilities and for new facility development.(Source: RPMP)	

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Enhance Local Health Services Continue to ensure residents have access to primary health care.</p>	<p>Encourage multidisciplinary health clinics with extended hours.</p> <p>Attract more doctors and alternative health care professionals to Caledon.</p> <p>Appoint a champion to organize community leaders to develop a vision for improving health care in Caledon by way of improved medical facilities.</p> <p>Establish new community partnerships to address health issues.</p> <p>Develop a “Canadian Index of Well-being” as a pilot community project.</p> <p>Implement Active and Safe Routes to School programs.</p> <p>Create a citizen committee to develop a vision and strategic plan for improving senior care and aging at home opportunities.</p> <p>Consider providing a local medical centre with specialists and doctors coming in couple days a week from other practices. (Source: THM)</p> <p>Consider mobile health clinics for seniors – addressing issues such as diabetes, arthritis, foot clinics etc. (Source: THM)</p>
<p>Promote Healthy Eating Encourage access to programs and information on healthy eating and local food sources. (Source SAT)</p>	<p>Develop a healthy food lunch program for schools. (Source: SAT)</p> <p>Raise awareness of local foods by advertising in local papers and media. (Source: SAT and THM)</p> <p>Support development of community gardens. (Source: SAT)</p>
<ol style="list-style-type: none"> 1. RPMP – Recreation and Parks Master Plan 2. SAT – Stakeholder Advisory Team 3. THM – Town Hall Meeting 	

GOAL 4: Value and Promote Culture, Heritage and the Arts - Honour and preserve the rich natural, agricultural and built heritage of Caledon and foster a dynamic cultural community by encouraging residents to engage in the arts.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Preserve and Promote our Cultural Heritage, Agricultural and Natural Heritage Landscapes, Built Heritage and Archaeological Resources</p> <p>Wisely manage and educate Caledon citizens about Caledon’s agricultural, natural capital, built heritage, archaeological and cultural heritage resources.</p>	<p>Celebrate Caledon’s unique places by providing walking tours of cultural heritage resources that are of historical, architectural and archaeological value. (Source: Caledon OP)</p> <p>Continue to identify cultural heritage landscapes, built heritage resources and significant viewsheds of the countryside.</p> <p>Educate Caledon citizens about local agricultural business and normal farm practices.</p> <p>Encourage preservation and enhancement of the historical character of Caledon’s hamlets and rural areas.</p> <p>Require that all new development conserves and complements the significant built heritage and cultural landscape resources.</p> <p>Continue to implement and revise cultural heritage protection, preservation and enhancement policies contained in the Caledon Official Plan.</p>
<p>Increase and Enhance the Diversity of Cultural Experiences and Programs</p> <p>Provide opportunities to celebrate the arts in Caledon.</p>	<p>Encourage neighbourhood arts programs and experiences.</p> <p>Encourage local artists and performers by providing increased opportunity to showcase their talent.</p> <p>Identify new and existing opportunities for public events (such as a Farmer’s Market). Program public spaces for arts festivals, fairs, and events.</p> <p>Provide programs for youth and seniors.</p> <p>Develop a feasibility study for a Performing Arts/Cultural Centre (Source: THM)</p> <p>Promote arts, cultural and heritage resources as tourism attractions.</p> <p>Develop and implement a Cultural Heritage Master Plan. (Source: Caledon OP)</p>
<p>Enhance Caledon’s library system.</p> <p>Caledon’s library system will be a strong community source for culture and heritage information and as connecting hubs for the community.</p>	<p>Promote Caledon’s libraries as community centers of culture, information, events and gathering places.</p>
<p>1. Caledon OP – Caledon Official Plan 2. THM – Town Hall Meeting</p>	

GOAL 5: Cultivate a Diverse and Prosperous Economy - Foster a diverse, prosperous economy by attracting and retaining employment and providing the required environment for businesses to thrive.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Meet Employment Needs Ensure business has the necessary infrastructure, services and opportunities required to succeed.</p>	<p>Cultivate and nurture the business environment by reaching out to the business community and discussing business issues and opportunities and how the Town of Caledon can help.</p> <p>Showcase key and emerging economic sectors in the Town of Caledon to provide an exchange of ideas and opportunities – supporting the viability of the business community in Caledon.</p>
<p>Retain Existing Business Ensure businesses remain and thrive in Caledon where a supportive business environment is provided. (Source: EDS)</p>	<p>Continue to develop and enhance the Caledon Corporate Visit Program (CVP). (Source: EDS)</p> <p>Enhance communication and education among economic development and community organizations, the business community and general public. (Source: EDS)</p> <p>Develop and promote a local Business Alliance Program (BAP). (Source: EDS)</p> <p>Promote a buy local plan for Caledon. Everything people would want to purchase is available in Caledon, but people do not seem to realize it. Establishing an advertising co-op and advertizing materials would help to lower costs to each retailer, and could sponsor local events. (Source: Caledon Mayor’s Round Table)</p> <p>Develop signage solutions and sign bylaw to support local businesses. (Source: Caledon Mayor’s Round Table)</p> <p>Create a Caledon Business Vision for all Caledon businesses to work toward a common purpose such as a buy local campaign. (Source: Caledon Mayor’s Round Table)</p> <p>Build on the Community Improvement Plan to create methods to link businesses in Caledon. (Source: Caledon Mayor’s Round Table)</p>
<p>Attract New Business and grow the Knowledge Based Economy in Caledon Ensure new investment is considered in priority growth sectors. (Source: EDS)</p>	<p>Establish priority growth targets that reaffirm Caledon's economic sectors of importance, as well as emerging sectors of significance. (Source: EDS)</p> <p>Engage in business attraction programs designed to encourage investment by businesses in key target sectors and clusters. (Source: EDS)</p> <p>Continue to build relationships with businesses and those affiliated with the site selection, development and investment community. (Source: EDS)</p> <p>Foster the creation of a cooperative marketing partnership by continuing to host networking events to bring the site selection community to Caledon and update them on current events, programs, services and products (i.e., Mayor’s Breakfast, ICI Summit or Realtors Breakfast). (Source: EDS)</p> <p>Establish a Business Ambassador Program to solicit the support, talent and advice of key leaders and business people within Caledon in order to assist the Town in promoting the community as the premier location in which to live work and play. (Source: EDS)</p> <p>Encourage sustainable economic development Develop, implement and evaluate a Green Development Incentive Program. (Source: EDS)</p> <p>Develop a committee to oversee a feasibility study and potential implementation plan for attracting a post secondary institution. (Source: SAT)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Support and Promote Agricultural Businesses Encourage and support opportunities to diversify on-farm income as a way of protecting agricultural land for the future generations. Encourage agricultural businesses and agriculture service industry to remain and thrive in Caledon.</p>	<p>Support opportunities to diversity on-farm income. (Source: OPA 179)</p> <p>Encourage near-urban agriculture business, diversity, value added and technology research opportunities in conjunction with post secondary institutions. (Source: GTA Agriculture Action Plan)</p> <p>Encourage a diverse range of agriculture business that support local farm operations in the near urban context and that limit non-agriculture uses in the countryside. (Source: OPA 179)</p> <p>Explore and encourage new models of providing agriculture services to Caledon farm operations and support the viability of agriculture.</p> <p>Encourage Caledon as an equine farming centre of excellence with associated post secondary research in conjunction with Pan Am games support.</p>
<p>Foster Entrepreneurship Facilitate the creation and growth of small businesses and to provide assistance to entrepreneurs. (Source: EDS)</p>	<p>Support and promote entrepreneurial activity by actively participating, supporting and partnering with the Caledon Business Centre, City of Brampton Small Business Enterprise Centre and the Ontario Ministry of Small Business and Entrepreneurship. (Source: EDS)</p> <p>Raise awareness of the economic impact of entrepreneurial activities to industry, elected officials and residents. (Source: EDS)</p> <p>Raise awareness of the importance and value of the Caledon Business Centre to encourage industry interest and involvement. (Source: EDS)</p> <p>Develop a speaker’s series to promote selected initiatives and combine with green initiatives.</p>
<p>Expand High Speed Internet Infrastructure Facilitate the development of access to and improvement to the speed of the internet. (Source: CCWP)</p>	<p>Work with internet infrastructure providers to enhance service levels to Caledon. (Source: CCWP)</p>
<p>Engage and Retain Youth and Young Professionals Facilitate youth employment and retention programs.</p>	<p>Continue to ensure that Caledon is an attractive and vibrant community where youth want to reside and stay by encouraging employment and affordable housing opportunities.</p> <p>Develop a Blue Print Framework for youth attraction and retention.</p>
<p>Advocate and Facilitate Business Expansion Ensure Caledon is an appealing place for investors to do business. (Source: EDS)</p>	<p>Support the efficient and seamless process for businesses seeking development permits and related approvals. (Source: EDS)</p> <p>Support policies and initiatives that encourage the creation of an adequate and appropriate supply of serviced employment lands that allow for flexible, multi-use developments that support an increase in Town-wide live/work opportunities in Caledon. (Source: EDS)</p> <p>Advocate for an adequate supply of skilled and unskilled labour and strengthen labour force capabilities in Caledon. (Source: EDS)</p> <p>Continue to develop, improve and update directories and interactive databases that encourage business connectivity and facilitate investment. This includes developing, improving and updating the Caledon Business Directory and industrial/commercial land and space databases that lists available properties for lease or sale. (Source: EDS)</p> <p>Facilitate access to information on federal, provincial and municipal programs and services that encourage sustainable development, expansion, redevelopment, beautification and revitalization of non-residential properties by developing a network of resources to provide investors with opportunities to gain access to federal, provincial and municipal programs and services. (Source: EDS)</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Promote Tourism Support and promote Caledon as a tourism destination. (Source: EDS). Ensure Caledon is recognized as a destination for:</p> <ul style="list-style-type: none"> i. a spectacular natural environment offering outdoor activities such as sight-seeing, hiking, golfing, trails and fishing, and ii. a vibrant cultural life, thriving arts community, distinctive boutiques, festivals and live theatre. (Source: EDS) 	<p>Develop a tourism and marketing strategy to leverage opportunity of the Pan Am games as well as promote Caledon as a tourism destination to attract nearby 905ers or 416ers for a one day trip to Caledon (cycling and vineyards). (Source: SAT and THM)</p>
<p>Promote Caledon as a Location for Tourism Investment Encourage and facilitate investor interest, involvement and investment placement in Caledon's tourism industry. (Source: EDS)</p>	<p>Provide information, advice and expertise to industry stakeholders and clients such as investors, tourism developers, operators, associations and government. (Source: EDS)</p> <p>Encourage development of appropriate infrastructure in support of the tourism sector. (Source: EDS)</p>
<ol style="list-style-type: none"> 1. EDS – Economic Development Strategy 2. CCWP – Caledon Community Work Plan 3. SAT – Stakeholder Advisory Team 4. THM – Town Hall Meeting 5. CM – Council Meeting 6. Caledon Mayor’s Round Table – Monday May 31, 2010 	

GOAL 6: Provide Strong Governance and Community Engagement - Commitment to sound, transparent municipal governance and open communication.

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Provide High Quality Public Services Be a leader in the delivery of appropriate, quality and efficient town services.</p>	<p>Continue to regularly evaluate municipal services to ensure they respond to changing community needs.</p> <p>Encourage partnerships and strategic alliances in order to provide better services.</p> <p>Maintain affordable, convenient access to services and excellent customer service.</p> <p>Require that all municipal buildings are universally accessible.</p> <p>Focus on development of excellence in customer service, both in businesses and at the Town of Caledon. (Source: Caledon Mayor’s Round Table)</p>
<p>Provide Open, Responsible Leadership Facilitate transparent, accountable and exceptional municipal management practices.</p>	<p>Conduct research on best practices pertaining to municipal governance.</p> <p>Participate in Peel Region initiatives to protect and promote Caledon’s interests.</p> <p>Monitor external issues that may affect the Town. Revise Town plans as necessary.</p> <p>Create an implementation and monitoring framework for the Community-Based Strategic Plan.</p> <p>Foster a greater understanding of the Town’s roles and responsibilities to the citizens.</p> <p>Continue to improve communication with the larger community via the Mayor’s newsletter, community ambassadors at events such as Walk of Fame, Winterfest and Caledon day.</p> <p>Continue with the development of a coordination plan with agencies (e.g., conservation authorities, Niagara Escarpment Commission, school boards, etc.) to determine methods to coordinate permit processes. (Source: Caledon Mayor’s Round Table)</p>
<p>Encourage Community Participation Provide leadership in communicating with, and consulting the community in a transparent and inclusive manner pertaining to municipal decisions.</p>	<p>Develop an innovative Community Engagement Strategy and a corporate communications strategy.</p> <p>Encourage volunteers to implement components of the Community-Based Strategic Plan.</p> <p>Encourage people to be neighbourhood leaders and ambassadors. (Source: SAT)</p> <p>Conduct an assessment to determine level of community engagement/volunteerism.</p> <p>Develop strategy to include and increase volunteer activities and committees in Caledon.</p> <p>Encourage volunteerism for all ages – develop a volunteer strategy for each age group and for core sectors.</p> <p>Increase awareness of annual volunteer award program.</p> <p>Seek sustainable funding resources to expand volunteer organizations and networks.</p> <p>Provide administration for non-profit organizations.</p>

STRATEGIC OBJECTIVES	EXISTING/PROPOSED ACTIONS
<p>Improve and Strengthen Long-term Financial Health (Source: LTSFP)</p> <p>Manage Caledon with fiscal responsibility to ensure ongoing financial strength.</p>	Implement the Long Term Strategic Financial Plan and revise and update as appropriate on an annual basis.
	Actively pursue funding from regional, provincial and/or federal governments.
	Continue to take responsibility for municipal finance resources through effective financial controls.
	Incorporate actions from the Strategic Plan as part of the ten-year Capital Budget Process.
	Continue to maintain sound administrative procedures and due diligence pertaining to Town assets and public funds.
	Integrate the Community-Based Strategic Plan, Official Plan, Service Plans and other municipal initiatives with budget allocation.
<ol style="list-style-type: none"> 1. LTSFP – Long-Term Strategic Financial Plan 2. SAT – Stakeholder Advisory Team 3. Caledon Mayor’s Round Table – Monday May 31, 2010 	

CALEDON LONG-TERM STRATEGIC FINANCIAL PLAN

A. CHALLENGES

Long-term Financial Planning Challenges

- A lack of pre-agreed to priorities for budgetary purposes
- The need to improve the operating and capital budget process
- The community's request to manage the impact on increases to property taxes
- Implications of continuing the Elderly Tax Assistance Grant Program, and the Heritage Tax Refund Program
- Dealing with events that are unanticipated or where their actual timing is unknown
- The need to follow new legislation and accounting practices and procedures
- The need to deal with a budget surplus (deficit)
- Assessment growth plays an important role in financial planning
- The need for lifecycle costing for the Town's assets
- Dealing with the possible disposition of Town's assets

Expenditure Challenges

- Continued pressure on the Town's budget
- Continuing demand to provide funding to outside agencies and groups via grants
- Pressure on Town to add new services and/or increases to existing service levels
- The Town's acceptance of one-time funding from other levels of government
- The Town's involvement in partnership funding opportunities with local groups, agencies, and organizations

Revenue Challenges

- Annual increase to property tax revenues
- Unpredictable funding from other levels of government

- User fees are not covering full costs
- Development charges to cover the capital costs attributable to growth and taxes to cover the capital cost attributable to existing development
- Continue on a “pay as you go” philosophy vs. consideration of utilizing unused debt capacity
- Management of cash balances and maximizing investment revenues

Asset and Liability Funding Challenges

- Insufficient reserve fund balances to meet capital needs
- The need to increase tax supported capital spending

B. Guiding Principles

In order to successfully achieve an improved and strengthened long-term financial health for the Town, the Strategic Financial Plan must balance the four predominant financial challenges, which now face the Town and will continue to do so into the future. It is important that overall guiding principles be used to assist in the resolving and balancing of these challenges. These guiding principles are as follows:

- Need to focus on cost efficient and effective service and program delivery.
- Need to maximize revenues through a variety of sources.
- Need for the responsible use of debt.
- Need to properly fund physical assets and liabilities.
- Need for competitive property tax rates and user fees.
- Need for long-term financial planning as the basis of sound financial management.
- Need to ensure that growth pays for its appropriate share of growth related infrastructure costs.
- Need for a Town of Caledon approved, realistic goal for employment and population growth targets.

C. The Timeframe of the Strategic Financial Plan

With the term of Council being four years (until 2010), the timeframe of the Strategic Financial Plan should logically coincide with the term of Council. This Strategic Financial Plan will set the stage for the preparation of the 2010 budget.

It is anticipated that at the start of the next term of the new Council, a review and update of the Strategic Financial Plan be undertaken, taking into account the priorities of the new Council and the financial forecasts of the Town at that time.

D. The Strategic Financial Plan and the Annual Budget Process

The Strategic Financial Plan will be an integral part of the Town's annual budget process. The direction of the annual budget process will be consistent with the principles and policies of the Strategic Financial Plan.

E. Financial Strategy

Purpose

The Town's Strategic Financial Plan is a framework to guide Council and the Town's departments, boards and committees in their financial planning and decision-making processes.

Outcome

An improved and strengthened long-term financial health for the Town.

Objectives

- To focus on cost efficient and effective service and program delivery.
- To maximize revenues through a variety of sources.
- To use debt in a fiscally responsible manner.
- To properly maintain and fund the Town's physical assets.

- To account for and fund liabilities.
- To ensure that user fees remain regionally competitive.
- To ensure that growth pays its fair share of growth related infrastructure costs.
- To establish a stable and equitable tax burden policy for the community.

Policies

1. General Policies
2. Financial Management policies
3. Tax Policies
4. General Revenue Policies
5. Development Charges
6. User Fees
7. Funding From Other Levels of Government
8. Asset Management and Liabilities Policies
9. General Reserve Fund Policies
10. Specific Reserve Fund Policies
11. Capital Budget Management Policies
12. Debt Management Policies
13. Surplus Management Policies

1. General Policies

- 1.1 At the start of the term of Council, the Town will undertake a comprehensive review and update of the Long-Term Strategic Financial Plan.
- 1.2 At the beginning of each of the subsequent years of the term of Council, a Priority Setting Session will be held to revisit and update the Council's strategic financial priorities.
- 1.3 Staff will monitor the Ministry of Municipal Affairs and Housing, the Public Sector Accounting Board (PSAB), and other legislative/ association websites and literature to ensure that the Town is aware

of changes affecting financial reporting and, where necessary, will amend accounting procedures or develop policies for consideration by Council in order to comply with the most current reporting requirements.

- 1.4 A Program Review process will be undertaken that will review all business activities offered by the Town to ensure that all existing services and programs and their delivery levels are still necessary and are being provided in an effective and cost efficient manner.

2. Financial Management Policies

- 2.1 Provisions will be made for unanticipated expenditures within the annual Operating Budget through a Corporate Contingency Reserve Fund, with a targeted level of 1.5% of Expenditures in the Operating Budget.
- 2.2 The Town will continue the corporate purchasing initiative to take advantage of economies of scale, contain costs, reduce costs and avoid costs.
- 2.3 The Town will explore co-operative and collective purchasing agreements with other municipalities, schools, post-secondary education institutions, and/or hospitals to take advantage of economies of scale.
- 2.4 The Town will seek opportunities to enter into fair and equitable joint service agreements with neighbouring municipalities.
- 2.5 The funding of individual local boards and joint service agreements will be reviewed on a regular basis by Council to determine the appropriateness of the current funding level.
- 2.6 The Town will review annually, funding levels to outside agencies and groups via grants to determine the appropriate funding levels.
- 2.7 The Town will seek opportunities to participate in partnership funding with local groups, agencies and organizations. These opportunities will follow established Council policy that contributions to the Town by local groups, agencies and organizations are to be subject to a memorandum of understanding negotiated between the Town and the group. Long-term financial impacts will be considered.

Long-Term Strategic Financial Plan – September 2009

- 2.8 Proposals for new services or service level adjustments (mandatory or discretionary) will be presented to Council for consideration. These proposals shall include impacts on the operating and capital budgets, funding sources, human resource requirements, performance measures, and long-term financial impact.
- 2.9 The Town will maintain a minimum cash balance to meet current financial obligations and invest idle cash in accordance with an approved Investment Policy and through the establishment of appropriate procedures for prompt revenue collection, efficient cash handling, and timely payment of accounts that will result in accurate cash flow projections.
- 2.10 Corporate Services staff will monitor cash balance and investment income on a regular basis.
- 2.11 The Town will inventory all of its assets and evaluate each asset to determine whether it should be retained or disposed of in light of the long-term plans of the Town.

3. Tax Policies

- 3.1 The Town will explore opportunities and develop an action plan to promote sustainable development and stimulate assessment growth to enhance the ratio of residential to commercial/industrial taxes.
- 3.2 The Town will monitor property tax ratios and the impact of shifts between property classes.
- 3.3 The Town will continue to offer the Elderly Residents' Tax Assistance Grant Program and the Heritage Tax Refund Program and annually set target amounts for the grants.
- 3.4 The Town will explore opportunities to provide developers with financial incentives to recover development costs through the use of Property Tax Reduction Financing Programs and Tax Incremental Financing Programs.

4. General Revenue Policies

- 4.1 The Town will review its revenue sources with the goal of reducing the burden on property taxes as the primary source of revenue through increases in existing revenue sources and the investigation of new revenue sources.

5. Development Charges

- 5.1 The Town will be guided by the principle that growth shall pay for itself.
- 5.2 The Town will establish Development Charges at an optimal level in order to fund capital projects required to support the Town's growth related infrastructure.
- 5.3 An annual review will be undertaken by Corporate Services staff to determine if a capital projects update is necessary to the Development Charges Background Study.
- 5.4 The appropriate financial commitment will be considered each year from 2010 to 2021, for the purpose of increasing the Town's contribution to the growth-related Roads capital program.
- 5.5 An appropriate financial commitment will be considered each year from 2010 to 2019, for the purpose of increasing the Town's contribution to the (non-roads) Development Charge/Growth-related capital program.

6. User Fees

- 6.1 Where applicable, the Town will identify "User Rate Supported" services that will ensure that they recover the full cost of providing the service, including costs associated with operating, capital and administration. The goal is that the following be completely "User Rate Supported" services by the end of the timeframe of this Plan:
 - Building Services
 - Fleet Operations
- 6.2 Staff will investigate whether any additional current or new services should be included as "User Rate Supported" services.
- 6.3 For all other services, user fees will be considered by the Town where:
 - There is a clear relationship between the fees paid by users and the benefits received by the user.
 - The member of the public has a choice as to the extent to which he/she uses the service.

- It is administratively feasible to collect the charge at a reasonable cost.
 - The benefits can be quantified and attributed to the user.
- 6.4 Staff will prepare a report(s) for consideration by Council that will establish a baseline for the user fees. The report(s) will include the following:
- Identify and document the business units involved in the program or service.
 - Identify the full costs of the program or service as permitted under legislation.
 - Identify the ways that fees are currently set and the extent that they recover the cost of the program or service provided.
 - Establish a rationale, targets and timing for the proportion of the cost that will be recovered from user fees and which costs will be recovered from property taxes.
- 6.5 The user fees structure will be sensitive to the “market” for similar services and in setting user fees, the Town will consider fees charged by other agencies or municipalities providing similar services. However, user fees surveys shall not be the sole or primary criteria in setting Town user fees.
- 6.6 The Town will strive to increase user fees as a percentage of overall funding by identifying new areas where user fees can be implemented and by ensuring that existing fees are updated based on increases in the associated costs to provide the service.
- 6.7 The Town will review and update user fees annually taking into consideration the increase in all costs, current “market” situation, and minimizing negative impacts to the public that would result in not limiting access to the service.
- 6.8 The Town will investigate the use of a two-tier user fee structure based on charging higher user fees for non-Town residents, for consideration by Council by the end of 2009.

7. Funding From Other Levels of Government

- 7.1 By working with the representatives of the Federal and Provincial Governments, as well as with the Federation of Canadian Municipalities (FCM) and the Association of the Municipalities of Ontario (AMO), the Town will lobby additional ongoing and stable funding from the Provincial and Federal Governments.
- 7.2 A multi-year reduction program shall be developed, which assesses the impact of eliminating the Town's reliance on the Ontario Municipal Partnership Fund as a source of funding and explores a phased increase in the Operating Budget to deal with the loss in revenue from the Provincial Government.
- 7.3 The optimum time for presenting opportunities for one time funding will be during the annual budget process.
- 7.4 The implications on the Town's Operating and Capital Budgets of any one time funding, and any associated conditions, will be presented to Council for consideration.
- 7.5 Consideration will be given to phase in increases or decreases to operating budgets that result from funding shifts through the use of Discretionary Reserve Funds.
- 7.6 The annual Operating Budget shall only include revenue from other governments if the amounts are known or can be reasonably estimated based on agreements or other reliable documentation.
- 7.7 The Town will participate in grant/subsidy programs from other levels of Government, only if programs/projects to be supported are required or can be justified independent of the provision of the grant/subsidy.

8. Asset Management and Liabilities Policies

- 8.1 The Town will implement lifecycle costing to provide for the future replacement or rehabilitation of the Town's current capital assets, through the use of Public Sector Accounting Board (PSAB) Tangible Capital Asset Reporting, Asset Management Plans and lifecycle costing.

- 8.2 Upon completion of the Asset Management Plan, PSAB Tangible Capital Asset Reporting and initiating lifecycle costing, Reserve Funds will be supported by a financial plan identifying contribution sources based on a priority and phased-in approach, and projected disbursements required to meet planned obligations to be funded by Reserve Funds.
- 8.3 The Town will include increased funding within its annual Capital funding to effect lifecycle costing for all of the Town's tangible capital assets to be fully implemented by 2020.
- 8.4 In the event of the disposition of any asset, the resulting funds will be directed to the appropriate Reserve Fund.

9. General Reserve Fund Policies

- 9.1 Reserves will be reviewed on a bi-annual basis to determine their adequacy and a report, for consideration by Council, will be prepared highlighting the target balances compared with the existing balance and reserve projections. Reserve Funds will be classified as follows:
- Mandatory Reserve Funds
 - User-Rate Supported Reserve Funds
 - Under-Funded Liability Reserve Funds
 - Contingency Reserve Funds
 - Discretionary Reserve Funds
- 9.2 If as a result of the bi-annual review, a Reserve Fund is found to be no longer necessary, the balance should be allocated to Reserve Funds that are underfunded on a corporate priority basis for consideration by Council.
- 9.3 All Reserves will become Reserve Funds and all Reserve Funds will be credited interest to maintain purchasing power parity.

10. Specific Reserve Fund Policies

- 10.1 Risk specific issues will be funded through the establishment and funding of a Corporate Risk Specific Contingency Reserve Fund to be funded at a level to be determined by staff for consideration by Council.

- 10.2 The Town will ensure that funding from Town contingencies reserve funds is available to respond to an emergency situation. To supplement this funding, the Town will approach the Provincial and Federal Governments for financial assistance during emergency situations.

11. Capital Budget Management Policies

- 11.1 The Town will move to a Five-Year Capital Budget process in 2010 and implement a Ten Year Capital Budget process by 2012 with detailed project and financial information identified for each year. The Multi-Year Capital Budget will be re-evaluated and updated on an annual basis by staff for consideration by Council.

- 11.2 A corporate prioritization process will be established for all capital projects. All projects shall be consistent with the Caledon Community Work Plan, Council's Priorities, and supplemented with the following criteria related to priority allocations for expenditures:

- Mandatory
- Safety/Health
- Maintenance of Infrastructure
- Expansion & Growth
- Other

- 11.3 The amount of the Capital Envelope funded through the Operating Budget will be reviewed annually, with a report that will outline funding scenarios for the Capital Envelope for consideration by Council prior to the issuing of the Town's Budget Guidelines for the upcoming budget process. The scenarios forming part of this review will take into account the Town's capital needs, Council's Priorities and the impact of inflation based on the Construction Price Index published by Statistics Canada.

12. Debt Management Policies

- 12.1 For Tax-Supported debt, debt carrying costs must be paid through the Town's Operating Budget, while for Rate-Supported debt, debt carrying costs must be paid through user fees.
- 12.2 The use of internal borrowing should be maximized to reduce borrowing costs, while taking into consideration the impact on the Town's overall financial position. Internal borrowing shall mean borrowing from Reserve Funds.

Long-Term Strategic Financial Plan – September 2009

- 12.3 The Town shall establish a debt level guideline and to assist in establishing this guideline the following will be used:
- The municipal debt limits established in Provincial legislation.
 - The Town's debt charges as a percentage of expenditures indicator.
 - The Town's debt outstanding per capita indicator.
 - The Town's debt to reserve ratio indicator.
- 12.4 In consideration with the Town's Capital Plan, debt financing could be used in the following projects and should be issued for no longer than 80% of the life of the asset being funded:
- Projects that support the Town's Strategic Plan.
 - Projects that are funded entirely through user fees on a permanent basis.
 - Projects that result from an emergency situation.
- 12.5 Lifecycle capital projects that renew or rehabilitate existing assets should not be eligible for debt financing and a planned process will be developed whereby an annual tax-supported contribution will be made to meet lifecycle needs of all assets.
- 12.6 Until lifecycle costing is fully implemented, the Town will consider undertaking a short-term managed program of debt financing to address the Town's current infrastructure deficiency and to reduce further deterioration of the Town's infrastructure.
- 12.7 The Town will structure debt to be consistent with a fair allocation of costs to current and future beneficiaries or users.
- 12.8 As debt carrying costs decline due to retirement of debt, the Town will apply savings to accelerate achievement of full lifecycle costing of the Town's infrastructure.
- 12.9 The Town will monitor its debt annually and report the results to Council.

13. Surplus Management Policies

- 13.1 Staff will prepare quarterly variance reports for consideration by Council to increase accuracy in anticipating year-end surpluses/deficits.
- 13.2 The surplus from an audited year-end balance will be transferred to a Town Reserve Fund at the end of each fiscal year and will be available for allocation by Council after the Audited Financial Statements have been presented to Council.
- 13.3 Funds from Town operating surpluses, if any, will be allocated to the following:
- To fund the annual Corporate Contingency Reserve Fund.
 - To fund any necessary funding for Council Priorities.
 - To fund under funded Reserve Funds.
 - To fund a Tax Rate Stabilization Reserve Fund.

TOWN OF CALEDON
2016 OPERATING BUDGET TEMPLATE - SUMMARY FOR DEPARTMENT

Revenue or Expense	2015 Budget (A)	2015 Budget Changes (B)	2016 Base Budget (C) = (A) + (B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)									
				Mandatory - Legislation (D)	Employee Compensation (E)	Annualization - New Staff (F)	Annualization - Services (G)	Inflationary (H)	Utilities (I)	Revenues (J)	Previously Approved Council Initiatives (K)	2016 Adjusted Base Budget (L) = (C) TO (K)	
Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Net Exp./ (Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS					
Service Delivery Efficiencies (M)	New Fees/Revenues (N)	Fee Rate Increases (O)	2016 Total Base Budget Reductions (P) = (M) to (O)	2016 Budget to be presented to Council (excl. Unmet Needs)	(Q) = (L) + (P)
\$0	\$0	\$0	\$0		\$0
\$0	\$0	\$0	\$0		\$0
\$0	\$0	\$0	\$0	\$0	\$0
Tax Increase/(Decrease) compared to "base budget" (C)					\$0
% Increase/(Decrease)					0.0%



Council Work Plan 2015 - 2018



Priorities and Actions

2015-2018 Council Work Plan

On behalf of the Town of Caledon Council and staff, we are pleased to present the 2015-2018 Council Work Plan.

This Work Plan, initiated in 2015, sets out clear and attainable priorities and actions that reflect our community's needs. The priorities and actions have been championed by all members of Council and our staff leadership team.



Allan Thompson
Mayor



Mike Galloway, MBA, CMO
Chief Administrative Officer (CAO)

The Work Plan was co-ordinated by staff including one project lead, 15 staff facilitators at two Special Council Meetings and engagement of over 70 staff across the Town, plus your members of Council. Together, just over 80 actions across nine approved priority areas have been identified for completion during this Council term. We've compiled those priorities and actions in this open and transparent format, so you know exactly what we will be working on during this term of Council (2014-2018). The Work Plan guided the Town's 2016 budget process, and will continue to guide Council for the duration of its term.

We wish to thank everyone who helped develop this Plan including residents who participated at our various community engagement sessions. Your input was imperative to creating this Work Plan that will guide us now and in the years to come.

Thank you,




A handwritten signature in black ink, appearing to read "Allan Thompson".




Allan Thompson
Mayor




A handwritten signature in black ink, appearing to read "Mike Galloway".

Mike Galloway, MBA, CMO
Chief Administrative Officer (CAO)

Council Work Plan Highlights (2015-2018)

Broadband Internet 	Communications 	Customer Service 
<p><i>To provide high speed Internet access to each home (1 gigabit/second)</i></p>	<p><i>To provide direct, timely and strategic communications to citizens in appropriate, desired and cost-effective ways</i></p>	<p><i>To adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices</i></p>
2015		
<ul style="list-style-type: none"> Recent Town involvement in South Western Integrated Fibre Technology (SWIFT) Model for high speed internet strategy and associated feasibility study Standard for fibre conduit being developed under roadways Public Wi-Fi available at Town Hall and Caledon Community Complex 	<ul style="list-style-type: none"> Emergency Preparedness Communications Have Your Say Communications Survey Support for Mayor's office and community engagement events Easily understandable finance reports and refreshed property tax ads Streamline planning fees, new planning application newspaper ads 	<ul style="list-style-type: none"> E-service expansion (online burn permit, Ping Street app, online Recreation registration, library e-newsletter, etc.) Recreation single point of contact for special events Comprehensive new employee orientation and onboarding program
2016 (proposed)		
<ul style="list-style-type: none"> Annual levy (0.6%) for funding SWIFT Public Sector Network connection for Margaret Dunn Library Public Wi-Fi expansion to other Town facilities 	<ul style="list-style-type: none"> Review advertising spending and explore other communication channels that are accessible to all residents Improve website usability Crisis Communications Plan Develop annual communication plan on Town infrastructure projects Implement Toastmasters program for staff 	<ul style="list-style-type: none"> Customer Service Survey and benchmarking and ongoing feedback mechanisms Councillor process briefing and education program Customer Service staff team Customer Service staff manual and improved online staff directory
2017-2018 (proposed)		
<ul style="list-style-type: none"> Fibre build out through the SWIFT initiative Accelerate public Wi-Fi expansion to other facilities 	<ul style="list-style-type: none"> Investigate implementation of 211, 311 and improvements to phone/notification system Expand e-services and explore the use of kiosks 	<ul style="list-style-type: none"> Targeted customer service staff training Town Hall Front Counter revamp Improved Town Hall wayfinding signage and new exterior Town Hall sign Town community education campaign for new residents Top 5 workflow process and policy review Development of customer service metrics to be incorporated into the 2017 performance assessment process Recruitment plan and core values refresh

Growth 	Infrastructure 	Protection of Rural Environment 
<i>To plan for complete communities as required under the Growth Plan</i>	<i>To increase overall condition of Town's assets for public use</i>	<i>To enhance and protect our rural environment and to enable a viable rural economy</i>
2015		
<ul style="list-style-type: none"> • Growth management most important issue for Official Plan Review • GTA West Land Use Study for Employment Studies- expanding for visioning of the Whitebelt • Secondary Plan for Mayfield West Phase 2 	<ul style="list-style-type: none"> • Service level review • Total asset inventory and plan • Realignment of asset ownership structure between Town and Region 	<ul style="list-style-type: none"> • 2014 Official Plan Amendment and 2015 Zoning By Law Amendment • Promote & support Caledon's agricultural sector via Economic Development Strategy • Four Provincial Plan & Conservation Authorities Act Review • Community Improvement Plans
2016 (proposed)		
<ul style="list-style-type: none"> • Challenge upper levels of government on growth and the required infrastructure • Whitebelt vision exercise for rural area- in progress • Lobbying for public transit and highway expansion • Bolton Residential Expansion and Grade Separation Studies • Secondary Plan for Coleraine Employment Area • Alton Village Study- ongoing 	<ul style="list-style-type: none"> • Stormwater Management Plan • Start construction of Bolton Fire Hall • Feasibility study for balance of Recreation facilities • Increase 2016 tax funding for capital projects • Better maintain infrastructure within hamlets • Reduce facility energy use • Implement Transportation Master Plan allowing for the maximization of road widths for multi-uses (i.e. cycling lanes, farm vehicles) • Complete inventory of all Town-owned lands 	<ul style="list-style-type: none"> • Protect, support and attract near urban, rural and agri services (i.e. Region DC charges) • Update rural agricultural policies to streamline approval process for farm businesses • Strengthen enforcement of zoning in agricultural areas • Investigate Conservation Authority and Niagara Escarpment Commission hours at Town Hall
2017-2018 (proposed)		
<ul style="list-style-type: none"> • Residential and employment expansion for Mayfield West/Bolton • Victoria and Tullamore expansion • Encourage infill and green spaces • Review Provincial Plans and Ward boundaries • New growth centres at controlled and managed rate 	<ul style="list-style-type: none"> • Environmental Assessment and preliminary design of Public Works Operations Centre • Heart Lake Road reconstruction • LED streetlights Phase 2 • Expansion of Village Centre model based on 2015 Parks Visioning Exercise • Community partnerships to maintain rural facilities • Refurbish pathways/trailways • Increase 2017-2018 tax funding for capital projects 	<ul style="list-style-type: none"> • Future 2017/2018 actions are dependent on Four Plan Provincial Review process and outcome • Support Doors Open for rural areas • Broadband internet for rural areas

<p>Recreation</p> 	<p>Seniors' Housing</p> 	<p>Tourism & Sports</p> 
<p><i>To establish and implement a collective community vision for the allocation of parks, facilities and recreation in the Town.</i></p>	<p><i>To provide aging in place options for residents</i></p>	<p><i>To explore Caledon's sport tourism potential and what the Caledon-model could look like</i></p>
<p>2015</p>		
<ul style="list-style-type: none"> • Parks and Recreation Visioning Exercise • Implementing facilities maintenance plan • Developing and updating key procedures • Approval of the Municipal Partnership Specialist position • Increasing participation in community events 	<ul style="list-style-type: none"> • Dedicated staff resource for the implementation of Adult's 55+ Strategic Plan • Seniors' Task Force • 3 Planning Applications received for Seniors' Housing 	<ul style="list-style-type: none"> • 2014 Tourism Strategy • Identified growth market opportunities • New Caledon-specific tourism website: visit.caledon.ca • Increased partner role in new and established events • Approval of Municipal Partnership Specialist position • Johnston Sports Park – Phase 2
<p>2016 (proposed)</p>		
<ul style="list-style-type: none"> • Mayfield West I Community Centre Design • Trailway improvements • Branding and Wayfinding <ul style="list-style-type: none"> -Interior digital sign program • Department Marketing Resourcing • Develop Private/Public Partnership program 	<ul style="list-style-type: none"> • Dedicated staff resource (part-time) • Development of land use policies on housing for all age groups • Explore Town lands, facilities and infill options for a continuing care community based on a Life Lease model • Strengthen Official Plan policies • Consideration of more multi-zoned lands • Add seniors' housing as a consideration within the relevant planning process 	<ul style="list-style-type: none"> • Develop strategy for outside digital (LED) signs for all civic properties • Work with Economic Development and P3 Officer to develop a wayfinding strategy for all municipal tourism-sports assets • Grants and partnerships • Proactive ad campaign for "How to plan your visit to Caledon"
<p>2017-2018 (proposed)</p>		
<ul style="list-style-type: none"> • Mayfield West I Community Centre Construction • Caledon Community Complex Phase 3 Feasibility and Design Review • Develop Partnership Opportunities • Community Engagement on Village Centre model • Johnston Sports Park Phase 3 • Develop Sponsorship/Advertising Program as a Revenue Generator • Develop Events Caledon Marketing Strategy • Develop an events Focused Arts and Culture Strategy 	<ul style="list-style-type: none"> • Work with other agencies to reduce seniors' housing restrictions (i.e. Greenbelt) • Explore opportunities to lease Town lands for seniors' housing (i.e. Region of Peel) 	<ul style="list-style-type: none"> • Resolve destination parking and traffic issues to address business/resident disconnect • Encourage repurposing of gravel pits to support Tourism & Sports • Enhance mobile app for trails and destinations • Assess need for indoor field facility • Arts and Culture staffing

2014-2018 Members of Council



Allan Thompson
Mayor



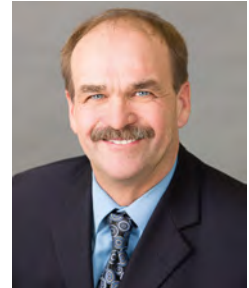
Barb Shaughnessy
Regional Councillor
Ward 1



Doug Beffort
Area Councillor
Ward 1



Jennifer Innis
Regional Councillor
Ward 3 and 4



Nick deBoer
Area Councillor
Ward 3 and 4



Johanna Downey
Regional Councillor
Ward 2



Gord McClure
Area Councillor
Ward 2



Annette Groves
Regional Councillor
Ward 5



Rob Mezzapelli
Area Councillor
Ward 5

For more information on the Council Work Plan:

Visit caledon.ca/workplan
Email workplan@caledon.ca



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Glossary

ABUCC – Albion Bolton Union Community Centre

Account – a classification of expenditure or revenue within a departmental budget to which an estimated budget value or actual expense/revenue amount is assigned

Accounting Principles – A set of generally accepted principles for administering accounting activities and regulating financial reporting. These principles comply with Generally Accepted Accounting Principles (GAAP) for local governments.

Accrual Accounting – An accounting method where revenues are recognized in the accounting period in which they are earned and expenses are recognized in the period in which they are incurred (sometimes referred to as "full accrual", to distinguish it from modified accrual basis accounting).

AMANDA – A computerized document management system

AMO – Association of Municipalities of Ontario

Amortization – the allocation of a lump sum amount to different time periods, particularly for loans and other forms of finance, including related interest or other finance charges.

Annual Budget – A budget for a single year which identifies the revenues and expenditures for meeting the objectives of the annual financial plan

Appropriation – the amount of money approved by Council and set out in the budget for labour, revenue and other current operating and capital expenses

Approved Budget – The budget as formally adopted by the Town Council for the upcoming fiscal year.

ARL – Annual Repayment Limit

ARRASC – Arterial Roads Review Ad Hoc Steering Committee

Assessed Value – the value calculated for each parcel of real property using appraisal criteria established by MPAC. Each property reflects market prices of the land and its improvements and recognizes any change of use. These values are the basis of levying property taxes.

AVL – Automatic Vehicle Locator

Balanced Budget – A balanced budget is where the revenues and other funding sources (reserves & surplus) equal the expenditures.

BAS – Building Automation System

Base Budget - The base budget is the previous year's budget with zero percent increase, before any in year or future year budget changes.

BCA – Building Condition Assessment

Glossary

BCCL – Brampton Caledon Community Living

BCI – Bridge Condition Index

BIA – Business Improvement Area

BR&E – Business Retention and Expansion

BRES – Bolton Residential Expansion Study

CAAC – Caledon Agricultural Advisory Committee

CAMP Agreement – Comprehensive Adaptive Management Plan

CAnFR – Canadian Award for Financial Reporting

CAO – Chief Administrative Officer for the Town of Caledon

Capital Asset – An asset with a long-term nature. For budgetary purposes, a fixed asset is defined as an item whose cost exceeds \$5,000 with an expected life of more than one year.

Capital Budget – the expenditures and financing sources to acquire or construct Town assets.

Capital Expenditure – An appropriation of funds for a capital improvement project or asset. These are non-operating expenditures to acquire assets which will have a useful life greater than one year.

Capital Forecast – the expenditures and funding sources projected for consideration in the subsequent years of the Capital Budget approval year.

Capital Project means any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment used in improving municipal services. It includes vehicles, office furniture and equipment and normally confers benefit lasting beyond one year and results in the acquisition of, or extends the life of a fixed asset.

Cash Basis – An accounting method where transactions are only recognized when cash is received or dispersed.

CBSP – Community Based Strategic Plan

CCRW – Caledon Centre for Recreation and Wellness

CDM – Conservation and Demand Management

CEAC – Caledon Environmental Advisory Committee

CEMC – Community Emergency Management Co-ordinator

CEO – Chief Executive Officer

CEP - Caledon Equestrian Park

CERC – Caledon East Revitalization Committee

Glossary

CERP – Community Emergency Response Plan

CFO – Chief Financial Officer

CIP – Community Improvement Plan

CLASS – On-line Registration Management Software

CLTSFP – Caledon Long-term Strategic Financial Plan

CPFFA - Caledon Professional Firefighters Association

CPPM – Capital Projects and Property Management

CSA – Canadian Standards Association

CUPE – Canadian Union of Public Employees

Current Budget – the expenditures, revenues, staff complement and the quality and quantity of services to the public formally approved by Council for current Town operations for the period January to December 31st of each year.

CVC – Credit Valley Conservation

CWP – Council Work Plan

DAPP – Development Approval Policy and Planning Department

DART – Development Application Review Team

Debt Servicing Costs – Annual principal and interest payments on contracted debt.

Department – A major administrative division of the Town that has overall management responsibility for an operation within a functional area.

Department Head – means the head of any Town department or staff designated in writing as such to act in the absence of the Department Head.

Depreciation – An allowance made for the loss in the value of property over time. Now called amortization per Canadian GAAP. See Amortization.

Development Charges – A fee imposed on new development to assist in the funding of future off site services (infrastructure) which is needed, in part, by that new development.

Discretionary – Funds that are to be spent at the discretion of Council without any conditions or obligations.

Division – means the work of a department and each separate departmental function identified in the budget.

EAB – Emerald Ash Borer, a green beetle native to Asia and Eastern Russia that causes destruction to ash trees in its introduced range.

Glossary

EDC – Economic Development & Communications

Election Expense Reserve Fund – A reserve fund created to spread election expenses over the four year term of municipal Council.

Employee Benefits – For budgeting purposes, employee benefits include employer payments for Canada Pension Plan, retirement, group health and life insurance, and workers' compensation and any similar form of employee compensation.

EMS – Emergency Medical Services

EPA – Environmental Protection Area

Estimates – means the budget proposal for the expenditure and revenue of Town funds for one fiscal year and includes the budget proposals for any particular department.

Expenditures – The cost of goods and services received for both the regular Town operations and the capital programs.

FES – Fire and Emergency Services

FIR – Financial Information Return

Fiscal Year – A 12 month period (January 1 through December 31) in which the annual operating budget applies and at the end of which an assessment is made of the Town's financial condition and performance of operations.

FIT – Feed in Tariff

FOI – Freedom of Information

Fund – A fiscal entity of self balancing accounts used by governments to control common financial activities.

Fund Accounting – is an accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Fund Balance – Funds accumulated through the under-expenditure of appropriations and/or receiving revenues greater than anticipated and included in the budget.

GAAP – An abbreviation for *generally accepted accounting practices* which are the primary benchmarks used in accounting.

GEGEA – *Green Energy and Green Economy Act*

GFOA – Government Finance Officers Association, established to enhance and promote the professional management of governments for the public benefit.

GHG – Greenhouse gas

Glossary

GIS – Geographic Information System

Goals – Are broad statements of direction. They identify ongoing community needs and the approach taken by the Town and departments to manage or satisfy those needs.

GPS – Global Positioning System

Grant – A financial contribution to or from governments.

GTA – Greater Toronto Area

GTMA – Greater Toronto Marketing Alliance

HHTA Tourism Strategy – Hills of Headwaters Tourism Association

HPBATS – Halton Peel Border Area Transportation Study

HR – Human Resources

HRIS – Human Resources Information System

HST – Federal Harmonized Sales Tax (i.e. 13% in Ontario consisting of 8% Provincial Tax and 7% Federal Tax)

HTA – *Highway Traffic Act*

ILS – Integrated Library Software

Internal Recoveries – A method of fairly distributing overhead costs such as administrative costs to benefiting funds.

IT – Information Technology (may also be I.T.)

KM - Kilometres

LEAR – Land Evaluation and Area Review

LED – Light Emitting Diode

LEED – Leadership in Energy and Environmental Design

LID – Low Impact Development

MCR – Municipal Comprehensive Review

MEDTE – Ministry of Economic Development, Trade and Employment

MOE – Ministry of Environment

MOL – Ministry of Labour

MMS – Minimum Maintenance Standards

MNR – Ministry of Natural Resources

Glossary

MPAC – Municipal Property Assessment Corporation.

MTO – Ministry of Transportation

Municipal Act, 2001 – Legislation of the province for administering and regulating the activities of municipalities within Ontario.

MW – Mayfield West (located in the southwesterly area of Caledon)

NEC – Niagara Escarpment Commission

NFPA – National Fire Protection Association

NGO – Non-Government Organizations

Objective – Is a specific or well defined task or target that is measurable and achievable within a set period of time.

OCI – Overall Condition Index

OFM – Ontario Fire Marshal

OMAFRA – Ontario Ministry of Agriculture, Food & Rural Affairs

OMB – Ontario Municipal Board

OPA – Official Plan Amendment

Operating Budget – The Town’s financial plan which outlines proposed expenditures for the upcoming fiscal year and estimated revenues which will be used to finance them.

Operating Expenses – expenditures of a recurring nature, covering services and supplies necessary to operate individual departmental activities.

OPP – Ontario Provincial Police

OPPI – Ontario Professional Planners Institute

P-Card – Purchasing Card

PAFR – Popular Annual Financial Reporting

PCC – Provincial Policy Conformity

PFT – Permanent Full Time

POA – *Provincial Offences Act*

POS – Point Of Sale

PPS – Provincial Policy Statement

PPT – Permanent Part Time

Glossary

Property Tax Rate – The rate at which real property in the Town is taxed in order to produce revenues sufficient to conduct necessary governmental activities

Property Tax – Tax paid by those owning property in the Town.

PSAB – The Public Sector Accounting & Auditing Board

PW – Public Works Department

Reserves and Reserve Funds – means funds set aside in a separate account for a specific purpose by bylaw, or required to be set aside for specific purposes as set out in a statute, regulation, or by a written agreement between the Town and another party.

Revenue – All funds that the Town government receives as income, including items such as tax payments, fees for specific services, receipts from other governments, fines, forfeitures, shared revenues, and interest income.

RFP – Request for Proposal

RIC Centre – Research Innovation Commercialization Centre

ROPA – Regional Official Plan Amendment

ROW – Right of Way

RPMP – Recreation & Parks Master Plan

SBEC – Small Business Enterprise Centre

SCBC – Smart Commute Brampton Caledon

Service Level – The amount of service provided during the fiscal year as indicated by one or more performance indicators.

SMT – Senior Management Team

SWM – Storm Water Management

Surplus – means the excess of revenues over expenditures

TAC – Transportation Association of Canada

Tax Levy – Revenue produced by applying a given tax rate to a property's assessed, or tax value.

Tax Rates – The annual charges for levying property taxes to properties within the Town. These rates are applied against each \$1,000 of assessed value.

TCA – Tangible Capital Assets

TMP – Transportation Master Plan

TOMRMS – The Ontario Municipal Records Management System

Glossary

TRCA – Toronto and Region Conservation Authority

UNESCO – United Nations Educational, Scientific and Cultural Organization

Variiances – Differences between actual revenues, expenditures, and performance indicators from those items targeted in the annual budget.

VCOM – Fire Department communications system

VFF – Volunteer Fire Fighters

WSIB – Workplace Safety & Insurance Board is a provincial body that administers Ontario's no-fault workplace insurance for employers and their employees. It is responsible for administering the Workplace Safety & Insurance Act (WSIA).

YSB – Youth Services Board