



ANNUAL BUDGET FISCAL YEAR 2017



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, 2016

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, 2016. 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



In December 2016, I and my fellow Councillors approved the 2017 budget, setting the stage for key investments in municipal capital projects.

We had more public engagement on this budget than any other and I thank all of our residents who came out to the “Coffee with Council” sessions and open houses or shared their thoughts and comments online.

Some of the highlights of the budget include:

- A plan to replace our Animal Shelter Kennels
- A town-wide storm water management program
- Essential upgrades to our recreation centres
- A new community centre and park for Mayfield West
- Support for critical bridge and road rehabilitation projects
- Much-needed implementation of new traffic signals
- A new pumper/tanker fire truck, and
- Continued support of the special levy to bring broadband internet to Caledon

I also want to thank our CAO, Mike Galloway and his leadership team who developed and presented a solid, responsible budget that provides the foundation to maintain a strong and prosperous Caledon.

Sincerely,

A handwritten signature in black ink, appearing to read 'Allan Thompson'.

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.

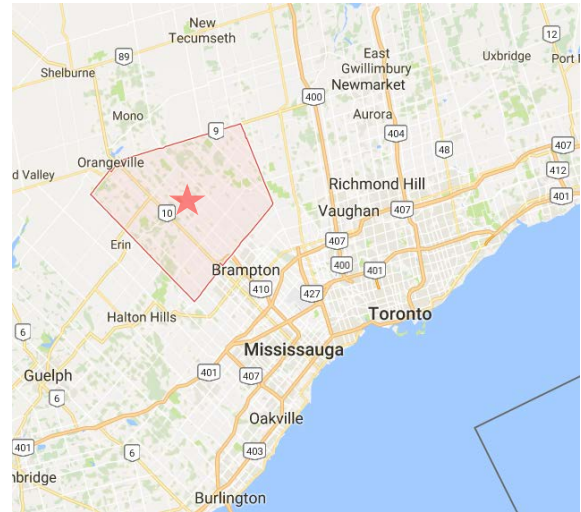
Today, the Town of Caledon offers many services and prospects for residents that help make Caledon a safe, active, healthy and enjoyable community to call home. For several years running, Caledon made the Maclean's magazine's annual rankings of "Canada's Safest Cities". Caledon was named by MoneySense magazine as "one of the top places to live in Canada." It has also been awarded "Ontario's Greenest Community" twice by TVO – Ontario's public television organization. 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.

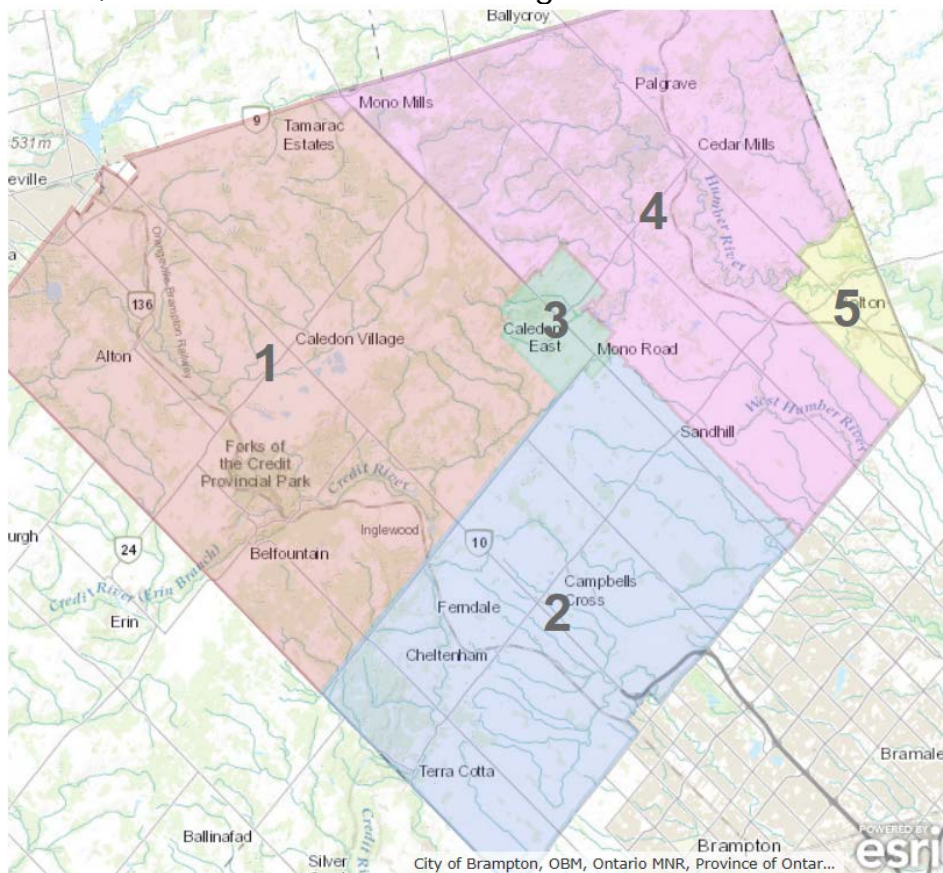
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

Welcome to Caledon

A vibrant community of 74,534 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 comprised of five Wards. Council members are elected by their Ward residents, with the last election being held in October 2014.



Caledon covers nearly 700 km², making it one of the largest municipalities in the Greater Toronto Area.

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

Caledon is home to Husky Injection Molding Systems, Mars Canada, Sardo Foods, Cambria, DuPont Pioneer, EnerMotion and Ionics Mass Spectrometry, to name just a few of the 2,300 prosperous companies that have set roots here.

Green Development Program

Our Green Development Program encourages 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.

Development Charge discounts are also 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:

- Construction;
- Manufacturing;
- Finance and Insurance;
- Professional, Scientific and Technical Services

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. Passengers can fly non-stop or with same plane service to more than 174 cities around the world. 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.

Caledon's Senior Management Team

In 2016 the Town of Caledon implemented a senior management restructure. The realignment ensures the Town's key business areas are aligned with current and future needs of the community, placing a strong emphasis on customer service.



Mike Galloway
CAO



Judy Porter
Executive Director,
Human Resources



Laura Johnston
Executive Director,
Strategic Initiatives



Peggy Tollett
General Manager,
Community Services



Fuwing Wong
General Manager,
Finance & Infrastructure
Services & Chief
Financial Officer



Cary deGorter
General Manager,
Corporate Services
& Town Clerk

Welcome to Caledon

The Town of Caledon is divided into the following departments:

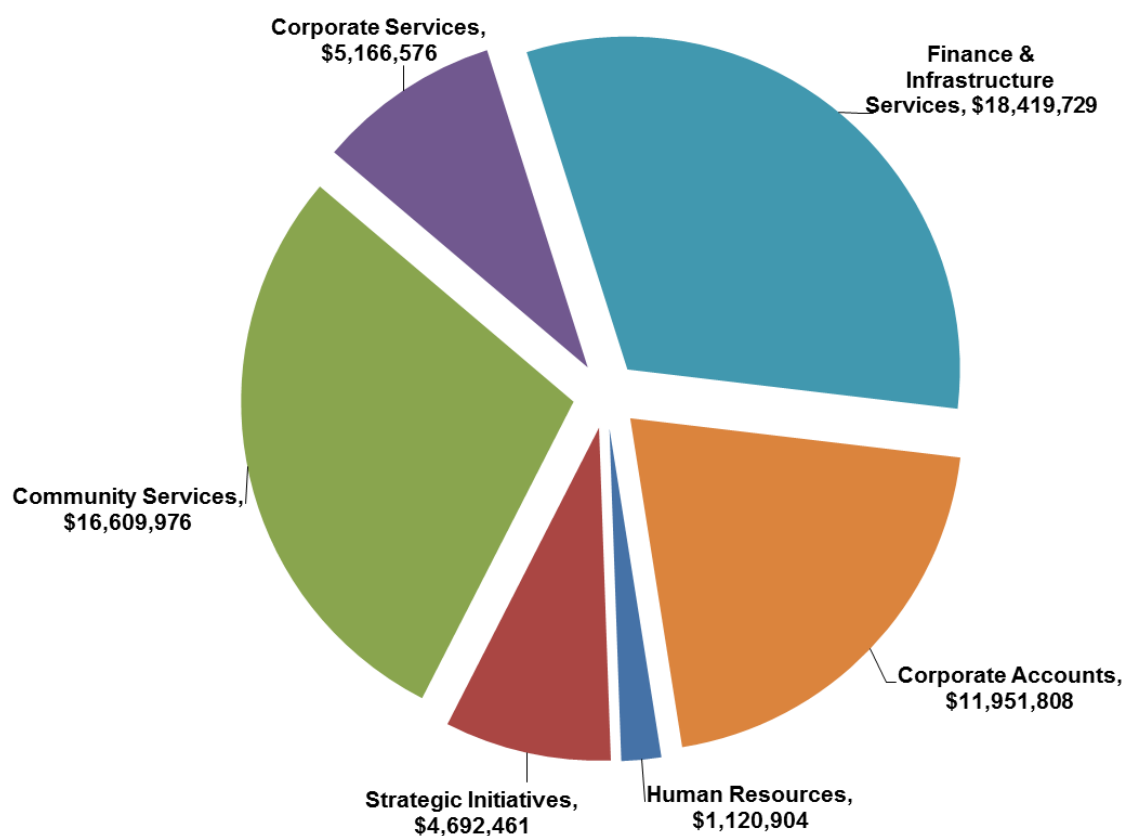


Chart is based on the 2017 Net Budget per Department and excludes Taxation Revenue.

1) Corporate Services Department

The Corporate Services department provides efficient and effective service delivery, while maintaining a high level of integrity and adhering to regulatory and statutory obligations. As the liaison between Council and staff, the CAO and Clerk ensure Council directives are carried out. The department also provides the following services: Information Technology Services, Animal Services, By-law Enforcement, Legal Services, Legislative Services, and the Provincial Offences Court.

2) Community Services Department

This department consists of the Building Services Division, Planning and Development, Parks, Recreation and Fire and Emergency Services.

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 division helps to improve customer service by reducing review times and resubmissions of additional information and providing better communication with applicants and their consultants through the permit application process. Bill 124 amended the *Building Code Act* by requiring

Welcome to Caledon

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 Service's budget overall nets to zero.

Planning and Development

The division helps to create a prosperous and livable 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 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 division 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 division is to provide effective, efficient, safe, professional and prompt fire protection services to the public. As one of the largest volunteer Fire Services in Ontario, the Caledon Fire & Emergency Services division prides itself on protecting life, property and the environment.



Welcome to Caledon

Parks and Recreation

The division 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 division 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 division is also responsible for the design, construction and maintenance of Town trails and paths. The division 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

3) Human Resources Department

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.

4) Strategic Initiatives Department

The Strategic Initiatives department's mission is to engage in corporate and community building through service, planning and advice. The department is comprised of three teams: economic development; communications, marketing and creative services; and corporate initiatives. Economic Development supports, promotes and enables business development and investment to enhance community prosperity. Communications educates, inspires and informs through collaboration, consistency and innovative outreach. Corporate Initiatives foster innovation, creativity and excellence in business delivery through collaboration, partnerships and accountability.

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

5) Finance and Infrastructure Services Department

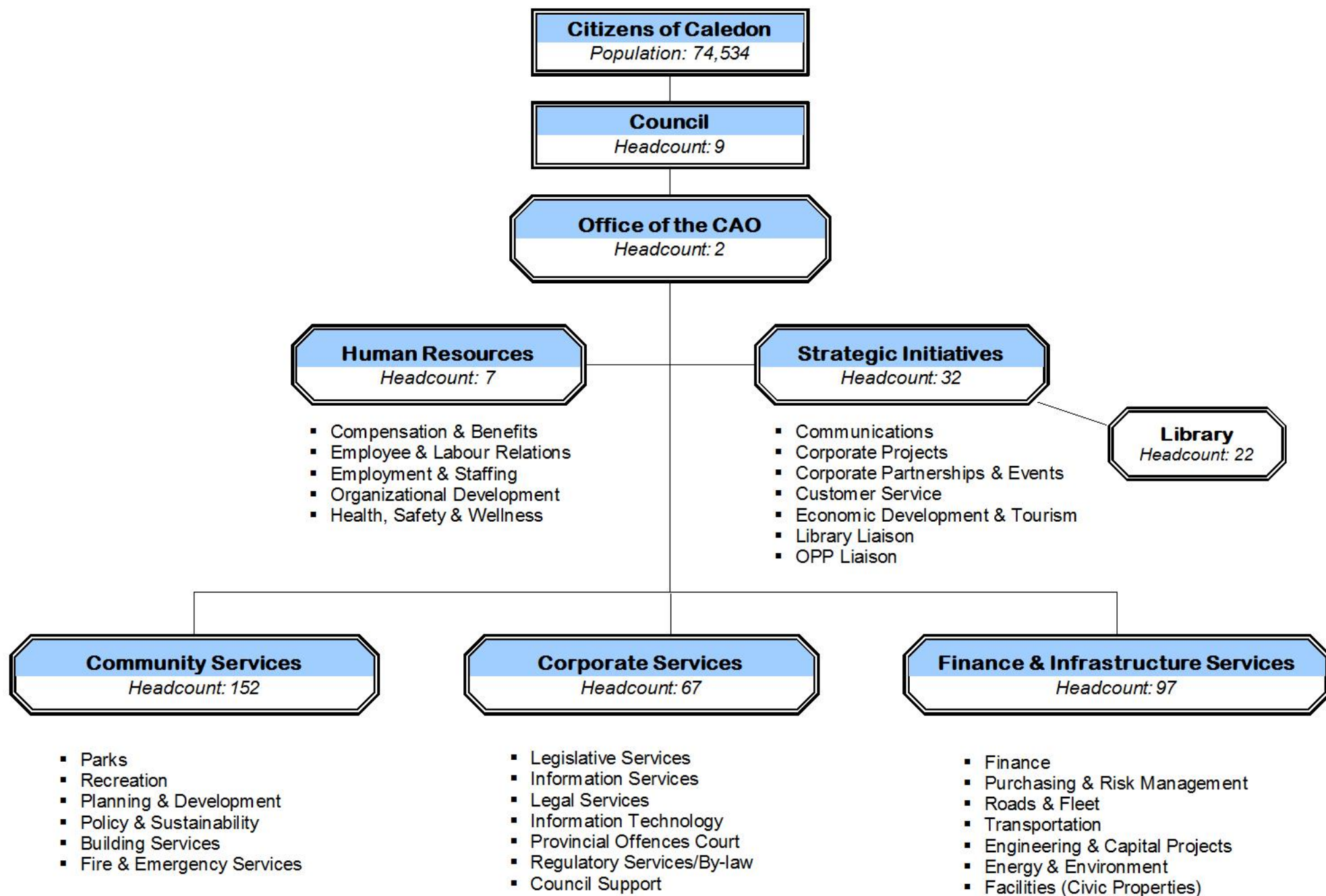
This department helps to shape the future of the community by providing corporate-based financial services, procurement, risk management, customer service, property tax and revenue as well as infrastructure services that enhances the current/long-term vision, goals and performance of Town Council, our customers, partners and other stakeholders. This department consists of the Finance; Purchasing and Risk Management; Capital Projects and Facilities; Engineering; Traffic, Fleet; and Energy and Environment Divisions.

Finance and Infrastructure Services 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).

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.



Town of Caledon Organizational Chart



- **Staff Complement is Full-time Only**
- **Details of divisions within each department available in departmental Business tabs**
- **Total 2017 Approved Head Count 366 (includes two (2) full-time positions for knowledge transfer of retirees)**
- **Population provided by the Planning division and excludes undercount based on the 2011 census**

Town of Caledon Full-Time Headcount

DEPARTMENT	2015	2016	2017
Human Resources <ul style="list-style-type: none"> • Compensation & Benefits • Employee & Labour Relations • Employment & Staffing • Organization Development • Health, Safety & Wellness 	5	8*	9*
Strategic Initiatives <ul style="list-style-type: none"> • Communications • Corporate Projects • Corporate Partnerships & Events • Customer Service Strategy • Economic Development & Tourism • Library Liaison 	24	28	32
Community Services <ul style="list-style-type: none"> • Parks • Recreation • Planning & Development • Policy & Sustainability • Building & Support Services • Fire & Emergency Services 	143	152	152
Corporate Services <ul style="list-style-type: none"> • Legislative Services • Legal Services • Information Technology • Provincial Offences Court • Regulatory Services/By-Law • Council Support 	67	69	76
Finance and Infrastructure Services <ul style="list-style-type: none"> • Finance • Purchasing & Risk Management • Roads & Fleet • Transportation • Engineering & Capital Projects • Energy & Environment • Facilities 	93	96	97
Total Headcount	332	353	366

*Two Full-Time positions are included under Human Resources to enable Departments to hire an employee for knowledge transfer purposes when an existing employee has indicated their desire to retire.

In 2016, a corporate realignment was implemented consolidating divisions within five Departments to better meet the organization's current and future requirements.

Overview of Budget Processes and Policies

BUDGET INFLUENCES

For the 2017 budget, staff was directed to follow the Council Work Plan in identifying priorities to be funded in this year's budget. The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the Council Work Plan's goals and objectives.

The Town of Caledon's annual budgets are influenced by various long-term plans, Town policies, and external environmental factors. The following pages outline the guidelines and specific budget pressures that have shaped the 2017 budget.

Caledon Council Work Plan (CWP)

In 2015, staff worked with Council and the public to develop a Council Work Plan (CWP) (See Appendix A) 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. 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

The Town of Caledon's budget process incorporates the alignment of Town departmental business plans and budgets to the CWP's objectives. Specifically, the departmental business plans include a section for departments to outline their 2017 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 CWP.

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 CWP.

Corporate Strategic Plan (Team Caledon Plan)

As a direct result of the Council Work Plan, management rolled out a Corporate Strategic Plan (See Appendix B) in 2016 to obtain Town staff's input into the corporation's goals and a visioning exercise. This Corporate Strategic Plan provided a specific list of goals that were tied to Department's Business Plans and Department's 2017 goals.

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 2017 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.
Previously Approved Council Initiatives	Council reports in 2016 for new or change in service levels that have 2017 budget implications are included in the base 2017 budget as an unavoidable budget increase in this section.

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 2016 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.

Overview of Budget Processes and Policies

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 2017 budget, if applicable

Budget Assumptions

Consumer Price Index used for the 2017 budget is 1.7% based on Bank of Canada statement release on April 2016.

Utilities:

Natural Gas = 10% rate increase; However, staff were asked to adjust the budget up or down based on projected volume for 2017 for factors like historical actuals, new energy efficient equipment recently installed;

Electricity = 7% rate increase; adjustments were made for volume changes first, and then the rate increase was applied.

Water = 3.9% rate increase; adjusted for volume changes, if applicable.

Insurance = 28% decrease on 2016 Base Budget due to a planned change in service provider for 2017

Cap and Trade: The Province of Ontario has established a Cap and Trade program that will reduce greenhouse gas emissions by incentivizing polluters to cut emissions by setting a price on carbon emissions. This program came into effect January 2017. While municipalities are not currently mandated to participate in the Cap and Trade program, it is anticipated that the price of natural gas, electricity and transportation fuel used by the Town will increase due to the Cap and Trade regulation. These anticipated price increases due to the Cap and Trade program are incorporated into the utility increases noted above.

Items that impact utility volumes include new energy conservation equipment/initiatives implemented in 2016, new improved energy efficient equipment replacements in 2016 that will lower consumption/utility volumes in 2017. Staff were also provided with a utility worksheet that was prepared by the Town's Energy and Environment team using consumption history from the energy management software. The projections for 2017 were based on a 4-year average volume consumption adjusted for known anomalies such as severe weather, equipment issues or changes to hours of operations.

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2017 budget implication are identified during the year and the 2017 budget implications are included in the base 2017 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2016 budget that now should be removed from the base in the 2017 operating budget.

Overview of Budget Processes and Policies

The list below identifies previously approved council initiatives that have an impact to the 2017 budget:

Unavoidable Budget Increase/(Budget Decrease) to be Included in the 2017 Base Operating Budget

Department	Description	Annualized Amount
Corporate Accounts	Removal of one-time costs for Computer & Furniture for new hires in 2016	\$(19,500)
Corporate Accounts	Caledon Hydro Debt Repayment (offset by draw from reserve below)	2,642,638
Corporate Accounts	Reserve fund to Revenue (draw from reserve) to fund Caledon Hydro Debt Repayment	(2,642,638)
Finance & Infrastructure Services	Operating costs for Belfountain OPP Storefront (recovery from the Region of Peel included in Revenue)	14,400
Community Services	Operating costs of Electric Vehicle Charging stations at Margaret Dunn Library and Albion Bolton United Community Centre	10,000
Community Services	Contribution to Fitness Reserve Fund	43,918
Corporate Accounts	Removal of one-time transfer from reserve to increase grants	5,630
Corporate Accounts	Increase to Municipal, Agricultural and Community Grants Program	20,500
Corporate Accounts	Operating costs of Automatic Vehicle Location systems	58,756
Corporate Accounts	Increase to grant assistance offered through Low Income Seniors and Low Income Persons with Disabilities program	2,300
Corporate Accounts	Debt principal & interest payments for capital project 15-128 Enhanced Roads Program funded by Debt	300,000
Net result of Unavoidable Budget Increases to be included in 2017 Budget		\$436,004

BUDGET PROCESS

In July 2016, in preparation for the 2017 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:

Overview of Budget Processes and Policies

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 2016 actuals, 2015 budget, current year 2016 budget which is considered the base budget, as well as 2016 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 2017 budget are 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 2017 Budget.

A sample of the 2017 Operating Budget template is shown below and is also available in Appendix C.

TOWN OF CALEDON
2017 OPERATING BUDGET TEMPLATE - **DEPARTMENT NAME**

Revenue or Expense	2016 Budget (A)	2016 Budget Changes (B)	2017 Base Budget (C) = (A) + (B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)								Previously Approved Council Initiatives (L) = (C) TO (K)	2017 Adjusted Base Budget
				Mandatory - Legislation (D)	Employee Compensation (E)	Annualization - New Staff (F)	Annualization - Services (G)	Inflationary (H)	Utilities (I)	Revenues (J)			
Revenues			\$0										\$0
Expenses			\$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)	Total Base Budget Reductions (P) = (M) to (O)		2017 Budget to be presented to Council (excl. Unmet Needs) (Q) = (L) + (P)
			\$0		\$0
			\$0		\$0
\$0	\$0	\$0	\$0		\$0

Tax Increase/(Decrease) compared to "base budget" (C) \$0
% Increase/(Decrease)

Change in Service Levels 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 the 2017 Service Level Changes template. The Senior Management Team (SMT) reviews all service level change requests and then categorizes the requests between Urgent Service Level changes and Other Service Level changes. All proposed service level changes are presented for Council consideration, however, given other budget pressures only Urgent Service Level changes are recommended to be approved by Council. Other Service Level changes are presented for Council review and consideration for inclusion in the budget should there be sufficient funds. Council, upon reviewing all service level changes, may direct staff to move a submission from the funded list to the unfunded service level change list or vice versa.

Below is a sample of the form used by staff:

Overview of Budget Processes and Policies

TOWN OF CALEDON 2017 OPERATING BUDGET

Number
Priority

Department

Division/
Facility

1 - Purpose of Expenditure

2 - Need

3 - Benefit of the Investment

4 - Risk Assessment

5 - Financial Impact

One-time request for 2017 Budget only?

Salary Pay Grade if Applicable

	2017 Budget	# Months in 2017	Annualized Budget Impact (12 months)	# of Staff	GL Account
Revenues					
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Total Revenues	\$0		\$0		
Expenses					
Salary	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits (use 30% for full time staff & 12% for contract/part time budget)	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Training/Seminars	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Memberships/Dues	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Uniforms/Protective clothing	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Mileage	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Furniture/Fixtures	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Computer	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Fleet Vehicle	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Casual Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Casual Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>		<input type="text"/>
Total Expenses	\$0		\$0	0.0	
Net Expense/(Revenue)	\$0		\$0		

Furniture/Fixtures Required for new staff?
Computer Required for new staff?
Fleet Vehicle Required for new staff?

Estimated Cost

Overview of Budget Processes and Policies

Fee By-law Template

A Town-wide user fees review was conducted in 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. All fees were then further reviewed by staff for any needed adjustment as part of the 2017 budget process.

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 proposed 2017 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2017 Budget.

Recreation

During the 2016 Budget process, a Tax Subsidy of 46% was approved for the Recreation Department based on comparing budgeted expenses to revenues and benchmarking with other municipalities. This subsidy allows the Recreation Department the flexibility to cover any increases in expenses by reducing expenses in other areas, finding efficiencies within the budget or by increasing fees to maintain the tax subsidy of 46%. The 2017 Budget includes a Recreation Subsidy within the Tax Subsidy approved by Council.

A recreation subsidy allows the department to be fully responsible for their budget. If 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

Headcount Information

Departments are provided with the current year (2016) employee information to be reviewed for the 2017 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 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 2017 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

Overview of Budget Processes and Policies

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.

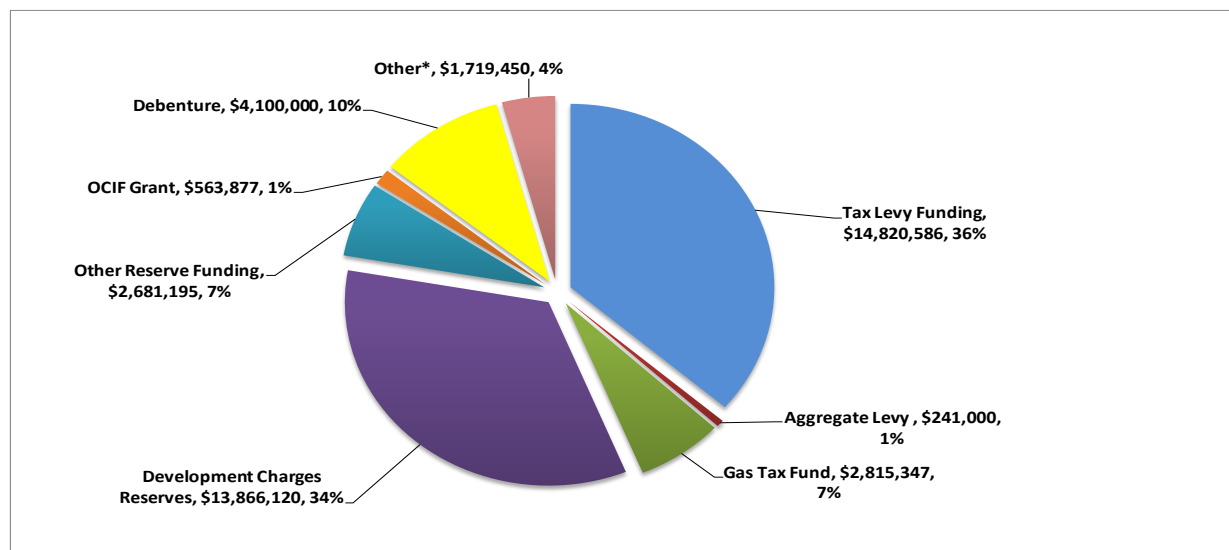
The Town's capital program funds from various sources such as reserves and reserve funds, tax funding, infrastructure grants from other levels of government, external debt (issued via or through the upper-tier municipality), and grants/donations provided from private organizations/charities.

As part of the Capital Budget Template it is identified if there will be a future operating budget impact upon completion of the capital project. The 2017 Capital budget will result in the estimated future unavoidable operating budget impact for 2018 as follows:

2018 Projected Unavoidable Operating Budget Increases related to Approved 2017 Capital			
Projects	Project Details	Expense Type	2018
17-017	Bolton Camp Challenger Baseball Diamond	Incremental Non-Salary Cost	\$ 5,000
17-025	Yard Renovations Expansion Phase 1	Incremental Non-Salary Cost	\$ 2,000
17-053	Mayfield West Community Centre	Incremental Non-Salary Cost	\$ 900,000
17-104	IT - Infrastructure Maintenance & Upgrade	Incremental Non-Salary Cost	\$ 47,000
17-107	IT - Network Security Audit and Enhancement	Incremental Non-Salary Cost	\$ 3,000
17-117	Recreation Management Software System	Incremental Non-Salary Cost	\$ 140,000
17-129	Fire Training Facility - Phase 3	Incremental Non-Salary Cost	\$ 150,000
17-142	Belfountain Community Smart Lockers	Incremental Non-Salary Cost	\$ 7,600
17-171	Electronic Document and Records Management System	Salary/Maintenance Cost	\$ 135,000
17-172	Council Chambers A.V. Improvements	Incremental Non-Salary Cost	\$ 2,000
17-173	Committee Room A.V. Upgrade	Incremental Non-Salary Cost	\$ 2,500
Total			\$1,394,100

The 2017 Capital budget totals \$40,807,575 and is funded from the following sources:

Tax Levy Funding	Aggregate Levy	Gas Tax Fund	Development Charges Reserves	Other Reserve Funding	Ontario Community Infrastructure Fund (OCIF) Grant	Debenture	Other*	Total
\$14,820,586	\$241,000	\$2,815,347	\$13,866,120	\$2,681,195	\$563,877	\$4,100,000	\$1,719,450	\$40,807,575



* Region of Peel, TRCA, Grant, Donation, Operating Contribution & Developer Contribution.

Overview of Budget Processes and Policies

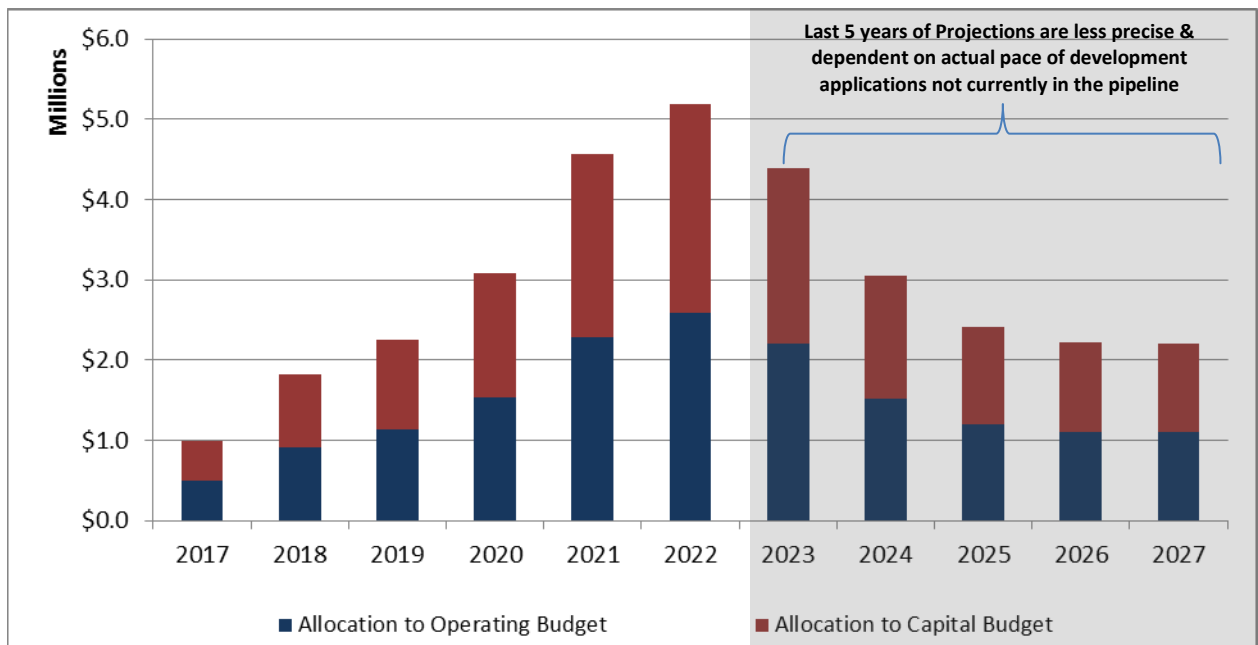
In 2012, as the Town began long-term planning of capital expenditures and tax funding to support the increased annual expenditures, Council approved the following commitment to increase the Town's tax funded capital program (a sustainable source to fund capital):

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 2017 the Town is to use 50% of assessment growth to fund capital projects.

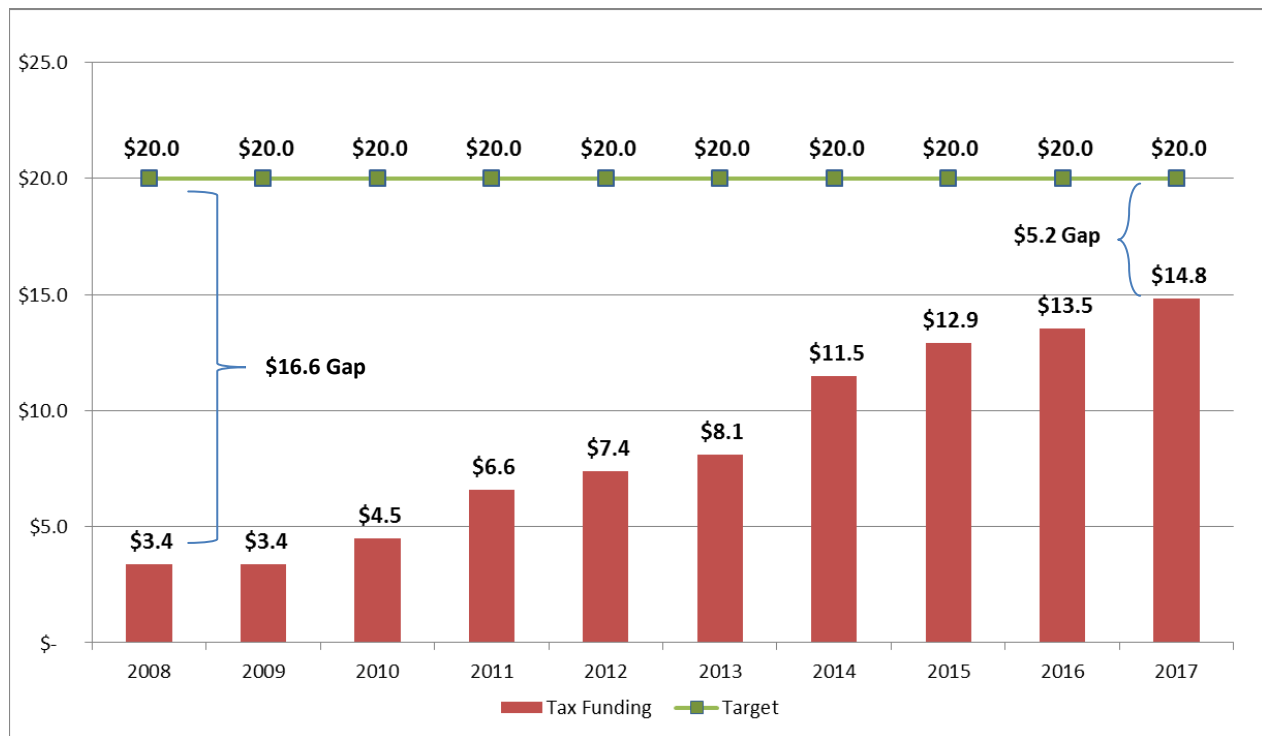
The Town is projected to continue to increase its' commitment to increase capital funding from property taxes based on future assessment growth. See the chart below:



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 2017 capital budget to \$5.2M as shown in the chart below. 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.

Overview of Budget Processes and Policies



10-Year Capital Forecast Template

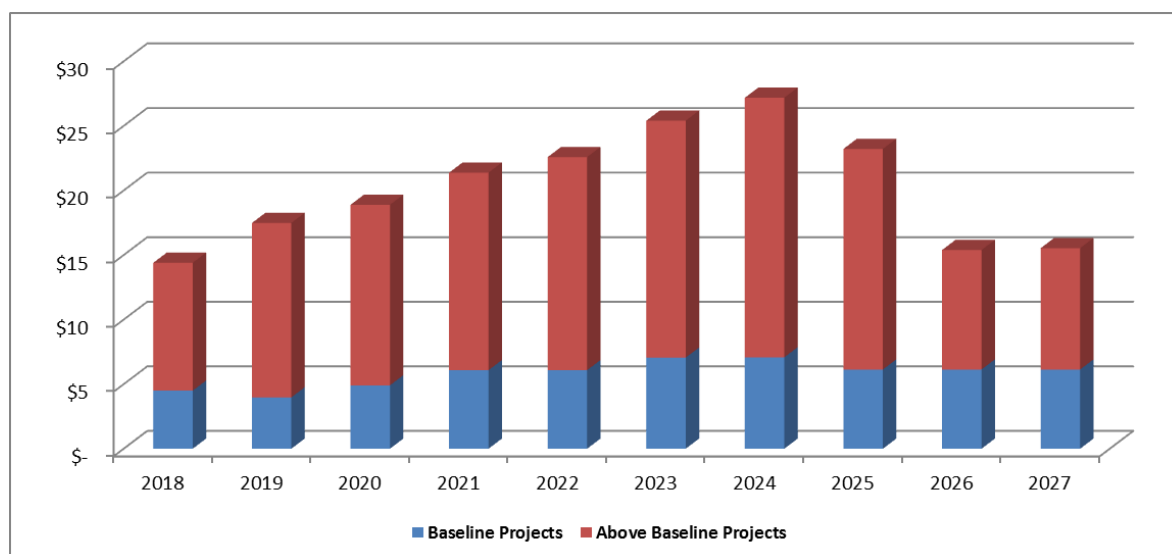
Departments were also provided the 10-year Capital forecast used in the 2016 Budget to:

- 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 2017 Capital Budget templates (e.g. capital requests for 2017)

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 asset replacement reserve fund was used to fund important projects focused on replacing existing infrastructure in years there was not sufficient tax funding available.

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

2017 Budget Timelines

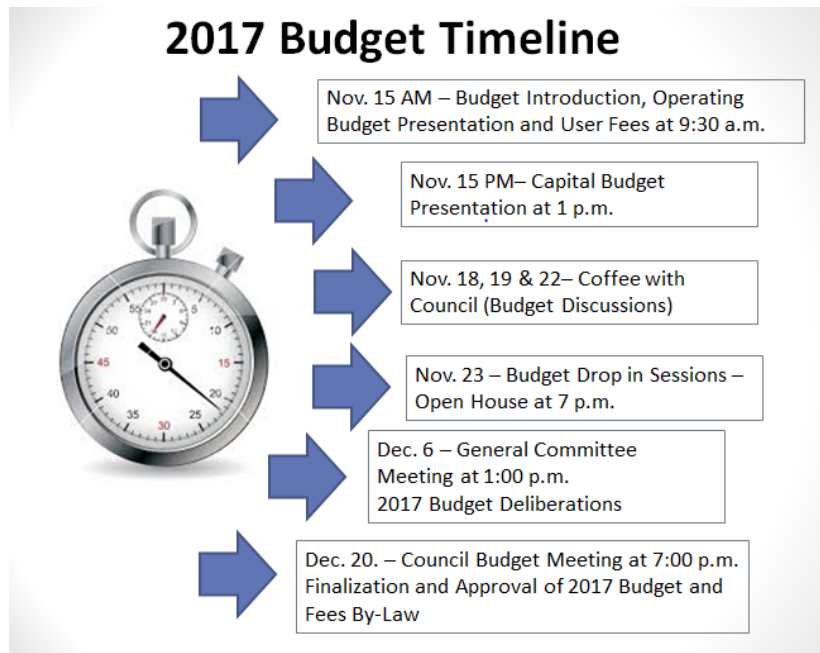
In June, departments were provided the 2017 headcount information that relates to salaries and benefits for all staff. Managers were required to return the headcount information to Finance by August 5th, 2016, with any changes or corrections. The Operating and Capital templates were available on our budget software with a final deadline for input by departments set for September 1, 2016.

Over a period of three weeks the budgets/budget templates were reviewed by the Chief Financial Officer, the Treasurer, the Manager of Finance and departmental General Manager or Executive 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 by the Chief Administrative Officer (CAO), Chief Financial Officer (CFO), Treasurer and the Senior Management Team to suggest additional strategies for the 2017 Operating Budget and other recommended target reductions.

Overview of Budget Processes and Policies

The 2017 proposed Operating and Capital Budgets were presented to Council for review on November 15, 2016. The schedule of the Town's 2017 Budget process for Council following Town staff's internal budget preparation is outlined below:



A Town Council meeting was scheduled for November 15, 2016 in the Council Chambers. At that meeting Town staff provided Council with an overview of the Operating and Capital Budgets including increases or changes to service levels (new services, additional service levels, and additional staff) that were recommended to be funded. An evening Public Open House was held on November 23rd for the public to meet with staff and ask questions regarding the 2017 Budget. Budget deliberations were held at the General Committee meeting on December 6th with the finalization and approval of the 2017 Budget held on December 20th.

Communications and Engagement in the 2017 Budget Process

Social Media used to engage the Public

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

Feedback from Taxpayers

An Open House regarding the 2017 budget at Town Hall was scheduled on November 23rd, 2016 for public questions and input in the budget process in advance of Council deliberations. New for the 2017 Budget were four “Coffee with Council” informal meetings where the focus was on the 2017 Budget.

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 Council Work 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 General Manager or Executive 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 general managers 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 general manager 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 2017 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 2017 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2017 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2017 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 earned.
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 2017 Budget prepared on the fund basis of accounting to an estimated \$23.3M surplus which will increase to the Town's accumulated surplus when preparing the 2017 financial statements in accordance with PSAB.

	\$ Millions	
2017 Proposed Budget - Fund Accounting		
2017 Proposed Operating Budget Revenues	\$86.3	
2017 Proposed Operating Budget Expenses	(\$86.3)	
2017 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
Proposed 2017 Tangible Capital Asset Amortization	(\$14.0)	
2017 Proposed Budget Tax Levy Funded Capital Program	\$14.8	
2017 Proposed Capital Budget Items not considered TCA	(\$1.5)	
2017 Proposed Budget Transfer from Reserves considered		
Deferred Revenues & Other external Funding (e.g. grants)	\$19.5	
		\$18.8
Revised surplus/(shortfall) after accounting for TCA		\$18.8
Other Full Accrual Adjustments		
Net 2017 Budget Transfers to Reserves not considered as		
Expenses	\$1.1	
Long Term debt Payment (External)	\$3.4	
		\$4.5
Estimated Impact on the ending 2017 Accumulated Surplus		\$23.3

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 2017 we have more transfers from reserves which is causing a \$23.3M 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 2017 Operating Budget Summary













A summary of the 2017 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2016 Budget.

DEPARTMENT	2016 BUDGET	2017 BUDGET
Human Resources	\$ 1,004,874	\$ 1,120,904
Strategic Initiatives	\$ 4,535,886	\$ 4,692,461
Community Services	\$ 16,012,400	\$ 16,609,976
Corporate Services	\$ 4,567,380	\$ 5,166,576
Finance & Infrastructure Services	\$ 17,976,017	\$ 18,419,729
Corporate Accounts	\$ (44,096,557)	\$ (46,009,646)
Total	\$ 0	\$ 0











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 "Changes in Service Levels" requests. The figures listed above include the approved base operating budget and approved Changes in Service Levels for 2017.

A summary of the 2017 approved Changes in Service Levels is listed on the next two pages. For the 2017 budget, the Change in Service Levels were organized into Council Work Plan Priorities – Changes in Service Levels that relate to the objectives in the Council Work plan

2017 Approved Changes in Service Levels

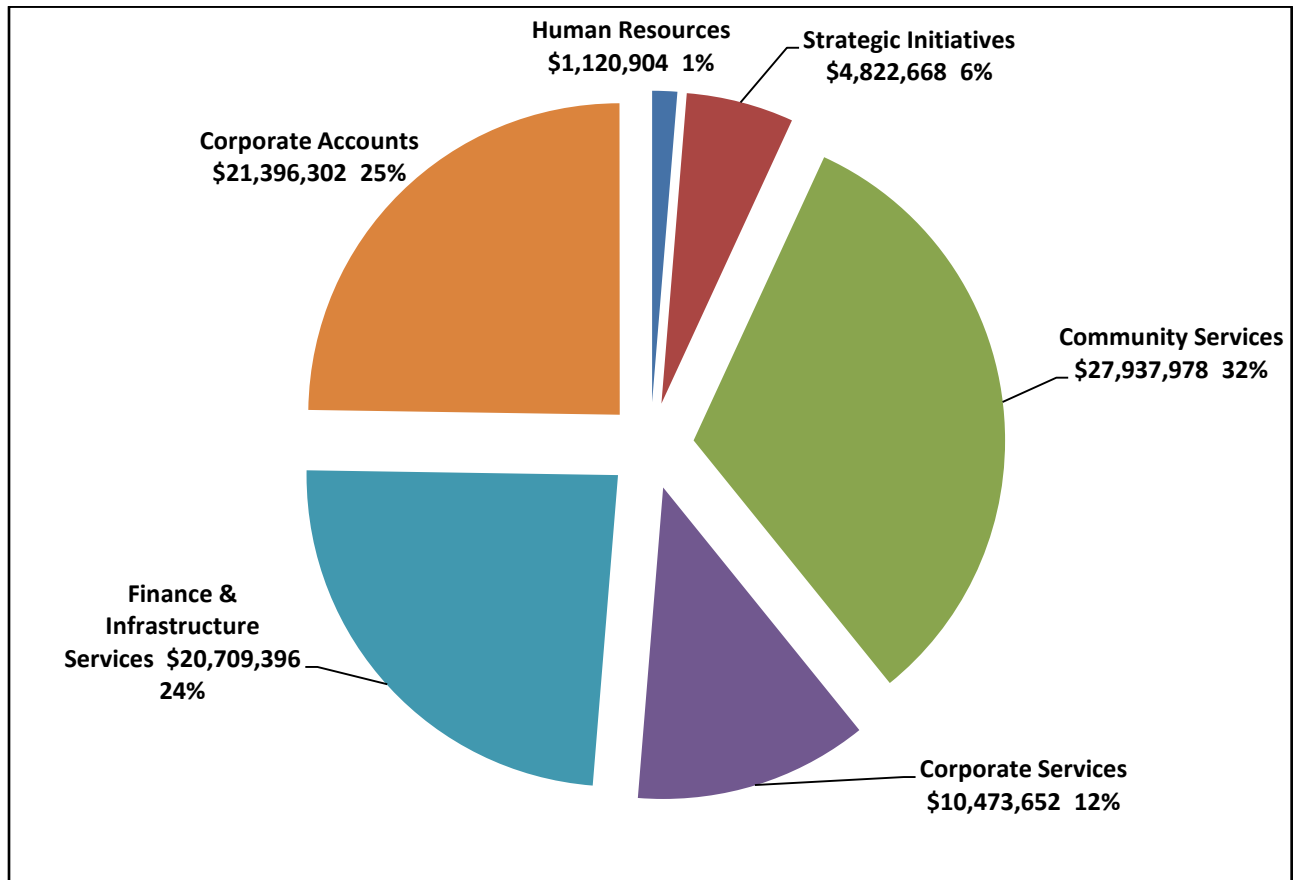
Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Council Work Plan Priorities	Department	Division	Reference #	Description	2017 Net Budget \$	Full Time Headcount
Customer Service 	Corporate Services	POA	1	Collections Administrator	(\$10,398)	1
Customer Service 	Corporate Services	POA	3	Bilingual POA Coordinator	\$0	
Customer Service 	Corporate Services	Mayor's Office	14	Administrative Assistant	\$72,399	1
Customer Service 	Corporate Services	Regulatory Services	12	Enhanced Hours of Operation at the Animal Shelter	\$20,000	
Customer Service 	Strategic Initiatives	Library Pubic Services	15	Conversion of Public Service Positions (2)	\$21,440	2
Customer Service 	Finance & Infrastructure Services	Administration	35	School Crossing Guards (2) Permanent Part Time	\$15,667	
Growth 	Corporate Services	IT	5	External Technical Expertise	\$50,000	
Growth 	Corporate Services	IT	10	Network & Server Administrator	\$120,800	1
Growth 	Corporate Services	IT	44	Supervisor, IT Corporate Solutions	\$140,300	1
Growth 	Human Resources	Human Resources	19	HR Associate	\$89,000	1
Growth 	Community Services	Planning	32	Senior Development Engineering Coordinator	\$84,868	1
Growth 	Community Services	Building	34	Building Inspector, Enforcement (12 month contract)	\$0	

2017 Approved Changes in Service Levels

Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Council Work Plan Priorities	Department	Division	Reference #	Description	2017 Net Budget \$	Full Time Headcount
Growth 	Finance & Infrastructure Services	Engineering	38	Conversion of Contract Engineering Project Manager of Development/Inspections	\$0	1
Recreation 	Community Services	Parks	23	Bolton Camp Baseball Diamond	\$5,000	
Recreation 	Community Services	Parks	24	Caledon East Splash Pad Operating costs	\$15,000	
Recreation 	Community Services	Recreation	30	Lease Costs for Temporary Mayfield West Community Space	\$66,300	
Recreation 	Community Services	Recreation	31	Conversion of Recreation Operations staff (3) for various Recreation Facilities	\$117,470	3
Infrastructure 	Community Services	Fire & Emergency Services	26	Bolton Fire Station Operating costs	\$35,000	
Infrastructure 	Finance & Infrastructure Services	Roads & Fleet	37	Conversion from Contract Services to Temp Labourers for Parking Lot Winter Maint	\$0	
Infrastructure 	Finance & Infrastructure Services	Facilities	39	Conversion of Senior Project Manager	\$0	1
Infrastructure 	Finance & Infrastructure Services	Facilities	40	Facility Coordinator (Permanent Part Time)	\$51,552	
Tourism & Sports 	Community Services	Recreation	27	Canada Day Sesquicentennial Celebrations	\$14,000	
Total Proposed Funded Changes in Service Levels					\$908,398	
Total Approved Full Time Headcount						13

2017 Operating Budget

Expenditures by Department

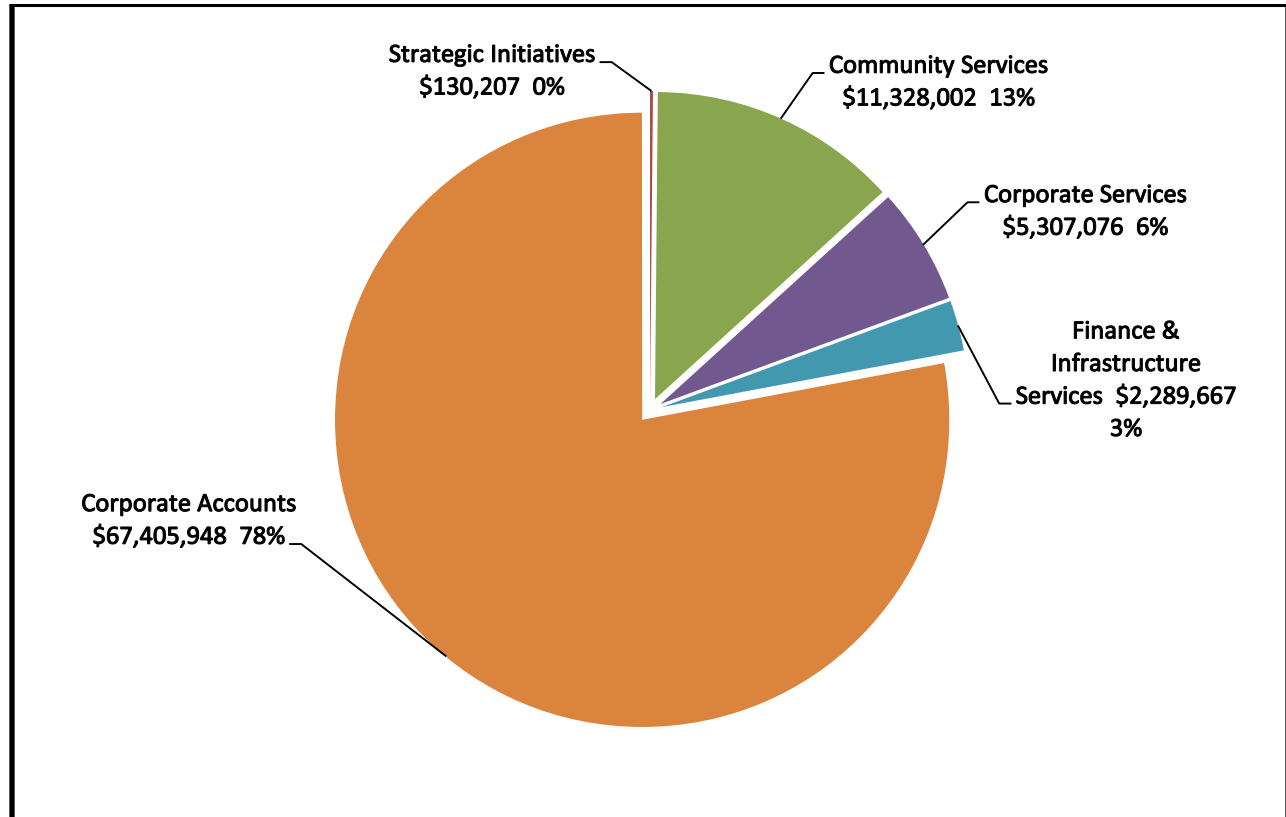


Expenditures by Category

	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget
Salaries, Wages & Benefits	\$37,764,056	\$40,460,115	\$43,169,076
Transfer to Reserves/Capital	\$16,650,005	\$17,044,851	\$18,321,394
Services and Rents	\$8,381,772	\$7,419,551	\$7,450,667
Materials, Equipment & Supplies	\$4,212,191	\$4,584,095	\$4,702,893
Utilities	\$2,348,281	\$2,394,621	\$2,691,840
Other	\$6,426,013	\$7,138,283	\$10,125,030
Expenditures Total	\$75,782,318	\$79,041,516	\$86,460,900

2017 Operating Budget

Revenues by Department



Revenue By Source

	2015 Approved Budget	2016 Approved Budget	2017 Approved Budget
Tax Revenue	\$52,507,109.00	\$55,801,086.00	\$59,546,318.00
Fines and Penalties	\$4,818,611.00	\$5,247,934.00	\$5,336,484.00
User Fees/Rentals	\$12,207,701.00	\$12,279,075.00	\$12,544,977.00
Transfer from Reserves	\$514,270.00	\$193,165.00	\$2,690,173.00
Interest	\$815,000.00	\$1,219,757.00	\$1,669,757.00
Grants	\$1,285,269.00	\$1,296,761.00	\$1,357,057.00
Sales	\$265,880.00	\$259,380.00	\$221,680.00
Other	\$3,368,478.00	\$2,744,358.00	\$3,094,454.00
Revenue Total	\$75,782,318.00	\$79,041,516.00	\$86,460,900.00

Major Revenue Sources and Trends

Tax Revenue - \$59,546,318

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 2017 is projected to increase by approximately 2.0%. The estimated projection added to the tax base is \$1,000,000 of assessment growth which will be split to fund the capital program and unmet need requests. The 2017 Operating Budget required an additional \$2.7 million of funding to balance the budget. This includes change in service levels 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 - \$5,336,484

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.
- Finance & Infrastructure 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.

User Fees/Rentals - \$12,544,977

This is the second largest revenue source for the Town of Caledon and is reviewed and updated annually. Each year all departments will adjust their user fees for cost of living increases. 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 - \$2,690,173

These transfers are used to fund certain debt payment requirements in the operating budget.

Interest - \$1,669,757

Interest revenue included in the Operating Budget is projected to increase in 2017 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.

Major Revenue Sources and Trends

Grants - \$1,357,057

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 - \$221,680

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

Other – \$3,094,454

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.

2017 APPROVED CAPITAL BUDGET

The total approved capital budget for 2017 is \$40,807,575. 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	Other	Funding Comment
Community Services	17-036	Inglewood Fire Station – Mansard Roof Replacement	Fire & Emergency Services	\$ 140,360	\$ 140,360	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-037	Parking Lot Improvements at various Fire Stations		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-129	Fire Training Facility - Phase 3		\$ 350,000	\$ 87,500	\$ -	\$ -	\$ -	\$ 262,500	\$ -	
	17-130	VCOM - Capital Plan Projects Phase 1		\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-132	JFCC Upgrade - CAD Replacement Project Phase 1		\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-133	Personal Protective Equipment		\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	Fire Equipment Reserve
	17-134	Large Fire Equipment Replacement		\$ 60,000	\$ 15,000	\$ -	\$ -	\$ 45,000	\$ -	\$ -	Fire Equipment Reserve
	17-136	Bunker Gear Washing Machine		\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-138	Pumper/Tanker Replacement (1996)		\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-053	Mayfield West Community Centre	Facilities & Operations	\$ 4,750,000	\$ 712,500	\$ -	\$ -	\$ -	\$ 4,037,500	\$ -	
	17-054	Caledon Centre for Recreation & Wellness (CCRW) Exterior Interlock & Curbs		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-056	Caledon Centre for Recreation & Wellness (CCRW) Fieldhouse Track Replacement		\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-057	Caledon Centre for Recreation & Wellness (CCRW) Accessible Pool Entrance		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-066	Caledon Centre for Recreation & Wellness (CCRW) Fitness Centre Equipment Replacement		\$ 14,600	\$ -	\$ -	\$ -	\$ 14,600	\$ -	\$ -	Fitness Equipment Reserve
	17-067	Albion Bolton Union Community Centre (ABUCC) Dehumidifiers		\$ 90,640	\$ 90,640	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-068	Albion Bolton Union Community Centre (ABUCC) Multi-purpose Space Retrofit		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-070	Albion Bolton Union Community Centre(ABUCC)-Windows-Caledon Parent-Child Centre		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-071	Rotary Place Expansion - Design		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-074	Caledon Community Complex (CCC) Banquet Hall and Complex Upgrades		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-081	Caledon Community Complex (CCC) Renovation of Community Room & Hall C		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-083	Roofing and Eavestroughs - Various Facilities		\$ 215,000	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-085	Mayfield Recreation Complex (MRC) Arena Condensor Replacement		\$ 79,310	\$ 79,310	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-087	Mayfield Recreation Complex (MRC) Reseal Wall Joints		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-088	Mayfield Recreation Complex (MRC) Pool Re-Grout and Tile Repair		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-093	Mayfield Recreation Complex (MRC) Arena Floor & Boards		\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-094	Lloyd Wilson Centennial Arena (LWCA) Compressor Room Upgrade		\$ 62,500	\$ 62,500	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-095	Lloyd Wilson Centennial Arena (LWCA) Lighting Retrofit		\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-098	Accessibility - Town-wide Recreation Facilities		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-099	Furniture, Fixtures & Equipment (FF&E) Replacement - Various Recreation Facilities		\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-100	Directional Wayfinding & Digital Signage in Recreation Facilities		\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	

2017 APPROVED CAPITAL BUDGET

The total approved capital budget for 2017 is \$40,807,575. 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	Other	Funding Comment
Community Services	17-001	Playground Replacement - Hubert Corless Park	Parks Operations	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-002	Playground Rubber Surface Repairs- Adam Wallace Memorial park		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-003	Park Sign Replacements		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-004	Ball Diamond Infield Replacements (3 Locations)		\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-005	Picnic Table Frames and Lumber		\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-006	Caledon Trailway Aerial Brush Clearing		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-007	North Hill Park Warning Track Reconstruction		\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-008	Electronic Lock System Installation at Caledon East Soccer Complex and Edelweiss Park		\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-009	Lina Marino Park Parking Lot Improvements		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-010	Park Path Accessibility Improvements		\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-011	Backstop Replacements at Victoria Parks		\$ 11,000	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-012	Inglewood Tennis Court Resurfacing		\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-013	Argo Neighbourhood Park (Mayfield West)		\$ 300,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 270,000	\$ -	
	17-014	Caledon East Soccer Field Lighting		\$ 200,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 180,000	\$ -	
	17-016	Palgrave Community Trail		\$ 100,000	\$ 23,500	\$ -	\$ -	\$ -	\$ 76,500	\$ -	
	17-017	Bolton Camp Challenger Baseball Diamond		\$ 445,000	\$ 29,500	\$ -	\$ -	\$ -	\$ 265,500	\$ 150,000	Grant
	17-021	Alton Ball Park Junior Playground		\$ 20,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ 5,000	Alton Village Association Donation
	17-022	Street Tree Replacements	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ -		
	17-024	Alton Village Square Water and Hydro Service	\$ 64,000	\$ 64,000	\$ -	\$ -	\$ -	\$ -	\$ -		
	17-147	Kingsview Path Light Replacements	\$ 11,000	\$ 11,000	\$ -	\$ -	\$ -	\$ -	\$ -		
17-039	Alton Village Heritage Conservation District Study	Policy & Sustainability	\$ 80,000	\$ 41,200	\$ -	\$ -	\$ -	\$ 38,800	\$ -		
17-044	Palgrave Estate Residential Area Policy Review		\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -		
17-045	Village and Hamlet Infill Policy Review		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -		
Community Services Total				\$ 9,741,410	\$ 4,331,010	\$ -	\$ -	\$ 124,600	\$ 5,130,800	\$ 155,000	
Strategic Initiatives	17-141	Library Collections and Materials	Lending Services	\$ 425,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-142	Belfountain Community Smart Lockers		\$ 51,700	\$ 51,700	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-143	Library IT Equipment		\$ 63,000	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-144	Library Signage - Albion Bolton and Caledon East		\$ 5,000	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Strategic Initiatives Total				\$ 544,700	\$ 544,700	\$ -	\$ -	\$ -	\$ -	\$ -	

2017 APPROVED CAPITAL BUDGET

The total approved capital budget for 2017 is \$40,807,575. 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	Other	Funding Comment
Corporate Services	17-034	Animal Shelter Kennel Replacement	Animal Services	\$ 34,191	\$ -	\$ -	\$ -	\$ 34,191	\$ -	\$ -	Animal Shelter Reserve
	17-103	IT - PC Refresh	Information Technology	\$ 265,000	\$ 251,750	\$ -	\$ -	\$ 13,250	\$ -	\$ -	Building Permit Stabilization Reserve
	17-104	IT - Infrastructure Maintenance & Upgrades		\$ 301,250	\$ 289,750	\$ -	\$ -	\$ 11,500	\$ -	\$ -	Building Permit Stabilization Reserve
	17-107	IT - Network Security Audit and Enhancement		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-110	IT - Microsoft Enterprise Agreement		\$ 250,000	\$ 237,500	\$ -	\$ -	\$ 12,500	\$ -	\$ -	Building Permit Stabilization Reserve
	17-117	Recreation Management Software System		\$ 118,118	\$ 118,118	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-148	Folder-Inserter Machine Replacement		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-152	IT - Project Management		\$ 110,668	\$ 83,000	\$ -	\$ -	\$ 27,668	\$ -	\$ -	Building Permit Stabilization Reserve
	17-160	IT - AMANDA Folder Optimization		\$ 285,280	\$ 150,000	\$ -	\$ -	\$ 135,280	\$ -	\$ -	Building Permit Stabilization Reserve
	17-162	IT - Broadband Internet		\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	Operating Contribution
	17-171	IT - Electronic Document and Records Management System		\$ 120,000	\$ 114,000	\$ -	\$ -	\$ 6,000	\$ -	\$ -	Building Permit Stabilization Reserve
	17-172	IT - Council Chambers A.V. Improvements		\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-173	IT - Committee Room A.V. Upgrade		\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Corporate Services Total				\$ 1,884,507	\$ 1,344,118	\$ -	\$ -	\$ 240,389	\$ -	\$ 300,000	
Finance & Infrastructure Services	17-025	Works Yard Renovation and Expansion Phase 1	Capital Project & Property Management	\$ 1,986,518	\$ 933,663	\$ -	\$ -	\$ -	\$ 1,052,855	\$ -	
	17-026	Town Hall HVAC Replacement Phase 3 of 3		\$ 2,473,855	\$ 1,873,855	\$ -	\$ -	\$ 600,000	\$ -	\$ -	Facility Repairs and Reinvestment
	17-028	Town Hall Modifications / Improvements		\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-033	OPP Equipment		\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Region of Peel
	17-035	Caledon Village Town Hall Roof Replacement		\$ 44,451	\$ 44,451	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-111	Southfields OPP Community Sub Office		\$ 464,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 464,450	Region of Peel
	17-170	Feasibility Study - Town Hall Expansion		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-151	Energy and Environment Projects	Energy & Environment	\$ 116,000	\$ 116,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-038	Enhanced Roads Program *Comprehensive list of roads can be located attached to detail sheet.	Engineering Services	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	Debenture
	17-046	Roads Rehabilitation & Reconstruction Program 1. Maple Lane - from Pine Avenue to Birch Avenue 2. Church Street - from Wallace Avenue to Highway 50 3. Mount Hope Road - from Old Church Road to Cedar Meadows Lane 4. Healey Road - from Centreville Creek Road to The Gore Road 5. Heart Lake Road - from Mayfield Road to Old School Road 6. Heart Lake Road - from Old School Road to King Street 7. Shaws Creek Road - from Charleston SR to High Point SR		\$ 1,924,406	\$ 34,000	\$ 1,649,406	\$ 241,000	\$ -	\$ -	\$ -	
	17-047	Crack Sealing Program *Comprehensive list of roads can be located attached to detail sheet.		\$ 182,500	\$ 182,500	\$ -	\$ -	\$ -	\$ -	\$ -	
17-048	Humber Station Road Reconstruction & Retaining Wall	\$ 816,000		\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 781,000	OCIF Grant, TRCA	
17-049	New Sidewalks & Curbs Program 1. Innis Lake Road - Just south of Old Church Road on the west side - approximately 240m 2. Patterson Sideroad - Highway 50 to Darrowby Crescent - approximately 145m		\$ 420,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ -		

2017 APPROVED CAPITAL BUDGET

The total approved capital budget for 2017 is \$40,807,575. 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	Other	Funding Comment
Finance & Infrastructure Services	17-050	Road Engineering Design and Environmental Assessment	Engineering Services	\$ 480,000	\$ 88,500	\$ -	\$ -	\$ -	\$ 391,500	\$ -	
	17-101	Growth-related Roads Program 1. Old Church Road - Highway 50 to Mount Hope Road 2. Old Church Road - Mount Hope Rd to Mount Pleasant Road 3. Old School Road - Winston Churchill Blvd to Heritage Road 4. Old School Road - Mississauga Rd to Creditview Road 5. Old School Road - Creditview Rd to Chinguacousy Road		\$ 7,741,060	\$ 1,242,066	\$ -	\$ -	\$ -	\$ 6,498,994	\$ -	
	17-114	Tormina Acoustic Fence Replacement Phase 1 of 6		\$ 364,900	\$ -	\$ -	\$ -	\$ 364,900	\$ -	\$ -	
	17-118	Bridge Construction Program 1. Centreville Creek Road Bridge - 1.2 km south of Old Church Road		\$ 1,171,000	\$ 50,000	\$ 259,241	\$ -	\$ 861,759	\$ -	\$ -	Bridge Reserve
	17-119	Non-OSIM Structures Construction Program 1. The Grange Side Road (Culvert) - 0.7km west of Mountainview Road 2. Finnerty Side Road (Culvert) - 0.3km west of The Gore Road		\$ 1,406,700	\$ 417,123	\$ 906,700	\$ -	\$ -	\$ -	\$ 82,877	OCIF Grant
	17-120	Bridge Design Program *Comprehensive list of roads can be located attached to detail sheet.		\$ 370,000	\$ 370,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-150	Stormwater Management Program		\$ 1,478,126	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 478,126	\$ -	
	17-153	Drainage Studies & Designs		\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-154	Railway Crossing Asphalt Repairs		\$ 51,600	\$ 51,600	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-167	Antrim Court Deficiency Works		\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000	Developer Contribution
	17-122	Grader	Road & Fleet Services	\$ 427,392	\$ -	\$ -	\$ -	\$ 240,932	\$ 186,460	\$ -	Equipment Reserve
	17-123	Single Axle Truck		\$ 300,000	\$ -	\$ -	\$ -	\$ 172,615	\$ 127,385	\$ -	Equipment Reserve
	17-127	Mobile Column Lift		\$ 85,000	\$ 85,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-128	Roadside Brushing Head Attachment		\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	Equipment Reserve
	17-155	Resurfacing Gravel Roads		\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-157	Water Tank for Parks Vehicle		\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	Equipment Reserve
	17-163	Sidewalk Repair & Rehabilitation Program		\$ 215,000	\$ 215,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-168	Two Electric Fleet Vehicles (Town Hall)		\$ 82,000	\$ 41,000	\$ -	\$ -	\$ 41,000	\$ -	\$ -	Building Permit Stabilization Reserve
	17-174	Drainage at Gray Park and Sneath Road		\$ 110,000	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-113	Traffic Calming		Traffic	\$ 56,000	\$ 56,000	\$ -	\$ -	\$ -	\$ -	\$ -
	17-116	Traffic Studies & Counts	\$ 60,000		\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-121	Road Safety Program	\$ 525,000		\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	
	17-161	Traffic Signalization - Healey Rd at Holland Dr/Simpson Rd	\$ 200,000		\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	
Finance & Infrastructure Services Total				\$ 28,636,958	\$ 8,600,758	\$ 2,815,347	\$ 241,000	\$ 2,316,206	\$ 8,735,320	\$ 5,928,327	
Grand Total Town of Caledon 2017				\$ 40,807,575	\$ 14,820,586	\$ 2,815,347	\$ 241,000	\$ 2,681,195	\$ 13,866,120	\$ 6,383,327	

Town of Caledon Details of Major Capital Projects for 2017

The total 2017 capital budget for the Town of Caledon is \$40,807,575. Additional details regarding some of the significant projects to be undertaken are as follows:

Community Services

Project 17-053 – Mayfield West Community Centre (Term of Council) **Budget \$4,750,000**

The Mayfield West Community Centre construction cost is estimated to be \$27 million funded over 2016-2018 of which \$4.75 million is to be funded by tax levy and development charges for the recreation portion of the Centre. The Town is obligated to start construction upon issuance of the 2,500th residential building permit in the Mayfield West community. The southeast corner of Kennedy Road and Dougall Avenue is the designated location. The Mayfield West Community Centre will include a Library and an OPP Sub-office.

Project 17-071 – Rotary Place Expansion – Design **Budget \$30,000**

To secure consulting services to define a concept and architectural design for the expansion of the Rotary Place Seniors Centre to meet their growing needs and membership. This project was identified by residents as a priority at the Coffee with Council meeting held in Bolton.

Project 17-129 – Fire Training Facility – Phase 3 **Budget \$350,000**

This facility will allow the Town to offer training at a Town owned facility for our firefighters as opposed to renting from other municipalities. Phase 3 is to construct an outdoor type building structure, provide services and selective paving improvements. This facility is to be located at the Caledon Village Fire Station.

Project 17-138 – Pumper/Tanker Replacement (1996) **Budget \$500,000**

The 1996 Tanker is to be replaced with this multi-role fire apparatus capable of operating effectively and efficiently at fires, rescues and medical emergencies. Ensures timely retirement and replacement of obsolete fire apparatus with multi-role fire apparatus capable of operating in all conditions and at all emergencies. This vehicle is a planned purchase in accordance with the Fire Fleet Replacement Schedule.

Project 17-004 – Ball Diamond Infield Replacements (3 locations) **Budget \$125,000**

The infields of the Baseball Diamonds at Ted Houston Park in Bolton, Caledon East Park in Caledon East and John Alexander Park in Caledon Village need reconstruction to set proper grades for drainage and provide quality limestone screening surfacing suitable for league play. All of these ball diamonds are being used for league play and the demand for use is increasing. The current infield condition is poor due to years of use and deteriorating quality of the infield material.

Corporate Services

Projects 17-103 to 17-173 – Information Technology Capital Request **Budget \$1,830,316**

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 2017 are:

- PC Refresh Project
- Infrastructure Maintenance & Upgrade
- Network Security Audit and Enhancement
- Microsoft Enterprise Agreement
- Recreation Management Software System
- IT Project Management

Town of Caledon Details of Major Capital Projects for 2017

- AMANDA Folder Optimization
- Broadband Internet
- Electronic Document and Records Management System
- Council Chambers A.V. Improvements
- Committee Room A.V. Upgrade

Finance & Infrastructure Services

Project 17-026 – Town Hall HVAC Replacement (Phase 3 of 3)

Budget \$2,473,855

Units are at the end of their expected life. New units to replace existing units have been designed to exceed current efficiency standards as well as improve heating and cooling issues in the building. Town Hall currently has approximately 200 staff and over 200 visitors per day, these improvements will reduce both staff and visitor office climate control complaints. Total project includes replacing 16 units with 10 extensive zoning, controls, and distributed heating system changes within the ductwork. The new equipment will increase the energy efficiency of the HVAC equipment and assist with reaching the energy efficiency target for Town Hall.

Project 17-150 – Stormwater Management Program

Budget \$1,478,126

To ensure that the Town's inventory of storm water facilities are maintained and will continue to operate as designed and reduce risk and liability. This is year two of a four year plan to increase funding for storm water management by \$500,000 per year to the ultimate goal of \$2,000,000 per year (as recommended by the 2015 Storm Water Management Study).

Project 17-025 – Works Yard Renovation and Expansion Phase 1

Budget \$1,986,518

This project will ensure the Operations Staff are working in an area that meets current Health & Safety and Accessibility requirements. The building is designed to meet the training requirements of the staff as well as growth requirements for the eastern Caledon operations zone. This project includes the replacement of the portable administration building at Yard 1 with an addition to the existing main garage building and modification within the existing buildings. The new addition is to include change room and shower facilities for staff, a training area, a lunch room and an office area. Also includes electrical upgrades and the installation of a back-up generator to provide emergency power for buildings and fuel system. Site improvements to be completed include site service upgrades, entrance security upgrades, salt containment and hard surface upgrades of parking and loading areas.

Project 17-101 - Growth Related Roads Program

Budget \$7,741,060

This project involves the reconstruction of roadways to accommodate growth, ensure safety for the travelling public, reduce risk, and ensure Caledon has a strategic transportation network in place for the future.

The list of roads to be reconstructed are as follows:

1. Old Church Rd - Highway 50 to Mount Hope Rd
2. Old Church Rd - Mount Hope Rd to Mount Pleasant Rd
3. Old School Rd - Winston Churchill Blvd to Heritage Rd
4. Old School Rd - Mississauga Rd to Creditview Rd
5. Old School Rd - Creditview Rd to Chinguacousy Rd

Project 17-038 – Enhanced Roads Program

Budget \$4,100,000

The Enhanced Roads Program is based on the results of the roads condition assessment completed in the Summer of 2016. The focus of this program will be to rehab the roadways by making both minor structural improvements that is part of the resurfacing methodology. Staff identify roadways through the

Town of Caledon Details of Major Capital Projects for 2017

PCI index in coordination with other factors such as cost, long term roadway strategic goals and traffic volumes. From there, resurfacing treatments are selected to maximize efficiency and prolong the asset life span. Some of these treatments include:

1. Pulverization or Full Depth Reclamation - Improve pavement profile and remove major pavement distresses while improving overall road structure & recycling materials within the process.
2. "Shave & Pave" (Where there is sufficient existing asphalt present).

Below is a list of roads for the 2017 enhancement program which includes an allocated \$500,000 towards "small roads" that are less than 300 Average Daily Traffic (ADT) and typically generated from resident traffic. The list includes additional roads that Engineering intends to address should the Town receive favourable tender pricing. This project is funded by debt and there will be an unavoidable budget impact once the project has been debentured of approximately \$500,000 in the future.

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
Castlederg 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

Strategic Initiatives

Project 17-141 – Library Collections and Materials

Budget \$425,000

This project facilitates the ongoing replacement and new additions to the Library's collection of circulating and reference materials. An increase in the average price of print titles, a weakened Canadian dollar and demand for the duplicate collection of both print and digital titles has resulted in an increase over the amount requested in previous years. Efficiencies resulting from the anticipated closure of the Belfountain branch is also reflected in the funds requested for 2017.

2018-2027 Tax Levy Baseline & Above Baseline Capital Expenditure Forecast

As part of the 2017 budgetting process, the Town has developed a ten year capital forecast. The portion of the capital expenditure to be tax funded is summerized by department as follows:

Baseline	Department	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Grand Total
Baseline	Community Services	1,975,450	1,910,450	1,235,450	1,910,450	1,910,450	1,910,450	1,935,450	1,960,450	1,960,450	1,960,450	18,669,500
	Corporate Services	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	1,000,000	10,000,000
	Finance & Infrastructure Services	1,023,413	517,030	2,124,126	2,624,126	2,624,126	3,595,000	3,595,000	2,624,126	2,624,126	2,624,126	23,975,201
	Strategic Initiatives	500,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,450,000
Baseline Total		4,498,863	3,977,480	4,909,576	6,084,576	6,084,576	7,055,450	7,080,450	6,134,576	6,134,576	6,134,576	58,094,701
Above Baseline	Community Services	4,274,390	1,654,768	2,337,703	2,351,567	2,835,667	10,185,075	11,690,596	8,881,197	1,590,265	1,683,025	47,484,252
	Corporate Services					1,167,583		515,191	515,191			2,197,965
	Finance & Infrastructure Services	5,401,745	11,426,562	11,171,663	12,338,213	11,991,472	8,114,028	7,712,000	7,562,000	7,512,000	7,562,000	90,791,684
	Strategic Initiatives	224,149	454,516	454,516	581,112	504,516	100,000	125,000	125,000	150,000	150,000	2,868,809
Above Baseline Total		9,900,284	13,535,846	13,963,883	15,270,892	16,499,238	18,399,103	20,042,787	17,083,388	9,252,265	9,395,025	143,342,710
Grand Total		14,399,148	17,513,326	18,873,459	21,355,469	22,583,814	25,454,553	27,123,237	23,217,964	15,386,841	15,529,601	201,437,412

Note: The Town of Caledon's 2017 base tax funded capital program is \$14.8 million

TOWN OF CALEDON

2018-2027 Total Capital Forecast

The total capital expenditure forecast for the next 10 years totals \$362.6 million which includes \$201.4 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	Funding Sources	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Community Services	Tax Funding	\$ 6,249,840	\$ 3,565,218	\$ 3,573,153	\$ 4,262,017	\$ 4,746,117	\$ 12,095,525	\$ 13,626,046	\$ 10,841,647	\$ 3,550,715	\$ 3,643,475	\$ 66,153,752
	Development Charges	\$ 8,404,660	\$ 6,839,783	\$ 10,153,513	\$ 4,679,650	\$ 4,830,550	\$ 24,092,910	\$ 784,810	\$ 247,063	\$ 1,583,285	\$ 1,221,525	\$ 62,837,748
	Reserve Funds	\$ 10,000	\$ 1,805,000	\$ 1,195,000	\$ 270,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 3,400,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Community Services Total		\$ 14,664,500	\$ 12,210,000	\$ 14,921,666	\$ 9,211,667	\$ 9,596,667	\$ 36,208,435	\$ 14,430,856	\$ 11,108,709	\$ 5,154,000	\$ 4,885,000	\$ 132,391,500
Corporate Services	Tax Funding	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 2,167,583	\$ 1,000,000	\$ 1,515,191	\$ 1,515,191	\$ 1,000,000	\$ 1,000,000	\$ 12,197,965
	Development Charges	\$ -	\$ -	\$ -	\$ -	\$ 1,267,418	\$ 281,618					\$ 1,549,036
	Reserve Funds	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 150,000
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Corporate Services Total		\$ 1,000,000	\$ 1,150,000	\$ 1,000,000	\$ 1,000,000	\$ 3,435,000	\$ 1,281,618	\$ 1,515,191	\$ 1,515,191	\$ 1,000,000	\$ 1,000,000	\$ 13,897,000
Finance & Infrastructure Services	Tax Funding	\$ 6,425,159	\$ 11,943,592	\$ 13,295,790	\$ 14,962,340	\$ 14,615,598	\$ 11,709,028	\$ 11,307,000	\$ 10,186,126	\$ 10,136,126	\$ 10,186,126	\$ 114,766,886
	Development Charges	\$ 4,747,840	\$ 4,088,563	\$ 4,141,912	\$ 4,141,912	\$ 3,938,653	\$ 3,526,454	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	\$ 34,585,333
	Reserve Funds	\$ 640,000	\$ 2,515,000	\$ 2,355,000	\$ 640,000	\$ 1,640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 640,000	\$ 10,990,000
	Gas Tax	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,000,000	\$ 3,000,000	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 33,766,990
	Debentures	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000
	Other	\$ 1,175,713	\$ 1,622,096	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 5,797,809
Finance & Infrastructure Services Total		\$ 20,559,585	\$ 23,640,125	\$ 23,638,575	\$ 23,590,125	\$ 24,040,125	\$ 19,250,482	\$ 17,822,000	\$ 17,172,000	\$ 17,122,000	\$ 17,172,000	\$ 204,007,017
Strategic Initiatives	Tax Funding	\$ 724,149	\$ 1,004,516	\$ 1,004,516	\$ 1,131,112	\$ 1,054,516	\$ 650,000	\$ 675,000	\$ 675,000	\$ 700,000	\$ 700,000	\$ 8,318,809
	Development Charges	\$ 450,851	\$ 832,984	\$ 832,984	\$ 1,006,388	\$ 832,984	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,956,191
	Reserve Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Gas Tax	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Debentures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Initiatives Total		\$ 1,175,000	\$ 1,837,500	\$ 1,837,500	\$ 2,137,500	\$ 1,887,500	\$ 650,000	\$ 675,000	\$ 675,000	\$ 700,000	\$ 700,000	\$ 12,275,000
Grand Total		\$ 37,399,085	\$ 38,837,625	\$ 41,397,741	\$ 35,939,292	\$ 38,959,292	\$ 57,390,535	\$ 34,443,047	\$ 30,470,900	\$ 23,976,000	\$ 23,757,000	\$ 362,570,517

Total Tax Funding	\$ 14,399,148	\$ 17,513,326	\$ 18,873,459	\$ 21,355,469	\$ 22,583,814	\$ 25,454,553	\$ 27,123,237	\$ 23,217,964	\$ 15,386,841	\$ 15,529,601	\$ 201,437,412
Total Development Charges	\$ 13,603,351	\$ 11,761,329	\$ 15,128,408	\$ 9,827,950	\$ 10,869,604	\$ 27,900,982	\$ 3,284,810	\$ 2,747,063	\$ 4,083,285	\$ 3,721,525	\$ 102,928,307
Total Reserve Funds	\$ 650,000	\$ 4,470,000	\$ 3,550,000	\$ 910,000	\$ 1,660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 660,000	\$ 14,540,000
Total Gas Tax	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 3,000,000	\$ 3,000,000	\$ 3,470,874	\$ 3,470,874	\$ 3,470,874	\$ 33,766,990
Total Debenture	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000
Total Other	\$ 1,175,713	\$ 1,622,096	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000	\$ 5,797,809
Grand Total of all funding sources	\$ 37,399,085	\$ 38,837,625	\$ 41,397,741	\$ 35,939,292	\$ 38,959,292	\$ 57,390,535	\$ 34,443,047	\$ 30,470,900	\$ 23,976,000	\$ 23,757,000	\$ 362,570,517

* Other Funding - Aggregate Levy, Region of Peel and OCIF

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 2016 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.57% 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.
4. The completion of the 2014 Enhanced Road Program.

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

	2016 ARL Statement	2016 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	\$ 0.3	\$ 0.0
Road Enhancement Program	\$ -	\$ 0.0
Caledon Equestrian Park	\$ -	\$ 0.1
Fleet Debenture	\$ -	\$ 0.6
Trackless Units	\$ -	\$ 0.2
TOTAL	\$ 3.1	\$ 3.7

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).

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.

Town of Caledon Debt and Long Term Debt Limit

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.

Road Enhancement Program

In 2014, Council approved a debt financed Road Enhancement Program where each year \$4.1M is invested into extending the useful lives of Town roads. In 2016 debt financing was obtained for the 2014 Enhanced Road Program. In 2017 financing will be obtained for the completed 2015 Enhanced Road Program. These debentures have 10 year terms and are included as part of the annual repayment limit.

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.

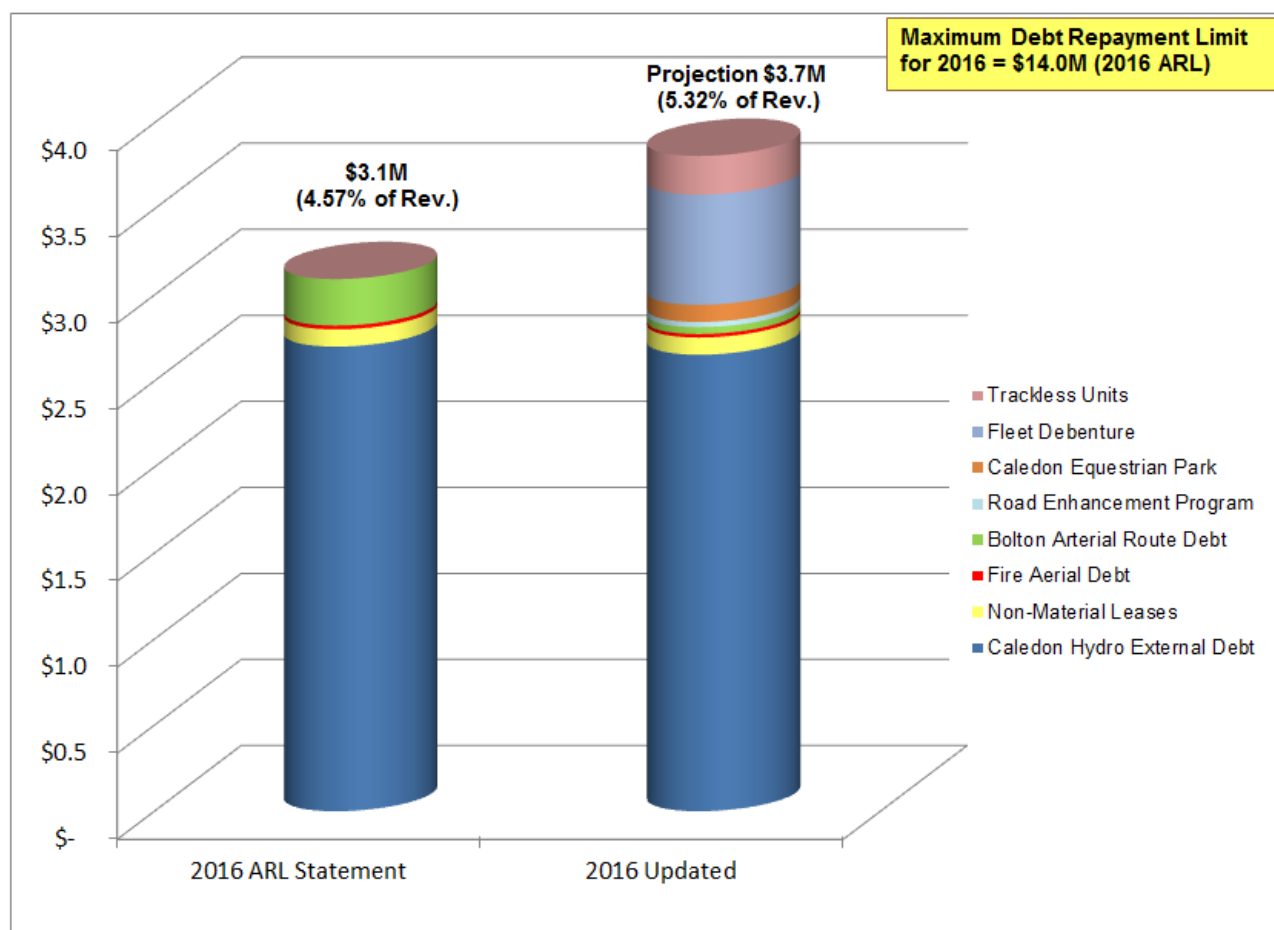
Annual Repayment Limit (ARL)

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.

Town of Caledon Debt and Long Term Debt Limit

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 2016 is based on its analysis of data contained in the 2014 Financial Information Return (FIR). The Town of Caledon's 2016 ARL statement report indicates that the Town has net debt charges of \$3.1M or approximately 4.57% of the Town's net revenues. This leaves a balance of 20.4% (25% - 4.57%) or approximately \$14.0M of the ARL available.

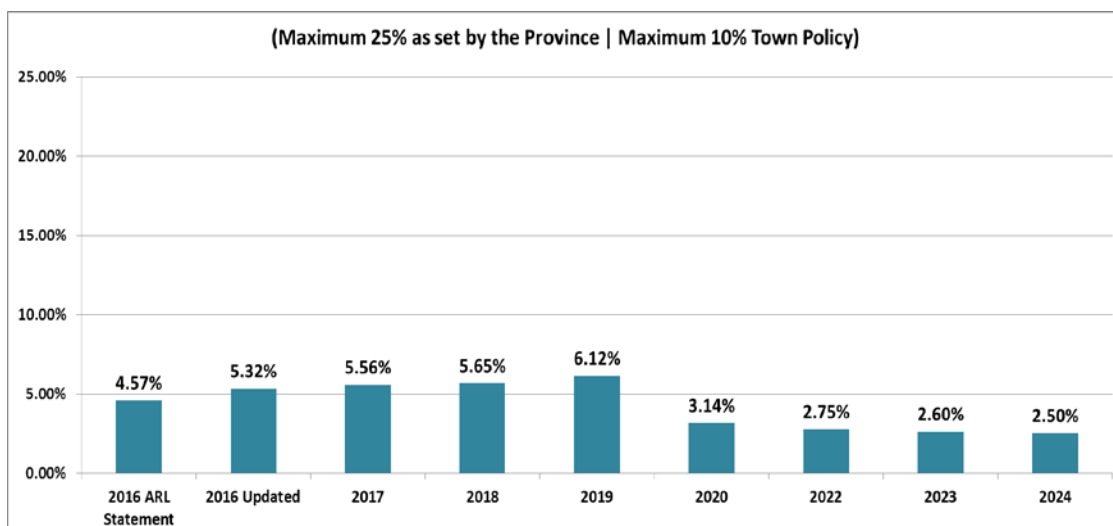
The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures and projections are included in the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



Town of Caledon Debt and Long Term Debt Limit

The chart below shows an adjusted 2016 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 \$0.43M - 2016
 - 2014 Reconstruction and Rehabilitation Roads Project (Enhanced) \$3.1M -2016
 - 2015 to 2018 Enhanced Road Project \$4.1M each year beginning in 2017
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2017 to 2024 based on the same assumptions used in the 2017 budget

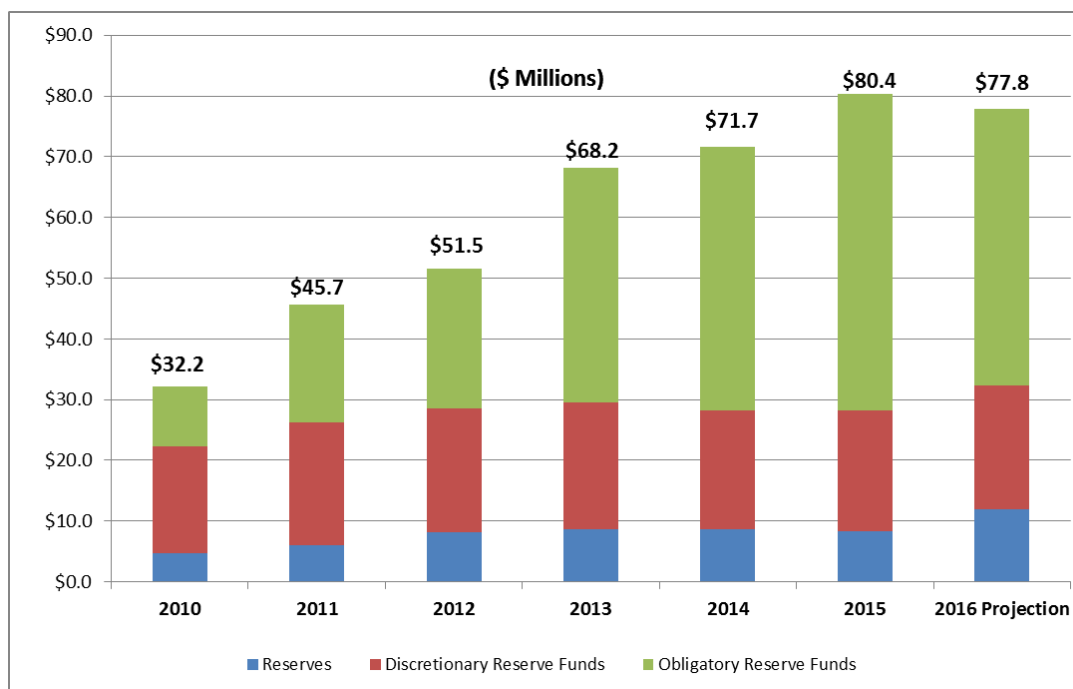


Reserves and Reserve Funds

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.

The chart below shows the history of the Town's uncommitted (does not include reserve balances Committed to Active Capital Works Projects) reserve balances and a reserve projection for 2016.



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, 2015**, the Town had available the following reserves for operating and capital budget allocation:

Reserves	2015
Working Funds	\$1,299,647
Contingencies	\$4,778,506
Equipment	\$167,717
Caledon Community Development Fund	\$5,630
Accessibility (previously tax rate stabilization)	\$21,938
Corporate Energy	\$110,859
Capital Tax Levy	\$1,821,931
Bridge Replacement	\$0
Go Transit	\$72,803
Animal Shelter	\$90,187
Animal Shelter Facility	\$14,795
Reserves Total	\$8,384,014

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 (2015)
Operating Contingency	To be used to stabilize the tax rate	\$2,003,605
Fire Equipment	To be used for Fire Equipment	\$90,069
Facility Repairs & Reinvestment	To provide funding for equipment replacement	\$660,162
Self-Insured Loss	To offset major insurance claims	\$852,828
Surplus Land Sales	Purchase of Town properties	\$874,446
Economic Development	To encourage economic development	\$47,148
Ice Resurfacer	To provide funding for Recreation Equipment	\$80,238
Animal Shelter	Animal Shelter Donations	\$80,000
Records Management	For software purchase	\$30,011
Election	To finance future elections	\$60,000
Total		\$4,778,506

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.

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

Reserves and Reserve Funds

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, 2015**, the balances in the Town's discretionary reserve funds are as follows:

<u>Discretionary Reserve Funds</u>	<u>2015</u>
Winter Maintenance	\$1,035,236
Cash in Lieu of Parking	\$165,000
Capital Asset Replacement Fund (previously Caledon Hydro)	\$14,353,328
Community Improvement Plan	\$499,493
Debt Retirement ^{1,2}	\$2,981,715
Roads Capital	\$48,260
CAMP Agreement	\$165,326
Development Approvals Stabilization	\$0
Group Benefit Stabilization	\$337,491
Development Charge Exemptions & Discounts	\$100,000
Northwest Caledon Indoor Recreation Facility	\$255,729
Discretionary Reserve Funds Total	<u>\$19,941,579</u>

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.

Capital Asset Replacement Reserve Fund (Formerly the 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.

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.

Reserves and Reserve Funds

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.

Development Charge Exemptions & Discounts Reserve Fund

Established as part of the 2014 operating budget for the Town's top-up of development charge reserves for future exemptions and discounts.

Northwest Caledon Indoor Recreation Facility Reserve Fund

This reserve fund was established in 2014 as per Council resolution 2014-100. This is a capital reserve fund for the building of an indoor recreation facility in northwest Caledon to meet community needs resulting from the closure of the Caledon Central Pool.

New Reserve Funds added in 2016:

Fitness Equipment Replacement Reserve

Established in 2016 for the purpose of funding the replacement of fitness equipment at Caledon Centre for Recreation and Wellness by allocating 5.5% of fitness membership revenue to the reserve.

Broadband Levy Reserve

Established in 2016 this reserve is funded from any surpluses, if any, in Broadband levy collections or expenditures to budget.

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.

As at **December 31, 2015**, the balances in the following accounts are:

Reserves and Reserve Funds

<u>Obligatory Reserve Funds</u>	<u>2015</u>
Federal Gas Tax	\$806,378
Building Permit Stabilization	\$4,023,077
Payment In Lieu of Parkland	\$3,443,161
Development Charges	\$59,549,307
Heritage Property	\$21,778
Obligatory Reserve Funds Total	<u>\$67,843,701</u>
Less: Balance Committed to Active Capital Works Projects	<u>(\$15,762,603)</u>
Obligatory Reserve Funds Remaining	<u>\$52,081,098</u>

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.

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:

Reserves and Reserve Funds

Animal Control	\$	(9,606.79)
Fire	\$	3,048,395.85
Library	\$	3,130,423.53
Parkland Development	\$	3,615,190.38
POA Court Facilities	\$	309,958.20
Works Department	\$	1,841,680.27
Recreation	\$	12,967,422.90
Roads & Related	\$	33,581,336.17
Studies	\$	593,982.48
Storm Water Pond	\$	470,524.32
Total Development Charges	\$	59,549,307.31
Less: Balance Committed to Active Capital Works	\$	(16,045,782.00)
Revised 2015 Balance after Commitments	\$	43,503,525.31

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.

2017

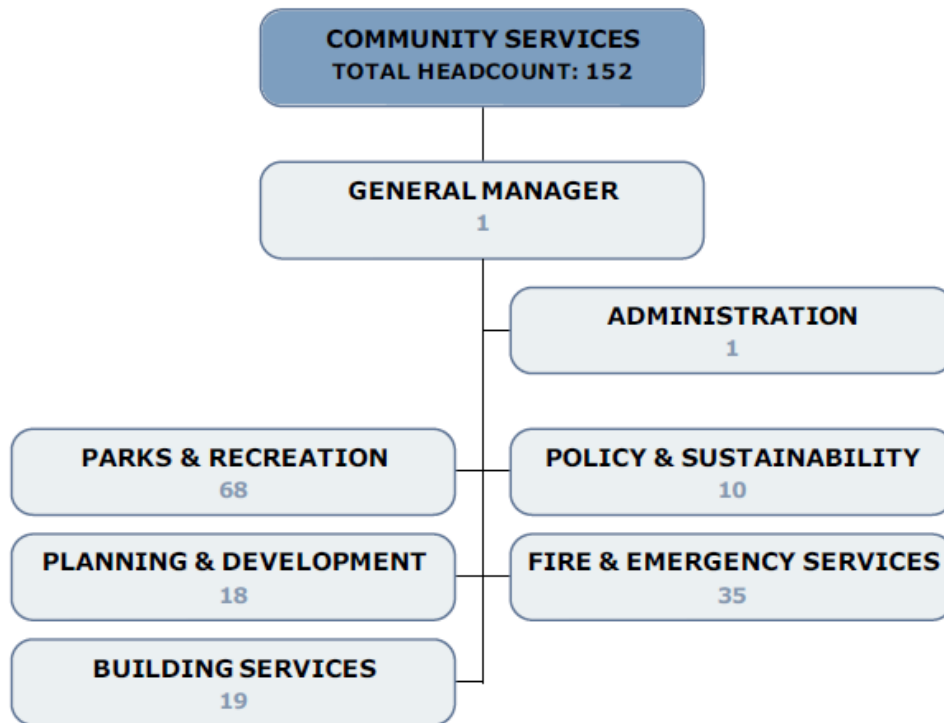
ANNUAL BUDGET FISCAL YEAR 2017

Community Services



2017 Business Plan – Community Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



Under the direction of the General Manager of Community Services, Community Services is responsible for:

Building Services

Under the direction of the Chief Building Official, Building 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
- 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

2017 Business Plan – Community Services

Fire & Emergency Services

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 emergencies and conducting 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, safe, and professional emergency services. Including training, firefighting, rescue and emergency care to our residents.
- Emergency Operations in accordance with Public Fire Safety Guidelines, Ontario Fire Marshall (OFM), Section 21 Guidance Notes (Ministry of Labour), industry standards and best practices.
- 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.

Support Services

- Conducts 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 and mandatory requirements of the *Emergency Management and Civil Protection Act*.
- Maintains the Emergency Response Plan and Pandemic Plan, continuous emergency management training, Hazard Identification and Risk Assessment and Business Continuity Plan.

Parks & Recreation

Administration

- Provides overall leadership, vision, management and support to the Parks, Recreation Programs and Facilities and Recreation Support Services and Community Development divisions.

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.
- 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.

2017 Business Plan – Community Services

Open Space Design

- 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.

Recreation Programs and Facilities

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 quality of service.

- 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 for 13 Town-owned recreation facilities, representing approximately 350,000 square feet of indoor program and rental space.
- Operate and maintain outdoor rinks at the Caledon Centre for Recreation & Wellness.
- Deliver Town-wide programming including planning, delivery and consistency for all ages and abilities.
- Provide travelling playground opportunities for children 6-12 years during the summer at six (6) municipal parks.
- Collaborate on community events such as: Caledon Day, Walk of Fame, Winter Fest, Fall Fest, along with facility related special events.
- Partner and work with various neighbourhood associations and coordinate departmental participation in community special event initiatives.

Recreation Support Services and Community Development

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.

- Stakeholder relations and community sports organizations.
- Supporting local non-profit and resident groups.
- Indoor and outdoor facility rentals.
- On-line program registration system.
- Marketing all department programs, services and events town-wide.
- Lease, facility use and reciprocal agreements; recruiting community hub partners.

Planning & Development

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)
- 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)

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- Providing comments on the following development applications
- Adjacent municipalities
- Niagara Escarpment development permit and amendments
- Managing the Town's Comprehensive Zoning By-law 2006-50 including maintaining updates
- Administer the Cash-in-Lieu of Parkland

Policy & Sustainability

The role of Policy & Sustainability is to set the long-term policy framework for Caledon through the Town's Official Plan, which directs future land use changes and how land is used. It also undertakes projects on growth management and other planning policy issues, reviews planning policies from senior levels of government, and conducts research and analysis.

Policy & Sustainability is also responsible for the preparation of secondary plans for individual communities and growth area zoning bylaws, as well as the undertaking of other land use studies in agriculture, transportation, cultural and natural heritage, mineral aggregate resource, and housing policy.

- Official Plan update and policy interpretations
- Growth management
- Community planning / settlement area boundary expansion studies
- Secondary Plans / Village Plans
- Liaising with the Region in service planning (water, wastewater and transportation)
- Achieving conformity with the Provincial Policy Statement, Peel Region Official Plan and other Provincial plans
- Undertaking special studies, i.e. intensification, housing, aging, floodplain, special policy area, prime agricultural areas, and cultural and natural heritage resources
- Cultural heritage preservation, i.e. listing and designating heritage properties
- Transportation planning and environmental assessment (roads)
- Intergovernmental planning initiatives, e.g. the GTA West Corridor EA, Provincial plan review, affordable housing, and transit planning

2. MAJOR CUSTOMERS OR CLIENTS

- General & broader public sector
- Residents
- Business owners
- Land owners
- Developers
- Builders
- Development consultants/proponents
- Real estate agents and appraisers
- General contractors, architects, engineers
- Statutory committees (Heritage Caledon, Committee of Adjustment)
- Upper, lower tier & neighbouring municipalities (Peel Region Emergency Program, Peel Public Health)
- Government agencies (Provincial, Federal Ministries, Ontario Provincial Police, Office of the Fire Marshal and Emergency Management, Conservation Authorities)
- School boards, Private school boards
- Community agencies & Sports associations (Caledon Community Services, Brampton-Caledon Community Living, Volunteer MBC)
- Tenant clients (Caledon Libraries, Caledon Parent-Child Centre, Caledon Seniors' Centre, Caledon Minor Hockey Association).

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3. 2016 ACHIEVEMENTS

Building 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

Fire & Emergency Services

Fire Administration

- Started construction for the new Bolton Fire Station
- Complete the purchase of new replacement bunker gear
- Completed the documentation phase for the Fire Master Plan
- Complete the design phase for the Fire Training Facility
- Staff review, including public consultations and implications report for the Open Air Burning By-law.

Emergency Operations

- Response to approximately 2,650 emergency incidents.
- An average response time of 8.76 minutes for the first arriving fire company;
- Recruited and trained thirty volunteer firefighters
- Continued with Phase One - Officer Development ('Blue Card Incident Command System')
- 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.

Fire Support Services

- Revised the 'Emergency Response Plan' to reflect the new Corporate Realignment and Changes
- Fire Prevention Inspection staff attended Ontario Fire College to obtain NFPA certification as well as Building Code Certifications
- Ensure life safety for farm buildings being used for Assembly Occupancies per the Ontario Fire Marshal's Communique
- Annual inspections as per - 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)

Parks & Recreation

Administration

- Oversee and support department initiatives focused on strengthening, developing and seeking community and corporate partnerships.

Parks

- Second Southfields Community Park completed.
- Second phase of Johnston Sports Park completed.
- Completion of reconstruction of Etobicoke Creek Trail.
- Completion of Caledon Trailway Resurfacing program and partially funded by a federal grant.
- Approximately 300 trees removed in 2015 were also stump ground and replaced in 2016 due to Emerald Ash Borer.

Recreation Programs and Facilities

- Continued with accessibility improvements in recreation facilities.
- Successful delivery of various capital projects such as Lloyd Wilson CoArena's Humicons, upgrades (funded partially by Federal Grants), Caledon Village Place modernization including

2017 Business Plan – Community Services

entrance doors, kitchen, washroom and room upgrades, parking lot renovations at multiple sites, Mayfield Recreation Complex renovations that include pool bleacher replacement, accessible concession upgrade, along with meeting room and washroom improvements.

- Camp program registrations increased by 11% in 2016 with over 2,200 registered participants.
- Aquatic registrations increased by 8% to approx. 7,000 registrants.
- Skating lessons increased by 22% to 355 registrants from 2015 to 2016.
- Conducting a town-wide Facility Needs Assessment that will outline a strategy to help guide investment in recreation facilities in Mayfield West and town-wide.
- Consulting, planning, designing and continuous stakeholder and community engagements for the upcoming new Mayfield West Community Centre.
- Increased access and programming to Village Centres including expanding the key pad access program.
- Established a fitness equipment reserve to better support and strategize a fitness equipment replacement program.

Recreation Support Services and Community Development

- Created and implemented Community Service Agreements to further support local groups which help support the Recreation mandate.
- Completed policy review and updated new policies for Municipal Alcohol Policy, Concussion Management and the Holiday Operating Hours in Village Centres.
- Completed both the Request for Information (RFI) and Request for Proposal (RFP) process for a replacement to the Recreation Services Management Software solution.
- Created centralized training resources for over one hundred staff across Caledon.
- Launched the new on-line rental process.
- Created centralized point of contact for “one stop shop” for event organizers hosting events in Town of Caledon.

Planning & Development

- Completion of Community Improvement Plan for 6 Villages (Inglewood, Cheltenham, Alton, Palgrave, Mono Mills, Caledon Village);
- Assisting the transitioning from updating planning software called AMANDA from version 6 to 7.
- Continued work on revised and new development process manuals;
- Completion of first phase of Town wide Comprehensive Zoning By-law update (industrial and commercial Official Plan and Zoning By-law alignment);
- Completion and implementation of revised Municipal Numbering By-law;
- Completion of Coleraine West Employment Area Zoning By-law;
- Completion of Village Blue amenity area within the village centre of Southfields

Policy & Sustainability

- ROPA 28 (Coleraine west employment area) approved by the OMB
- OPA 244 (Bolton North Hill Commercial Area) approved
- OPA 222 (Mayfield West Phase 2) adopted by Council (4 outstanding appeals at the OMB)
- Bolton Heritage Conservation District Plan adopted by Council
- Participated in the coordinated review of four Provincial plans including a full review of the Provincial advisory panel report
- Participated in Peel Region’s Official Plan Review and growth management discussions
- Completed the Land Evaluation and Area Review (LEAR) study in conjunction with Peel Region
- Two open house sessions held to seek public input on the “Whitebelt” Visioning Exercise.
- Designated 4 properties and 1 listed property under the *Ontario Heritage Act*

4. 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

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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 2017 and beyond are as follows:

Building Services

Trends	Challenges
<p>Changes to the Ontario Building Code including:</p> <ul style="list-style-type: none"> Enhancements to barrier-free construction requirements Increased energy efficiency Future changes to the Ontario Building Code to reduce climate change <p>A new focus on leadership training and customer service is introduced through the Ontario Building Officials Association</p> <p><i>Ontario Clean Water Act</i> - implications including sewage system maintenance programs and wellhead protection areas restricting land use and construction</p>	<ul style="list-style-type: none"> Staying current and communicating to external clients changes to the Ontario Building Code as they are implemented by the Ministry Establish a protocol and reference manual for the Town's building software AMANDA for 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. Work towards a useable web portal for accepting building permit applications with the Town's building software AMANDA

Fire & Emergency Services

Trends	Challenges
<p>Fire Administration</p> <ul style="list-style-type: none"> Records management database using an interdepartmental system of record keeping of training and documents. <p>Emergency Operations</p> <ul style="list-style-type: none"> Ensuring compliance with the <i>Occupational Health and Safety Act</i> and to meet the National Fire Protection Association (NFPA) Job Performance Requirements. Firefighters must be proficient and competent in modern firefighting operations, rescue and emergency medical care, as well as Community Emergency Management Program. Required skill sets are constantly evolving and present challenges from initial training programs delivery through maintenance and development from basic to advanced levels. 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. <p>Support Services</p>	<p>Fire Administration</p> <ul style="list-style-type: none"> Outdated data management system – move to an automated system to be more efficient <p>Emergency Operations</p> <ul style="list-style-type: none"> Ensuring safe staffing levels during emergency responses, Emergency Response Performance Measures N.F.P.A. 1720 (Volunteer) Participating in a Mutual Aid System in Ontario, with neighbouring municipalities Maintaining training to comply with the minimum training requirements, maintenance of skill sets and developmental needs for Caledon firefighters Recruitment and retention of volunteer firefighters <p>Support Services</p> <ul style="list-style-type: none"> Ongoing plan reviews, occupancy inspections and site visit requirements to meet legislated inspections. The Community Emergency Response Plan and the Pandemic Plan must be reviewed annually. As the statutory nature of the Community Emergency Management Program

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<ul style="list-style-type: none"> Recent legislation Compliance for Fire Prevention <ul style="list-style-type: none"> 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. <i>Retirement Homes Act, 2010</i>; 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. 	<p>continues to evolve, additional resources will be required in order to ensure compliance with the <i>Emergency Management and Civil Protection Act</i>.</p>
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Parks & Recreation – Parks Division

Trends	Challenges
<ul style="list-style-type: none"> 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 and maintain. A large number of community representation groups are emerging. There are public interest groups emerging for every community in Caledon. 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. 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, and the Town will need to prioritize the funding accordingly. Future development and population growth will require a significant increase in the length of sidewalk requiring winter maintenance. Meeting parkland requirements in higher density development. 	<ul style="list-style-type: none"> Increase in community groups requires significant time demand on staffing 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. 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. 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.

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Recreation Programs and Facilities

Trends	Challenges
<ul style="list-style-type: none"> Increased need for fully accessible direct program opportunities throughout the municipality. Increased interest in unstructured programs and drop-in opportunities for youth and seniors. Community Hub approach to partnering and delivering services to the community. Increased focus on youth, family programs and active seniors programming as the population ages. Increased demand for accessible health, wellness and rehabilitation services. 	<ul style="list-style-type: none"> Aging infrastructure and equipment and the need to align effective asset management programs to preserve the life-cycle of Town assets. Meeting the growing community demand for facilities and programs in the growing community areas. 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. Competition from private industry with Town funded programs.

Recreation Support Services and Community Development

Trends	Challenges
<ul style="list-style-type: none"> Decline in volunteer commitment within affiliate organizations. 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). Increase in one time rental requests as well as regular use of space at a subsidized rate in our facilities. 	<ul style="list-style-type: none"> Effective communication and marketing techniques which engage all Caledon residents regardless of geographic location

Planning & Development

Trends	Challenges
<ul style="list-style-type: none"> Mayfield West Phase 2, the Coleraine West Employment Area and the Bolton Residential Expansion Study (BRES) will increase the development activity; Bill 73 and the revised Minimum Distance Separation Guidelines (MDS), the proposed changes to the four Provincial Plans and the Town's Official Plan update will affect the review of development applications 	<ul style="list-style-type: none"> There is concern within existing communities regarding 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; Impacts on staff resources and timing of application review resulting from projected growth

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Policy & Sustainability

Trends	Challenges
<ul style="list-style-type: none"> • Bill 73 became effective on July 1, 2016, which includes changes to the Planning Act and the <i>Development Charges Act</i>. These changes will significantly affect land use planning practice and process in Ontario • The Province released its proposed amendments to four Provincial plans, including the Growth Plan, the Greenbelt Plan, the Niagara Escarpment Plan, and the Oak Ridge Moraine Conservation Plan. The amendments, if approved, will significantly affect land use planning in the Greater Golden Horseshoe • The <i>Planning Act</i> requires the Town to review its Official Plan 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 released a policy paper in 2015 as a result of its review of the <i>Aggregate Resources Act</i>. Bill 39, an Act to amend the <i>Aggregate Resources Act</i> and the Mining Act was released on October 6, 2016 for public review. 	<ul style="list-style-type: none"> • The delivery of GO rail services to Bolton and the GTA West Corridor, will significantly affect land use planning in Caledon • The proposed amendments to the Growth Plan will influence land use planning in Caledon • The GTA West Transportation Corridor Environmental Assessment (EA) was affected by the GTA West by the Minister of Transportation in December 2015. Municipalities are asking the Province to resume the EA. The Minister has appointed an advisory panel to look into all comments received. This corridor will significantly influence land use planning in the Town's "Whitebelt" area as lands can be developed in this area. • The review of the Bolton Residential Expansion Study area settlement within the Region of Peel has recommended a different option than what was recommended by Town staff. This will cause considerable delay in the growth in this area and additional time and resources defending the Town's position at the OMB.

2017 Business Plan – Community Services

5. 2017 PRIORITIES

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 following is a list of the 2017 priorities that Community Services intends to undertake with the 2017 Operating and Capital Budget requested as part of this Business Plan:

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan								Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
ADMINISTRATION														
1	Re-evaluating the layout of the front counter, storage issues, and work space	Capital Budget												
2	Develop training plans for supervisors, managers and future leaders to receive supervisory training focusing on employee morale, team building and staff support	Base Operating Budget												
3	Quarterly updates with the full department to discuss changes in each division and communicate Town News	Base Operating Budget												

2017 Business Plan – Community Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan								Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
BUILDING SERVICES														
1	Proceed to an electronic application process moving towards a functional web portal for building applications.	Base Operating Budget												
FIRE AND EMERGENCY SERVICES														
1	FIRE ADMINISTRATION: Complete a Master Fire Plan and implementation strategy to ensure we are properly positioned to meet the needs of the community in the future	Base Operating Budget												
2	FIRE ADMINISTRATION: Replace aging fire apparatus, vehicles and equipment	Capital Budget												
3	FIRE ADMINISTRATION: Continued replacement of personnel protective equipment	Capital Budget												
4	EMERGENCY OPERATIONS: Start constructing a multi-disciplined fire training facility	Capital Budget												
5	EMERGENCY OPERATIONS: Respond to requests for emergency assistance and mutual aid in an effective, efficient, safe and professional manner	Base Operating Budget												

2017 Business Plan – Community Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan								Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
6	SUPPORT SERVICES: Respond to requests for and delivery of public education programs and community outreach	Base Operating Budget												
7	SUPPORT SERVICES: Respond to all requests/complaints for fire safety inspections	Base Operating Budget												
8	SUPPORT SERVICES: Complete required fire and life safety reviews of high risk occupancies	Base Operating Budget												
PARKS AND RECREATION														
1	ADMINISTRATION: Ongoing implementation of Vision Plan, Recreation and Parks Master Plan	Base Operating Budget												
2	PARKS: Accessibility deficiencies in Parks in accordance with the accessibility audit reports	Operating and Capital Budget												
3	PARKS: Emerald Ash Borer (EAB) – Continue with EAB mitigation strategy	Capital Budget												
4	RECREATION PROGRAMS & FACILITIES: 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	Capital Budget												

2017 Business Plan – Community Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
	Phase 3 and Mayfield Recreation Complex Expansion														
5	RECREATION PROGRAMS & FACILITIES: Finalize the planning and design for Mayfield West Community Centre Phase 1 and prepare for construction in 2017	Capital Budget													
6	RECREATION PROGRAMS & FACILITIES: Enhance the Community Hub model through collaborative opportunities and leveraging the expertise of community groups and other partners to better service the community	Operating and Capital Budgets													
7	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Migrate from CLASS software to new solution. Ensure front line staff readiness by creating &overseeing the development & implementation plan	Operating Budget													
8	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Facilitate a Sports Advisory Committee made up of regular sport and affiliated user groups, to promote sport opportunities in Caledon	Operating Budget													
9	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Create & facilitate a quarterly network of community groups & agencies to implement the Adult 55+ Strategic Plan	Operating Budget													

2017 Business Plan – Community Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
10	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Oversee the successful consultant in the Municipal Sign Program (formerly known as Branding and Wayfinding Capital project) who will establish, analyze and make recommendations for a branding and wayfinding signage program	Base Operating Budget												
11	RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Audit current affiliates and their ability to manage sports leagues in Caledon. Expand Affiliation Policy to include other organizations such as arts & culture groups	Base Operating Budget												
12	RECREATION & SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Continue to partner with community groups & local businesses to enhance current services	Base Operating Budget												
13	RECREATION AND SUPPORT SERVICES AND COMMUNITY DEVELOPMENT: Complete storage space audit and implement a fee for storage to user groups.	Base Operating Budget												
14	RECREATION AND SUPPORT SERVICES AND COMMUNITY DEVELOPMENT: To improve the website to allow for e-services (payments, permits, forms etc.)	Base Operating Budget												

2017 Business Plan – Community Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
15	RECREATION AND SUPPORT SERVICES AND COMMUNITY DEVELOPMENT: To evaluate our communities language needs and develop multi-lingual communication	Base Operating Budget												
PLANNING AND DEVELOPMENT														
1	Review of the Amanda system to look at current processes and system design to make improvements and create efficiencies within the system. Dedicating resources towards this task for process review and training of staff.	Base Operating Budget												
2	Ongoing update of Comprehensive Zoning By-law 2006-50	Capital Budget												
3	Identified areas of growth for additional resources in community planning	Base Operating Budget												
4	Completion and update of manuals to enhance customer service to internal and external clients	Base Operating Budget												
5	Complete comprehensive review and consolidation of the Town's Urban Design Guidelines	Capital Budget												

2017 Business Plan – Community Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
PLANNING AND SUSTAINABILITY															
1	Initiating the 5-year statutory review of the Town's Official Plan to conform to the <i>Planning Act</i> , the Provincial Policy Statement, and other Provincial Plans, as well as Peel Region Official Plan. Initiating Town-wide Employment Land Needs Study, Town-wide Commercial Policy Review, Caledon Area Transportation Needs Study, Town-wide Archaeological Master Plan and Completing Key Natural Heritage Feature and Key Hydrologic Feature Mapping	Capital Budget													
2	Complete the "Whitebelt" visioning exercise	Capital Budget													
3	Complete the Municipal Class Environmental Assessment Study for the Spine Road in Mayfield West Phase 2	Capital Budget													
4	Representing the Town's interests at the Ontario Municipal Board regarding the Town's ROPA application for Bolton Residential Expansion Study(BRES)	Capital Budget													

2017 Business Plan – Community Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
5	Complete Bolton Queen Street Corridor Study to promote sustainable community building	Capital Budget												
6	Initiate Aggregate Rehabilitation Master Plan (planning phase)	Capital Budget												

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES

SUMMARY

Division	2017 Budget	2016 Budget
Building Services	\$ -	\$ -
Planning, Development, Policy & Sustainability	\$ 1,355,428	\$ 1,378,437
Fire & Emergency Services	\$ 8,009,032	\$ 7,776,302
Parks and Recreation	\$ 7,245,516	\$ 6,857,661
Total Community Services	\$ 16,609,976	\$ 16,012,400

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
BUILDING SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Building Services	Building Inspectors	Expense	01-11-475-49020-365-61510	Salaries-Permanent	\$ 623,341	\$ 628,687	
			01-11-475-49020-365-61513	Benefits-Permanent	\$ 192,589	\$ 185,315	
			01-11-475-49020-365-61520	Wages-Casual Temporary	\$ 65,931	\$ -	
			01-11-475-49020-365-61523	Benefits-Casual Temporary	\$ 7,912	\$ -	
			01-11-475-49020-365-62011	Office Supplies	\$ -	\$ 1,200	
			01-11-475-49020-365-62014	Uniforms/Protective Clothing	\$ 3,650	\$ 3,200	
			01-11-475-49020-365-62015	Inspection Supplies	\$ 500	\$ 857	
			01-11-475-49020-365-62306	Publications	\$ 1,000	\$ 2,500	
			01-11-475-49020-365-62310	Training/ Development/ Seminars	\$ 10,000	\$ 9,200	
			01-11-475-49020-365-62311	Memberships/Dues	\$ 5,000	\$ 5,243	
			01-11-475-49020-365-62314	Mileage	\$ 39,500	\$ 37,260	
			01-11-475-49020-365-62315	Printing & Advertising	\$ -	\$ 1,000	
			01-11-475-49020-365-62396	Mobile Phones / Pagers	\$ 2,500	\$ 2,500	
		Expense Total				\$ 951,923	\$ 876,962
	Building Inspectors Total				\$ 951,923	\$ 876,962	
	Building & Support Services	Revenue	01-11-145-44010-365-50522	Copy Fees	\$ (8,000)	\$ -	
			01-11-145-44010-365-50608	Sign Variances	\$ (1,000)	\$ (1,000)	
			01-11-145-44010-365-50670	Building Permits	\$ (3,053,958)	\$ (3,279,088)	
			01-11-145-44010-365-50672	Pool Permits	\$ (6,000)	\$ -	
			01-11-145-44010-365-50844	Compliance Letters/Inquiries	\$ (18,769)	\$ (18,769)	
		Revenue Total				\$ (3,087,727)	\$ (3,298,857)
		Expense	01-11-145-44010-365-61510	Salaries-Permanent	\$ 827,539	\$ 953,191	
			01-11-145-44010-365-61511	Overtime-Permanent	\$ 1,000	\$ 1,000	
			01-11-145-44010-365-61513	Benefits-Permanent	\$ 258,156	\$ 286,145	
			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	\$ 3,000	
			01-11-145-44010-365-62014	Uniforms/Protective Clothing	\$ 300	\$ 300	
			01-11-145-44010-365-62015	Inspection Supplies	\$ -	\$ 300	
			01-11-145-44010-365-62306	Publications	\$ 2,500	\$ 2,500	
			01-11-145-44010-365-62310	Training/Development/Seminars	\$ 21,742	\$ 25,940	
			01-11-145-44010-365-62311	Memberships/Dues	\$ 5,200	\$ 4,700	
			01-11-145-44010-365-62314	Mileage	\$ 1,750	\$ 1,500	
			01-11-145-44010-365-62315	Printing & Advertising	\$ 4,000	\$ 4,000	
			01-11-145-44010-365-62322	Postage	\$ 162	\$ 162	
			01-11-145-44010-365-62335	Contracted Services	\$ 2,500	\$ -	
			01-11-145-44010-365-62396	Mobile Phones / Pagers	\$ 500	\$ 500	
			01-11-145-44010-365-62416	Interdepartmental Charges	\$ 988,923	\$ 788,880	
			01-11-145-44010-365-62437	Contribution to Reserves	\$ 18,532	\$ 313,577	
		Expense Total				\$ 2,135,804	\$ 2,421,895
		Building & Support Services Total				\$ (951,923)	\$ (876,962)
Total Building Services					\$ -	\$ -	

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Administration	Administration	Revenue	01-02-115-40010-365-50050	Miscellaneous Revenue	\$ (17,500)	\$ -	
			01-02-115-40010-365-50300	Internal Recoveries	\$ (17,037)	\$ -	
			01-02-115-40010-365-50328	Engineering Fee	\$ (359,510)	\$ (367,344)	
			01-02-115-40010-365-50355	Peer Review	\$ (3,000)	\$ -	
			01-02-115-40010-365-50520	Document Sales	\$ (2,500)	\$ (4,500)	
			01-02-115-40010-365-50609	Apartment Registration Fees	\$ -	\$ (500)	
			01-02-115-40010-365-50826	Redlining	\$ (5,125)	\$ (5,198)	
			01-02-115-40010-365-50827	Legal Non-Conforming Certificate	\$ (2,619)	\$ (2,626)	
			01-02-115-40010-365-50828	Zoning Certificate	\$ (1,230)	\$ (1,230)	
			01-02-115-40010-365-50830	Admin.Fees-Subdiv.&Condo	\$ (809,200)	\$ (484,455)	
			01-02-115-40010-365-50831	Carrying Fee	\$ (7,750)	\$ (7,708)	
			01-02-115-40010-365-50832	Application Fees-Subdivision & Condo	\$ (436,938)	\$ (653,949)	
			01-02-115-40010-365-50834	Part Lot Control Fees	\$ (23,875)	\$ (24,320)	
			01-02-115-40010-365-50840	NEC Fees	\$ (7,875)	\$ (23,559)	
			01-02-115-40010-365-50842	Site Plan Application Fees	\$ (337,950)	\$ (373,829)	
			01-02-115-40010-365-50844	Compliance Letters/Inquiries	\$ (12,000)	\$ (11,956)	
			01-02-115-40010-365-50850	Popa Fees	\$ (34,200)	\$ (31,425)	
			01-02-115-40010-365-50855	Rezoning Application fee	\$ (131,893)	\$ (87,561)	
			01-02-115-40010-365-50860	Inspections	\$ (4,030)	\$ (6,000)	
			01-02-115-40010-365-50986	Reserve Fund To Revenue	\$ -	\$ (140,000)	
		Revenue Total				\$ (2,214,232)	\$ (2,226,160)
		Expense	01-02-115-40010-365-61510	Salaries-Permanent	\$ 236,776	\$ 235,648	
			01-02-115-40010-365-61513	Benefits-Permanent	\$ 63,417	\$ 61,002	
			01-02-115-40010-365-61520	Wages-Casual Temporary	\$ 44,500	\$ 43,883	
			01-02-115-40010-365-61523	Benefits-Casual Temporary	\$ 5,523	\$ 5,445	
			01-02-115-40010-365-62011	Office Supplies	\$ 5,000	\$ 7,100	
			01-02-115-40010-365-62310	Training/Development/Seminars	\$ 4,258	\$ 6,000	
			01-02-115-40010-365-62311	Memberships/Dues	\$ 1,100	\$ 800	
			01-02-115-40010-365-62314	Mileage	\$ 600	\$ 600	
			01-02-115-40010-365-62315	Printing & Advertising	\$ 5,000	\$ 5,000	
			01-02-115-40010-365-62396	Mobile Phones / Pagers	\$ 300	\$ 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	\$ -	\$ 85,200	
		Expense Total				\$ 465,674	\$ 550,213
	Administration Total				\$ (1,748,558)	\$ (1,675,947)	
Administration Total				\$ (1,748,558)	\$ (1,675,947)		
Development	Development - East	Revenue	01-02-225-44020-365-50300	Internal Recoveries	\$ (34,851)	\$ -	
			01-02-225-44020-365-50355	Peer Review	\$ -	\$ (3,000)	
		Revenue Total				\$ (34,851)	\$ (3,000)
		Expense	01-02-225-44020-365-61510	Salaries-Permanent	\$ 730,977	\$ 764,687	
			01-02-225-44020-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (33,449)	
			01-02-225-44020-365-61513	Benefits-Permanent	\$ 221,070	\$ 225,390	
			01-02-225-44020-365-62011	Office Supplies	\$ 750	\$ -	
			01-02-225-44020-365-62014	Uniforms/Protective Clothing	\$ 400	\$ 250	
			01-02-225-44020-365-62310	Training/Development/Seminars	\$ 13,000	\$ 13,000	
			01-02-225-44020-365-62311	Memberships/Dues	\$ 5,800	\$ 6,300	
			01-02-225-44020-365-62314	Mileage	\$ 2,375	\$ 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	\$ 300	\$ 400	
			01-02-225-44020-365-62412	Special Charges	\$ 500	\$ 500	
		Expense Total				\$ 975,772	\$ 979,803
	Development - East Total				\$ 940,921	\$ 976,803	

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Development	Development - West	Expense	01-02-225-44025-365-61510	Salaries-Permanent	\$ 750,299	\$ 743,878	
			01-02-225-44025-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (36,706)	
			01-02-225-44025-365-61513	Benefits-Permanent	\$ 222,272	\$ 214,179	
			01-02-225-44025-365-62011	Office Supplies	\$ 750	\$ -	
			01-02-225-44025-365-62014	Uniforms/Protective Clothing	\$ 650	\$ 400	
			01-02-225-44025-365-62245	Studies/Consultants	\$ 10,000	\$ 20,000	
			01-02-225-44025-365-62310	Training/Development/Seminars	\$ 13,667	\$ 12,000	
			01-02-225-44025-365-62311	Memberships/Dues	\$ 6,000	\$ 6,100	
			01-02-225-44025-365-62314	Mileage	\$ 2,475	\$ 2,750	
			01-02-225-44025-365-62315	Printing & Advertising	\$ 8,100	\$ 100	
			01-02-225-44025-365-62346	Courier	\$ 500	\$ 500	
			01-02-225-44025-365-62396	Mobile Phones / Pagers	\$ 300	\$ 400	
		01-02-225-44025-365-62412	Special Charges	\$ 500	\$ 500		
	Expense Total				\$ 1,015,513	\$ 964,101	
	Development - West Total				\$ 1,015,513	\$ 964,101	
	Committee Of Adjustment	Revenue	01-02-225-47150-365-50836	Committee of Adjustment Fees	\$ (134,609)	\$ (137,109)	
			Revenue Total			\$ (134,609)	\$ (137,109)
			Expense	01-02-225-47150-365-62011	Office Supplies	\$ 700	\$ 700
				01-02-225-47150-365-62310	Training/Development/Seminars	\$ 5,000	\$ 5,000
				01-02-225-47150-365-62311	Memberships/Dues	\$ 1,180	\$ 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				\$ 24,830
	Committee Of Adjustment Total				\$ (109,779)	\$ (112,379)	
Development Total				\$ 1,846,655	\$ 1,828,525		
Policy Sustainability	Heritage Committee	Revenue	01-02-405-44070-365-50765	Heritage Signage Programs	\$ (200)	\$ (200)	
			01-02-405-44070-365-50779	Property Designation	\$ (474)	\$ (474)	
		Revenue Total			\$ (674)	\$ (674)	
		Expense	01-02-405-44070-365-62221	Heritage Special Events	\$ 2,000	\$ 2,000	
			01-02-405-44070-365-62319	Grants	\$ 50,000	\$ 50,000	
			01-02-405-44070-365-62353	Committee Expenses	\$ 3,000	\$ 3,000	
		Expense Total				\$ 55,000	\$ 55,000
		Heritage Committee Total				\$ 54,326	\$ 54,326
	Planning Policy	Expense	01-02-405-44080-365-61510	Salaries-Permanent	\$ 891,266	\$ 873,943	
			01-02-405-44080-365-61513	Benefits-Permanent	\$ 260,654	\$ 245,255	
			01-02-405-44080-365-62011	Office Supplies	\$ 750	\$ -	
			01-02-405-44080-365-62310	Training/Development/Seminars	\$ 15,000	\$ 17,000	
			01-02-405-44080-365-62311	Memberships/Dues	\$ 7,800	\$ 7,400	
			01-02-405-44080-365-62314	Mileage	\$ 9,600	\$ 9,600	
			01-02-405-44080-365-62315	Printing & Advertising	\$ 15,000	\$ 15,000	
			01-02-405-44080-365-62346	Courier	\$ 600	\$ 1,000	
			01-02-405-44080-365-62375	Meeting Expenses	\$ 2,000	\$ 2,000	
		01-02-405-44080-365-62396	Mobile Phones / Pagers	\$ 335	\$ 335		
	Expense Total				\$ 1,203,005	\$ 1,171,533	
	Planning Policy Total				\$ 1,203,005	\$ 1,171,533	
Policy Sustainability Total				\$ 1,257,331	\$ 1,225,859		
Total for Planning, Development, Policy & Sustainability				\$ 1,355,428	\$ 1,378,437		

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

Location	Division/Cost Centre	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Alton Station #1	Fire Stations	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	\$ 3,320	\$ 3,320
			01-04-245-46010-101-62216	Electricity	\$ 1,900	\$ 1,900
			01-04-245-46010-101-62217	Water/Waste Water	\$ 195	\$ 95
			01-04-245-46010-101-62312	Insurance	\$ 1,494	\$ 3,175
		Expense Total			\$ 16,309	\$ 17,890
	Fire Stations Total				\$ 16,309	\$ 17,890
Alton Station #1 Total					\$ 16,309	\$ 17,890
Bolton Station #2	Fire Stations	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	\$ 6,800	\$ 5,800
			01-04-245-46010-102-62216	Electricity	\$ 17,750	\$ 17,750
			01-04-245-46010-102-62217	Water/Waste Water	\$ 1,570	\$ 1,170
			01-04-245-46010-102-62312	Insurance	\$ 5,222	\$ 11,095
		Expense Total			\$ 43,212	\$ 47,685
	Fire Stations Total				\$ 43,212	\$ 47,685
Bolton Station #2 Total					\$ 43,212	\$ 47,685
Caledon East Station #3	Fire Stations	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	\$ 6,500	\$ 5,000
			01-04-245-46010-103-62216	Electricity	\$ 7,504	\$ 5,000
			01-04-245-46010-103-62217	Water/Waste Water	\$ 170	\$ 170
			01-04-245-46010-103-62312	Insurance	\$ 5,099	\$ 10,834
		Expense Total			\$ 28,573	\$ 30,304
	Fire Stations Total				\$ 28,573	\$ 30,304
Caledon East Station #3 Total					\$ 28,573	\$ 30,304
Cheltenham Station #4	Fire Stations	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	\$ 3,200	\$ 2,700
			01-04-245-46010-104-62216	Electricity	\$ 5,550	\$ 5,050
			01-04-245-46010-104-62217	Water/Waste Water	\$ 125	\$ 125
			01-04-245-46010-104-62312	Insurance	\$ 6,769	\$ 14,382
		Expense Total			\$ 26,644	\$ 33,257
	Fire Stations Total				\$ 26,644	\$ 33,257
Cheltenham Station #4 Total					\$ 26,644	\$ 33,257
Inglewood Station #5	Fire Stations	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	\$ 3,600	\$ 3,600
			01-04-245-46010-105-62216	Electricity	\$ 3,250	\$ 2,250
			01-04-245-46010-105-62217	Water/Waste Water	\$ 142	\$ 100
			01-04-245-46010-105-62312	Insurance	\$ 2,637	\$ 5,604
		Expense Total			\$ 18,429	\$ 20,354
	Fire Stations Total				\$ 18,429	\$ 20,354
Inglewood Station #5 Total					\$ 18,429	\$ 20,354
Palgrave Station #6	Fire Stations	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	\$ 4,200	\$ 3,700
			01-04-245-46010-106-62216	Electricity	\$ 2,250	\$ 2,250
			01-04-245-46010-106-62217	Water/Waste Water	\$ 125	\$ 70
			01-04-245-46010-106-62312	Insurance	\$ 1,494	\$ 3,175
		Expense Total			\$ 19,069	\$ 20,195
	Fire Stations Total				\$ 19,069	\$ 20,195
Palgrave Station #6 Total					\$ 19,069	\$ 20,195
Snelgrove Station #7	Fire Stations	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	\$ 5,750	\$ 5,750
			01-04-245-46010-107-62216	Electricity	\$ 17,250	\$ 10,750
			01-04-245-46010-107-62217	Water/Waste Water	\$ 420	\$ 420
			01-04-245-46010-107-62312	Insurance	\$ 3,832	\$ 8,143
		Expense Total			\$ 48,052	\$ 45,863
	Fire Stations Total				\$ 48,052	\$ 45,863
Snelgrove Station #7 Total					\$ 48,052	\$ 45,863
Mono Mills Station #8	Fire Stations	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	\$ 3,600	\$ 2,700
			01-04-245-46010-108-62216	Electricity	\$ 2,100	\$ 2,000
			01-04-245-46010-108-62217	Water/Waste Water	\$ 105	\$ 105
			01-04-245-46010-108-62312	Insurance	\$ 1,494	\$ 3,175
		Expenses Total			\$ 17,699	\$ 18,380
	Fire Stations Total				\$ 17,699	\$ 18,380
Mono Mills Station #8 Total					\$ 17,699	\$ 18,380

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

Location	Division/Cost Centre	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget			
Caledon Station #9	Fire Stations	Expense	01-04-245-46010-109-62111	Maintenance & Repairs-Grounds	\$ 13,433	\$ 11,100			
			01-04-245-46010-109-62114	Small Equip Repair/Purchase	\$ 10,667	\$ 6,000			
			01-04-245-46010-109-62215	Natural Gas	\$ 10,267	\$ 5,100			
			01-04-245-46010-109-62216	Electricity	\$ 23,200	\$ 11,200			
			01-04-245-46010-109-62217	Water/Waste Water	\$ 1,386	\$ 220			
		01-04-245-46010-109-62312	Insurance	\$ 15,573	\$ 8,299				
			Expense Total	\$ 74,526 \$ 41,919					
		Fire Stations Total	\$ 74,526 \$ 41,919						
Caledon Station #9 Total					\$ 74,526	\$ 41,919			
Fire Administration	Administration	Revenue	01-04-115-40010-199-50310	External Cost Recovery - Admin	\$ (26,800)	\$ (1,800)			
			01-04-115-40010-199-50531	Town of Mono	\$ (150,000)	\$ (115,000)			
			01-04-115-40010-199-50535	Accident	\$ (77,000)	\$ (85,000)			
			01-04-115-40010-199-50545	Region of Peel Ambulance Rent	\$ (72,000)	\$ (72,000)			
			01-04-115-40010-199-50550	Fire False Alarms	\$ (43,917)	\$ (93,917)			
				Revenue Total	\$ (369,717) \$ (367,717)				
		Expense	01-04-115-40010-199-61510	Salaries-Permanent	\$ 614,160	\$ 596,605			
			01-04-115-40010-199-61513	Benefits-Permanent	\$ 170,921	\$ 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	\$ 24,000	\$ 24,000			
			01-04-115-40010-199-62305	Computer Services	\$ 7,700	\$ 7,700			
			01-04-115-40010-199-62306	Publications	\$ 2,000	\$ 2,000			
			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	\$ 4,759	\$ 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			
			01-04-115-40010-199-62346	Courier	\$ 1,200	\$ 1,200			
	01-04-115-40010-199-62396		Mobile Phones / Pagers	\$ 8,500	\$ 8,500				
	01-04-115-40010-199-62397	Telephone	\$ 23,000	\$ 23,000					
			Expense Total	\$ 895,590 \$ 873,482					
			Administration Total	\$ 525,873 \$ 505,765					
	Fire Operations	Expense	01-04-245-46020-199-61520	Wages-Casual Temporary	\$ 1,737,300	\$ 1,711,600			
			01-04-245-46020-199-61523	Benefits-Casual Temporary	\$ 83,912	\$ 82,670			
			01-04-245-46020-199-61530	Wages-Fire Union	\$ 2,227,156	\$ 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	\$ 655,927	\$ 608,198			
			01-04-245-46020-199-62011	Office Supplies	\$ 3,000	\$ 3,000			
			01-04-245-46020-199-62014	Uniforms/Protective Clothing	\$ 62,767	\$ 62,767			
			01-04-245-46020-199-62126	Maintenance & Repairs - Equipment	\$ 73,348	\$ 57,348			
			01-04-245-46020-199-62334	Service Contracts	\$ 54,860	\$ 16,860			
			01-04-245-46020-199-62380	Occu Health & Safety Act Program	\$ 23,330	\$ 33,330			
			01-04-245-46020-199-62412	Special Charges	\$ 53,000	\$ 53,000			
					Expense Total	\$ 5,040,200 \$ 4,809,030			
					Fire Operations Total	\$ 5,040,200 \$ 4,809,030			
		Fire Training	Expense	01-04-245-46030-199-61530	Wages - Fire Union	\$ 334,755	\$ 329,538		
	01-04-245-46030-199-61531			Overtime - Fire Union	\$ 5,000	\$ 5,000			
	01-04-245-46030-199-61533			Benefits - Fire Union	\$ 95,497	\$ 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	\$ 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			
			Expense Total	\$ 492,252 \$ 485,754					
			Fire Training Total	\$ 492,252 \$ 485,754					
	Fire Buildings	Expense	01-04-245-46060-199-62112	Maintenance & Repairs - Building	\$ 101,644	\$ 126,644			
		Expense Total		\$ 101,644 \$ 126,644					
			Fire Buildings Total	\$ 101,644 \$ 126,644					
	Fire Fleet	Revenue	01-04-245-46070-199-50986	Reserve Fund To Revenue	\$ (47,535)	\$ (47,535)			
		Revenue Total		\$ (47,535) \$ (47,535)					
Expense		01-04-245-46070-199-62013	Fuel	\$ 17,434	\$ 16,434				
		01-04-245-46070-199-62128	Maintenance & Repairs - Vehicle	\$ 94,700	\$ 94,700				
		01-04-245-46070-199-62312	Insurance	\$ 69,417	\$ 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					
		Expense Total	\$ 703,182 \$ 780,261						
		Fire Fleet Total	\$ 655,647 \$ 732,726						
Fire Communications	Expense	01-04-245-46080-199-62127	Maintenance & Repairs - Radio	\$ 35,000	\$ 40,000				
		01-04-245-46080-199-62222	Dispatching Services	\$ 316,515	\$ 283,550				
	Expense Total		\$ 351,515 \$ 323,550						
		Fire Communications Total	\$ 351,515 \$ 323,550						

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

Location	Division/Cost Centre	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Fire Administration	Fire Prevention	Revenue	01-04-310-46040-199-50345	Excavation	\$ (16,000)	\$ (16,000)
			01-04-310-46040-199-50347	Burn Permits	\$ (61,684)	\$ (49,684)
			01-04-310-46040-199-50860	Inspections	\$ (5,656)	\$ (5,656)
		Revenue Total			\$ (83,340)	\$ (71,340)
		Expense	01-04-310-46040-199-61530	Wages-Fire Union	\$ 436,276	\$ 394,996
			01-04-310-46040-199-61531	Overtime-Fire Union	\$ 8,000	\$ 8,000
			01-04-310-46040-199-61533	Benefits-Fire Union	\$ 125,627	\$ 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
			01-04-310-46040-199-62020	E-Registration Fees	\$ 1,500	\$ 1,500
			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
		Expense Total			\$ 612,528	\$ 558,126
	Fire Prevention Total				\$ 529,188	\$ 486,786
	Fire Emergency Management	Expense	01-04-310-46050-199-62219	Community Emergency Response Plan	\$ 20,200	\$ 30,200
		Expense Total			\$ 20,200	\$ 30,200
	Fire Emergency Management Total				\$ 20,200	\$ 30,200
Fire Administration Total					\$ 7,716,519	\$ 7,500,455
Total Fire & Emergency Services					\$ 8,009,032	\$ 7,776,302

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Facilities & Operations	Operations	Expense	01-08-465-73020-355-62114	Small Equip Repair/Purchase	\$ 4,000	\$ 4,000	
			01-08-465-73020-355-62215	Natural Gas	\$ 4,869	\$ 4,869	
			01-08-465-73020-355-62216	Electricity	\$ 11,722	\$ 10,360	
			01-08-465-73020-355-62217	Water/Waste Water	\$ 596	\$ 3,296	
			01-08-465-73020-355-62312	Insurance	\$ 2,077	\$ 4,414	
			01-08-465-73020-405-61520	Wages-Casual Temporary	\$ 13,500	\$ 45,800	
			01-08-465-73020-405-61523	Benefits-Casual Temporary	\$ 1,812	\$ 5,685	
			01-08-465-73020-405-61540	Wages-CUPE	\$ 179,984	\$ 117,259	
			01-08-465-73020-405-61543	Benefits-CUPE	\$ 60,704	\$ 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	\$ 27,126	\$ 16,126	
			01-08-465-73020-405-62114	Small Equip Repair/Purchase	\$ 13,532	\$ 8,532	
			01-08-465-73020-405-62215	Natural Gas	\$ 2,140	\$ 2,140	
			01-08-465-73020-405-62216	Electricity	\$ 16,697	\$ 16,097	
			01-08-465-73020-405-62217	Water/Waste Water	\$ 3,224	\$ 3,224	
			01-08-465-73020-405-62312	Insurance	\$ 29,255	\$ 62,160	
			01-08-465-73020-405-62335	Contracted Services	\$ 32,123	\$ 42,123	
			01-08-465-73020-405-62396	Mobile Phones / Pagers	\$ 67	\$ -	
			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	\$ 79,145	\$ 77,970	
			01-08-465-73020-420-61513	Benefits-Permanent	\$ 24,492	\$ 23,198	
			01-08-465-73020-420-61520	Wages-Casual Temporary	\$ 41,200	\$ 40,600	
			01-08-465-73020-420-61523	Benefits-Casual Temporary	\$ 5,114	\$ 5,039	
			01-08-465-73020-420-61540	Wages-CUPE	\$ 409,902	\$ 403,526	
			01-08-465-73020-420-61543	Benefits-CUPE	\$ 136,677	\$ 130,795	
			01-08-465-73020-420-62014	Uniforms/Protective Clothing	\$ 3,200	\$ 3,200	
			01-08-465-73020-420-62017	Caretaking Supplies	\$ 23,300	\$ 21,800	
			01-08-465-73020-420-62018	Operating Supplies	\$ 38,100	\$ 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	\$ 30,000	\$ 20,000	
			01-08-465-73020-420-62335	Contracted Services	\$ 59,700	\$ 59,700	
			01-08-465-73020-430-61510	Salaries-Permanent	\$ 79,145	\$ 77,970	
			01-08-465-73020-430-61513	Benefits-Permanent	\$ 24,492	\$ 23,198	
			01-08-465-73020-430-61540	Wages-CUPE	\$ 342,123	\$ 290,897	
			01-08-465-73020-430-61543	Benefits-CUPE	\$ 114,737	\$ 94,016	
			01-08-465-73020-460-61510	Salaries-Permanent	\$ 79,145	\$ 77,087	
			01-08-465-73020-460-61513	Benefits-Permanent	\$ 24,492	\$ 23,002	
			01-08-465-73020-460-61520	Wages-Casual Temporary	\$ 7,500	\$ -	
			01-08-465-73020-460-61523	Benefits-Casual Temporary	\$ 931	\$ -	
			01-08-465-73020-460-61540	Wages-CUPE	\$ 404,301	\$ 337,887	
			01-08-465-73020-460-61543	Benefits-CUPE	\$ 135,422	\$ 109,075	
			01-08-465-73020-460-62017	Caretaking Supplies	\$ 11,388	\$ 11,388	
			01-08-465-73020-460-62018	Operating Supplies	\$ 25,484	\$ 25,484	
			01-08-465-73020-460-62112	Maintenance and Repairs - Building	\$ 8,807	\$ 8,807	
			01-08-465-73020-460-62114	Small Equip Repair/Purchase	\$ 13,126	\$ 13,126	
			01-08-465-73020-460-62335	Contracted Services	\$ 45,209	\$ 45,209	
			Expense Total				
	Operations Total					\$ 2,679,276	\$ 2,468,683
General Programs	Revenue	01-08-465-75500-325-50250	Program Registrations	\$ (2,250)	\$ (2,250)		
	Revenue Total			\$ (2,250)	\$ (2,250)		
General Programs Total					\$ (2,250)	\$ (2,250)	
Rentals	Revenue	01-08-465-77700-325-50060	Auditorium/Room Rentals	\$ (2,550)	\$ (4,500)		
		01-08-465-77700-345-50060	Auditorium/Room Rentals	\$ (2,000)	\$ (2,000)		
		01-08-465-77700-370-50060	Auditorium/Room Rentals	\$ (6,120)	\$ (8,000)		
	Revenue Total			\$ (10,670)	\$ (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	\$ 298	\$ 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	\$ 2,575	\$ 2,052		
		01-08-465-77700-325-62312	Insurance	\$ 1,299	\$ 2,760		
		01-08-465-77700-325-62335	Contracted Services	\$ 2,500	\$ 2,500		

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Facilities & Operations	Rentals	Expense	01-08-465-77700-325-62437	Contribution to Reserves	\$ 200	\$ 200		
			01-08-465-77700-345-61520	Wages-Casual Temporary	\$ 11,500	\$ 11,300		
			01-08-465-77700-345-61523	Benefits-Casual Temporary	\$ 1,427	\$ 1,403		
			01-08-465-77700-345-62011	Office Supplies	\$ 500	\$ 500		
			01-08-465-77700-345-62018	Operating Supplies	\$ 5,000	\$ 5,000		
			01-08-465-77700-345-62112	Maintenance & Repairs-Building	\$ 2,400	\$ 2,400		
			01-08-465-77700-345-62114	Small Equip Repair/Purchase	\$ 2,400	\$ 2,400		
			01-08-465-77700-345-62215	Natural Gas	\$ 4,815	\$ 4,815		
			01-08-465-77700-345-62216	Electricity	\$ 4,240	\$ 4,240		
			01-08-465-77700-345-62217	Water/Waste Water	\$ 1,712	\$ 1,712		
			01-08-465-77700-345-62312	Insurance	\$ 4,312	\$ 3,617		
			01-08-465-77700-345-62314	Mileage	\$ 1,400	\$ 2,400		
			01-08-465-77700-345-62335	Contracted Services	\$ 6,000	\$ 6,000		
			01-08-465-77700-345-62396	Mobile Phone/ Pagers	\$ 67	\$ -		
			01-08-465-77700-345-62397	Telephone	\$ -	\$ 2,400		
			01-08-465-77700-370-61520	Wages-Casual Temporary	\$ 5,307	\$ 6,100		
			01-08-465-77700-370-61523	Benefits-Casual Temporary	\$ 663	\$ 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	\$ 3,460	\$ 3,460		
			01-08-465-77700-370-62216	Electricity	\$ 2,036	\$ 2,036		
			01-08-465-77700-370-62217	Water/Waste Water	\$ 105	\$ 105		
			01-08-465-77700-370-62312	Insurance	\$ 1,075	\$ 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				\$ 75,191	\$ 80,640
			Rentals Total				\$ 64,521	\$ 66,140
			Facilities & Operations					\$ 2,741,547
	Parks Operations	Parks Operations	Revenue	01-08-385-71020-365-50308	Park Rentals	\$ (284,719)	\$ (267,372)	
01-08-385-71020-365-50319				Grants/Subsidies	\$ (10,000)	\$ (7,000)		
01-08-385-71020-365-50320				Peel Roadside Maintenance	\$ (100,000)	\$ -		
Revenue Total			\$ (394,719)	\$ (274,372)				
Expense			01-08-385-71020-365-61510	Salaries-Permanent	\$ 283,489	\$ 359,013		
			01-08-385-71020-365-61512	Recovery-Salaries-Permanent	\$ (20,000)	\$ (15,000)		
			01-08-385-71020-365-61513	Benefits-Permanent	\$ 80,980	\$ 100,546		
			01-08-385-71020-365-61520	Wages-Casual Temporary	\$ 123,700	\$ 147,500		
			01-08-385-71020-365-61523	Benefits-Casual Temporary	\$ 15,354	\$ 18,308		
			01-08-385-71020-365-61540	Wages-CUPE	\$ 877,509	\$ 852,230		
			01-08-385-71020-365-61541	Overtime-CUPE	\$ 20,075	\$ 20,075		
			01-08-385-71020-365-61543	Benefits-CUPE	\$ 220,737	\$ 207,386		
			01-08-385-71020-365-62014	Uniforms/Protective Clothing	\$ 18,907	\$ 16,407		
			01-08-385-71020-365-62216	Electricity	\$ 47,613	\$ 37,100		
			01-08-385-71020-365-62217	Water/Waste Water	\$ 57,467	\$ 40,310		
			01-08-385-71020-365-62236	Region Landfill	\$ -	\$ 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	\$ 30,815	\$ 29,317		
			01-08-385-71020-365-62310	Training/Development/Seminars	\$ 12,000	\$ 8,000		
			01-08-385-71020-365-62311	Memberships/Dues	\$ 3,300	\$ 2,800		
			01-08-385-71020-365-62312	Insurance	\$ 32,220	\$ 66,617		
			01-08-385-71020-365-62314	Mileage	\$ 4,550	\$ 4,400		
			01-08-385-71020-365-62325	Caledon Trailway Maintenance	\$ 6,475	\$ 6,367		
			01-08-385-71020-365-62335	Contracted Services	\$ 132,206	\$ 128,706		
			01-08-385-71020-365-62339	Communication Equipment	\$ 2,000	\$ 2,000		
			01-08-385-71020-365-62358	Materials	\$ 74,342	\$ 67,200		
			01-08-385-71020-365-62381	Tree Planting	\$ 26,247	\$ 25,808		
			01-08-385-71020-365-62396	Mobile Phones / Pagers	\$ 940	\$ -		
			01-08-385-71020-365-62418	Debt Repayment	\$ 22,300	\$ 22,300		
			01-08-385-71050-365-62312	Insurance	\$ -	\$ 5,545		
Expense Total				\$ 2,108,727	\$ 2,188,936			
Parks Operations Total				\$ 1,714,008	\$ 1,914,564			

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Parks Operations	Open Space Design	Revenue	01-08-385-71070-365-50860	Inspections	\$ (7,030)	\$ -
		Revenue Total			\$ (7,030)	\$ -
		Expense	01-08-385-71070-365-61510	Salaries-Permanent	\$ 241,331	\$ -
			01-08-385-71070-365-61513	Benefits-Permanent	\$ 74,345	\$ -
			01-08-385-71070-365-62011	Office Supplies	\$ 750	\$ -
			01-08-385-71070-365-62310	Training/Development/Seminars	\$ 4,500	\$ -
			01-08-385-71070-365-62311	Memberships/Dues	\$ 1,500	\$ -
			01-08-385-71070-365-62314	Mileage	\$ 750	\$ -
		01-08-385-71070-365-62396	Mobile Phones / Pagers	\$ 269	\$ -	
	Expense Total			\$ 323,445	\$ -	
Open Space Design Total			\$ 316,415	\$ -		
Total Parks & Recreation - Parks Operations					\$ 2,030,423	\$ 1,914,564
Programs & Community Development	Administration	Revenue	01-08-455-40010-460-50020	Ice Rentals	\$ (232,000)	\$ (234,100)
			01-08-455-40010-460-50030	Arena Floor Rentals	\$ (16,571)	\$ (16,246)
			01-08-455-40010-460-50060	Auditorium/Room Rentals	\$ (6,120)	\$ (6,000)
			01-08-455-40010-460-50130	Ice Resurfacer Surcharge	\$ (7,698)	\$ (7,548)
			01-08-455-40010-465-50060	Auditorium/Room Rentals	\$ (10,000)	\$ -
			01-08-455-40010-465-50250	Program Registrations	\$ (5,000)	\$ -
		Revenue Total			\$ (277,389)	\$ (263,894)
		Expense	01-08-455-40010-365-61510	Salaries-Permanent	\$ 298,397	\$ 109,405
			01-08-455-40010-365-61512	Salary Recovery	\$ (40,000)	\$ -
			01-08-455-40010-365-61513	Benefits-Permanent	\$ 84,076	\$ 28,886
			01-08-455-40010-365-62011	Office Supplies	\$ 750	\$ -
			01-08-455-40010-365-62310	Training/Development/Seminars	\$ 21,703	\$ -
			01-08-455-40010-365-62311	Memberships/Dues	\$ 7,350	\$ 4,050
			01-08-455-40010-365-62314	Mileage	\$ 3,016	\$ 1,800
			01-08-455-40010-365-62357	Marketing & Promotion	\$ -	\$ 3,000
			01-08-455-40010-365-62411	Sundry	\$ 269	\$ -
			01-08-455-40010-365-62356	Community Development	\$ -	\$ 2,500
			01-08-455-40010-420-61510	Salaries-Permanent	\$ 160,165	\$ 152,512
			01-08-455-40010-420-61513	Benefits-Permanent	\$ 48,533	\$ 44,889
			01-08-455-40010-420-61520	Wages-Casual Temporary	\$ 277,600	\$ 273,500
			01-08-455-40010-420-61523	Benefits-Casual Temporary	\$ 48,534	\$ 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	\$ 80,000	\$ 75,000
			01-08-455-40010-420-62216	Electricity	\$ 218,136	\$ 218,136
			01-08-455-40010-420-62217	Water/Waste Water	\$ 23,584	\$ 20,084
			01-08-455-40010-420-62312	Insurance	\$ 32,800	\$ 69,693
			01-08-455-40010-420-62314	Mileage	\$ 5,146	\$ 5,146
			01-08-455-40010-420-62396	Mobile Phones / Pagers	\$ 2,283	\$ -
			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	\$ 153,803	\$ 148,474
			01-08-455-40010-430-61513	Benefits-Permanent	\$ 47,269	\$ 44,738
			01-08-455-40010-430-62396	Mobile Phones / Pagers	\$ 1,142	\$ -
			01-08-455-40010-460-61510	Salaries-Permanent	\$ 145,018	\$ 141,684
			01-08-455-40010-460-61513	Benefits-Permanent	\$ 45,306	\$ 43,230
			01-08-455-40010-460-61520	Wages-Casual Temporary	\$ 54,900	\$ 79,700
			01-08-455-40010-460-61523	Benefits-Casual Temporary	\$ 6,814	\$ 9,892
			01-08-455-40010-460-62011	Office Supplies	\$ 3,000	\$ 4,200
			01-08-455-40010-460-62014	Uniforms/Protective Clothing	\$ 4,266	\$ 4,266
			01-08-455-40010-460-62215	Natural Gas	\$ 16,165	\$ 16,165
			01-08-455-40010-460-62216	Electricity	\$ 79,570	\$ 69,570
			01-08-455-40010-460-62217	Water/Waste Water	\$ 7,276	\$ 7,276
			01-08-455-40010-460-62312	Insurance	\$ 20,595	\$ 43,760
			01-08-455-40010-460-62314	Mileage	\$ 5,000	\$ 5,000
			01-08-455-40010-460-62396	Mobile Phones / Pagers	\$ 1,478	\$ -
			01-08-455-40010-460-62397	Telephone	\$ 6,000	\$ 4,200
			01-08-455-40010-460-62416	Interdepartmental Charges	\$ 1,000	\$ 1,000
			01-08-455-40010-460-62437	Contribution to Reserves	\$ 17,503	\$ 17,503
			01-08-455-40010-465-61520	Wages-Casual Temporary	\$ 25,000	\$ -
			01-08-455-40010-465-61523	Benefits-Casual Temporary	\$ 1,800	\$ -
			01-08-455-40010-465-62018	Operating Supplies	\$ 2,000	\$ -
			01-08-455-40010-465-62215	Natural Gas	\$ 2,000	\$ -
			01-08-455-40010-465-62216	Electricity	\$ 8,500	\$ -
			01-08-455-40010-465-62217	Water/Waste Water	\$ 200	\$ -
			01-08-455-40010-465-62312	Insurance	\$ 4,800	\$ -
			01-08-455-40010-465-62335	Contracted Services	\$ 27,000	\$ -
			Expense Total			\$ 2,212,597
	Administration Total				\$ 1,935,208	\$ 1,672,162

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Programs & Community Development	Aquatics	Revenue	01-08-455-75200-420-50050	Miscellaneous	\$ (5,400)	\$ (5,400)	
			01-08-455-75200-420-50080	Public Swimming	\$ (50,000)	\$ (35,170)	
			01-08-455-75200-420-50090	Swimming Lessons	\$ (373,840)	\$ (379,440)	
			01-08-455-75200-420-50180	Pay As You Go	\$ (28,040)	\$ (22,440)	
			01-08-455-75200-420-50243	Special Programs-taxable	\$ (43,340)	\$ (43,340)	
			01-08-455-75200-460-50070	Pool Rentals	\$ (79,222)	\$ (57,222)	
			01-08-455-75200-460-50080	Public Swimming	\$ (27,520)	\$ (27,520)	
			01-08-455-75200-460-50090	Swimming Lessons	\$ (327,890)	\$ (294,890)	
		Revenue Total				\$ (935,252)	\$ (865,422)
		Expense	01-08-455-75200-420-61510	Salaries-Permanent	\$ 129,245	\$ 123,617	
			01-08-455-75200-420-61513	Benefits-Permanent	\$ 42,494	\$ 39,217	
			01-08-455-75200-420-61520	Wages-Casual Temporary	\$ 251,536	\$ 239,900	
			01-08-455-75200-420-61523	Benefits-Casual Temporary	\$ 31,221	\$ 29,776	
			01-08-455-75200-420-62014	Uniforms/Protective Clothing	\$ 1,900	\$ 3,900	
			01-08-455-75200-420-62021	Program Supplies	\$ 6,000	\$ 4,000	
			01-08-455-75200-420-62414	Special Programs	\$ 18,000	\$ 20,088	
			01-08-455-75200-425-62437	Contribution to Reserves	\$ 124,799	\$ 124,799	
			01-08-455-75200-460-61510	Salaries-Permanent	\$ 73,401	\$ 69,643	
			01-08-455-75200-460-61513	Benefits-Permanent	\$ 23,208	\$ 21,349	
			01-08-455-75200-460-61520	Wages-Casual Temporary	\$ 200,793	\$ 172,300	
			01-08-455-75200-460-61523	Benefits-Casual Temporary	\$ 24,922	\$ 21,386	
			01-08-455-75200-460-62021	Program Supplies	\$ 9,380	\$ 7,880	
			01-08-455-75200-460-62215	Natural Gas	\$ 24,255	\$ 22,755	
			01-08-455-75200-460-62216	Electricity	\$ 116,160	\$ 85,000	
			01-08-455-75200-460-62217	Water/Waste Water	\$ 10,914	\$ 10,914	
			Expense Total				\$ 1,088,228
	Aquatics Total					\$ 152,976	\$ 131,102
	Concessions	Revenue	01-08-455-75300-405-50010	Snack Bar Sales	\$ (20,000)	\$ (20,000)	
			01-08-455-75300-420-50050	Miscellaneous	\$ (20,000)	\$ (20,000)	
			01-08-455-75300-420-50060	Auditorium/Room Rentals	\$ (29,580)	\$ (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)	
			01-08-455-75300-420-50231	Racquet/Equipment Rental	\$ (2,000)	\$ (2,000)	
			01-08-455-75300-420-50010	Miscellaneous		\$ (21,000)	
			01-08-455-75300-420-50655	Lease Revenue	\$ (21,878)	\$ -	
			01-08-455-75300-460-50010	Snack Bar Sales	\$ (30,000)	\$ (40,000)	
			01-08-455-75300-460-50100	Vending Machine Sales	\$ (8,000)	\$ (8,000)	
		Revenue Total				\$ (158,228)	\$ (159,770)
		Expense	01-08-455-75300-405-62023	Concession Purchases	\$ 13,600	\$ 13,600	
			01-08-455-75300-460-61520	Wages-Casual Temporary	\$ 11,000	\$ -	
			01-08-455-75300-460-61523	Benefits-Casual Temporary	\$ 1,365	\$ -	
			01-08-455-75300-460-62023	Concession Purchases	\$ 20,000	\$ 30,000	
		Expense Total				\$ 45,965	\$ 43,600
Concessions Total					\$ (112,263)	\$ (116,170)	
Fitness	Revenue	01-08-455-75400-420-50050	Miscellaneous	\$ (2,600)	\$ (2,600)		
		01-08-455-75400-420-50160	Memberships	\$ (754,582)	\$ (738,500)		
		01-08-455-75400-420-50180	Pay As You Go	\$ (64,200)	\$ (61,200)		
		01-08-455-75400-420-50210	Lessons	\$ (75,000)	\$ (75,000)		
		01-08-455-75400-420-50220	Child Minding	\$ (9,500)	\$ (9,500)		
		01-08-455-75400-420-50242	Special Programs	\$ (32,500)	\$ (52,500)		
		01-08-455-75400-420-50250	Program Registrations	\$ (22,500)	\$ (22,500)		
		01-08-455-75400-420-50596	Reserve Allocation	\$ (43,918)	\$ -		
	Revenue Total				\$ (1,004,800)	\$ (961,800)	
	Expense	01-08-455-75400-420-61510	Salaries-Permanent	\$ 129,223	\$ 123,137		
		01-08-455-75400-420-61513	Benefits-Permanent	\$ 42,489	\$ 39,111		
		01-08-455-75400-420-61520	Wages-Casual Temporary	\$ 213,900	\$ 210,700		
		01-08-455-75400-420-61523	Benefits-Casual Temporary	\$ 26,549	\$ 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		
		01-08-455-75400-420-62437	Contribution to Reserves	\$ 43,918	\$ -		
	Expense Total				\$ 485,279	\$ 428,300	
	Fitness Total					\$ (519,521)	\$ (533,500)

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Programs & Community Development	General Programs	Revenue	01-08-455-75500-405-50020	Ice Rentals	\$ (285,600)	\$ (285,600)
			01-08-455-75500-405-50030	Arena Floor Rentals	\$ (20,690)	\$ (17,340)
			01-08-455-75500-405-50040	Public Skating	\$ (9,780)	\$ (15,280)
			01-08-455-75500-405-50045	Skating Registration	\$ (11,000)	\$ -
			01-08-455-75500-405-50050	Miscellaneous	\$ (37,913)	\$ (29,000)
			01-08-455-75500-405-50120	Pro Shop Sales	\$ (9,180)	\$ (9,180)
			01-08-455-75500-405-50130	Ice Resurfacer Surcharge	\$ (9,360)	\$ (9,180)
			01-08-455-75500-420-50180	Pay As You Go	\$ (25,200)	\$ (10,200)
			01-08-455-75500-420-50230	Rentals	\$ (19,830)	\$ (16,500)
			01-08-455-75500-420-50235	Fundraising	\$ (3,600)	\$ (13,600)
			01-08-455-75500-420-50242	Special Programs	\$ (158,580)	\$ (158,580)
			01-08-455-75500-430-50010	Snack Bar Sales	\$ (102,500)	\$ (102,500)
			01-08-455-75500-430-50020	Ice Rentals	\$ (657,050)	\$ (657,900)
			01-08-455-75500-430-50030	Arena Floor Rentals	\$ (6,220)	\$ (11,220)
			01-08-455-75500-430-50040	Public Skating	\$ (25,340)	\$ (18,340)
			01-08-455-75500-430-50130	Ice Resurfacer Surcharge	\$ (20,800)	\$ (20,400)
			01-08-455-75500-430-50250	Program Registrations	\$ (42,520)	\$ (26,520)
			01-08-455-75500-445-50250	Program Registrations	\$ (5,500)	\$ (2,940)
			01-08-455-75500-450-50010	Snack Bar Sales	\$ -	\$ (1,000)
			01-08-455-75500-450-50020	Ice Rentals	\$ (88,434)	\$ (88,434)
			01-08-455-75500-450-50030	Arena Floor Rentals	\$ (4,620)	\$ (6,120)
			01-08-455-75500-450-50040	Public Skating	\$ (6,500)	\$ (5,508)
			01-08-455-75500-450-50100	Vending Machine Sales	\$ (1,000)	\$ (1,000)
			01-08-455-75500-450-50130	Ice Resurfacer Surcharge	\$ (4,080)	\$ (4,000)
			01-08-455-75500-450-50250	Program Registrations	\$ (5,000)	\$ (3,000)
			01-08-455-75500-455-50250	Program Registrations	\$ (7,000)	\$ (7,000)
			01-08-455-75500-460-50040	Public Skating	\$ (4,250)	\$ (6,000)
			01-08-455-75500-460-50250	Program Registration	\$ (12,600)	\$ (4,000)
			01-08-455-77800-365-61512	Salaries - Recovery	\$ -	\$ (40,000)
		Revenue Total			\$ (1,584,147)	\$ (1,570,342)
		Expense	01-08-455-75500-345-61520	Wages-Casual Temporary	\$ 4,200	\$ 4,100
			01-08-455-75500-345-61523	Benefits-Casual Temporary	\$ 521	\$ 509
			01-08-455-75500-355-61520	Wages-Casual Temporary	\$ 16,543	\$ 21,600
			01-08-455-75500-355-61523	Benefits-Casual Temporary	\$ 2,075	\$ 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	\$ 36,000	\$ 35,500
			01-08-455-75500-405-61523	Benefits-Casual Temporary	\$ 4,468	\$ 4,406
			01-08-455-75500-405-62215	Natural Gas	\$ 14,500	\$ 14,500
			01-08-455-75500-405-62216	Electricity	\$ 69,998	\$ 66,998
			01-08-455-75500-405-62217	Water/Waste Water	\$ 11,604	\$ 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	\$ 136,568	\$ 140,348
			01-08-455-75500-420-61513	Benefits-Permanent	\$ 44,130	\$ 42,933
			01-08-455-75500-420-61520	Wages-Casual Temporary	\$ 178,400	\$ 175,700
			01-08-455-75500-420-61523	Benefits-Casual Temporary	\$ 22,143	\$ 21,705
			01-08-455-75500-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200
			01-08-455-75500-420-62018	Operating Supplies	\$ 2,768	\$ 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	\$ 133,909	\$ 131,974
			01-08-455-75500-430-61513	Benefits-Permanent	\$ 43,536	\$ 41,073
			01-08-455-75500-430-61520	Wages-Casual Temporary	\$ 87,100	\$ 87,000
			01-08-455-75500-430-61523	Benefits-Casual Temporary	\$ 10,811	\$ 11,128
			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	\$ 21,564	\$ 21,564
			01-08-455-75500-430-62114	Small Equip Repair/Purchase	\$ 17,425	\$ 17,425
			01-08-455-75500-430-62216	Electricity	\$ 271,499	\$ 218,999
			01-08-455-75500-430-62217	Water/Waste Water	\$ 20,930	\$ 8,930
			01-08-455-75500-430-62312	Insurance	\$ 31,440	\$ 66,804
			01-08-455-75500-430-62314	Mileage	\$ 2,100	\$ 2,100

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget			
Programs & Community Development	General Programs	Expense	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	\$ 8,200	\$ 8,100			
			01-08-455-75500-450-61523	Benefits-Casual Temporary	\$ 1,018	\$ 1,005			
			01-08-455-75500-450-62018	Operating Supplies	\$ 6,000	\$ 6,000			
			01-08-455-75500-450-62023	Concession Purchases	\$ 750	\$ 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	\$ 9,066	\$ 8,666			
			01-08-455-75500-450-62216	Electricity	\$ 65,000	\$ 40,000			
			01-08-455-75500-450-62217	Water/Waste Water	\$ 4,375	\$ 3,875			
			01-08-455-75500-450-62310	Training/Development/Seminars	\$ -	\$ -			
			01-08-455-75500-450-62311	Memberships/Dues	\$ -	\$ -			
			01-08-455-75500-450-62312	Insurance	\$ 35,380	\$ 32,679			
			01-08-455-75500-450-62314	Mileage	\$ -	\$ -			
			01-08-455-75500-450-62315	Printing & Advertising	\$ -	\$ -			
			01-08-455-75500-450-62335	Contracted Services	\$ 17,059	\$ 17,059			
			01-08-455-75500-450-62396	Mobile Phones / Pagers	\$ 269	\$ -			
			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	\$ 124,345	\$ 115,870			
			01-08-455-75500-460-61513	Benefits-Permanent	\$ 41,399	\$ 37,497			
			01-08-455-75500-460-61520	Wages-Casual Temporary	\$ 7,500	\$ -			
			01-08-455-75500-460-61523	Benefits-Casual Temporary	\$ 931	\$ -			
			01-08-455-75500-460-62021	Program Supplies	\$ 3,000	\$ 3,000			
			01-08-455-77800-365-61510	Salaries-Permanent	\$ -	\$ 63,627			
			01-08-455-77800-365-61513	Benefits-Permanent	\$ -	\$ 20,013			
			01-08-455-77800-365-62018	Operating Supplies	\$ -	\$ 4,988			
			01-08-455-77800-365-62114	Small Equip Repair/Purchase	\$ -	\$ 500			
			01-08-455-77800-365-62310	Training/Development/Seminars	\$ -	\$ 37,215			
			01-08-455-77800-365-62311	Memberships/Dues	\$ -	\$ 4,300			
			01-08-455-77800-365-62314	Mileage	\$ -	\$ 1,616			
			01-08-455-77800-365-62315	Printing & Advertising	\$ -	\$ 1,349			
			01-08-455-77800-365-62335	Contracted Services	\$ -	\$ 21,370			
			01-08-455-77800-365-62396	Mobile Phones / Pagers	\$ -	\$ 14,640			
			Expense Total					\$ 1,886,589	\$ 1,970,096
			General Programs Total					\$ 302,442	\$ 399,754
			Caledon Day	Revenue	01-08-455-75900-365-50760	Special Events	\$ (40,000)	\$ (39,000)	
				Revenue Total			\$ (40,000)	\$ (39,000)	
				Expense	01-08-455-75900-365-62018	Operating Supplies	\$ 5,200	\$ 5,200	
					01-08-455-75900-365-62315	Printing & Advertising	\$ 3,700	\$ 3,700	
					01-08-455-75900-365-62335	Contracted Services	\$ 41,100	\$ 40,000	
			Expense Total					\$ 50,000	\$ 48,900
			Caledon Day Total					\$ 10,000	\$ 9,900
			Camp Programs	Revenue	01-08-455-75910-365-50051	Uniforms - Recovery	\$ (2,000)	\$ (2,000)	
					01-08-455-75910-365-50250	Program Registrations	\$ (375,000)	\$ (315,800)	
					01-08-455-75910-365-50255	Extended Camp Fees	\$ (19,360)	\$ (19,360)	
					01-08-455-75910-365-50258	Reach for the Rainbow	\$ (20,000)	\$ (20,000)	
					01-08-455-75910-365-50319	Grants/Subsidies	\$ (20,000)	\$ (15,800)	
				Revenue Total			\$ (436,360)	\$ (372,960)	
	Expense	01-08-455-75910-365-61520		Wages-Casual Temporary	\$ 262,871	\$ 215,800			
01-08-455-75910-365-61523		Benefits-Casual Temporary		\$ 32,628	\$ 26,785				
01-08-455-75910-365-62014		Uniforms/Protective Clothing		\$ 6,000	\$ 6,000				
01-08-455-75910-365-62021		Program Supplies		\$ 29,500	\$ 9,000				
01-08-455-75910-365-62233		Program Expense		\$ -	\$ 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				
01-08-455-75910-365-62396		Mobile Phones / Pagers		\$ 167	\$ -				
Expense Total					\$ 343,166	\$ 288,585			
Camp Programs Total					\$ (93,194)	\$ (84,375)			
Preschool/Child Care	Revenue	01-08-455-75940-405-50060	Auditorium/Room Rentals	\$ (88,706)	\$ (87,826)				
	Revenue Total			\$ (88,706)	\$ (87,826)				
	Expense	01-08-455-75940-405-62215	Natural Gas	\$ 2,140	\$ 2,140				
		01-08-455-75940-405-62216	Electricity	\$ 14,840	\$ 14,840				
		01-08-455-75940-405-62217	Water/Waste Water		\$ 628				
		01-08-455-75940-405-62335	Contracted Services	\$ 6,304	\$ 8,304				
		01-08-455-75940-405-62437	Contribution to Reserves	\$ 1,672	\$ 1,672				
	Expense Total					\$ 24,956	\$ 27,584		
Preschool/Child Care Total					\$ (63,750)	\$ (60,242)			

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Programs & Community Development	Corporate Events	Expense	01-08-455-75970-365-62018	Operating Supplies	\$ 1,000	\$ -
			01-08-455-75970-365-62335	Contracted Services	\$ 13,000	\$ 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
			01-08-455-75970-460-62335	Contracted Services	\$ 3,000	\$ -
		Expense Total			\$ 21,799	\$ 16,299
	Corporate Events Total				\$ 21,799	\$ 16,299
	Total Parks & Recreation - Programs & Community Development				\$ 1,633,697	\$ 1,434,930
Support Services	Administration	Revenue	01-08-445-40010-365-50319	Grants/Subsidies	\$ (10,000)	\$ -
		Revenue Total			\$ (10,000)	\$ -
		Expense	01-08-445-40010-365-61510	Salaries-Permanent	\$ 513,720	\$ 568,753
			01-08-445-40010-365-61513	Benefits-Permanent	\$ 161,111	\$ 169,101
			01-08-445-40010-365-61520	Wages-Casual Temporary	\$ 34,600	\$ 34,090
			01-08-445-40010-365-61523	Benefits-Casual Temporary	\$ 4,295	\$ 4,091
			01-08-445-40010-365-62011	Office Supplies	\$ 750	\$ -
			01-08-445-40010-365-62018	Operating Supplies	\$ 1,500	\$ 1,500
			01-08-445-40010-365-62020	E-Registration Fees	\$ 21,500	\$ 20,000
			01-08-445-40010-365-62310	Training/Development/Seminars	\$ 9,280	\$ -
			01-08-445-40010-365-62314	Mileage	\$ 2,200	\$ 4,200
			01-08-445-40010-365-62315	Printing & Advertising	\$ 72,950	\$ 71,101
			01-08-445-40010-365-62335	Contracted Services	\$ 1,500	\$ 1,500
			01-08-445-40010-365-62356	Community Development	\$ 2,500	\$ -
			01-08-445-40010-365-62396	Mobile Phones / Pagers	\$ 1,555	\$ -
			01-08-445-40010-365-62411	Sundry	\$ -	\$ 1,118
		Expense Total			\$ 827,461	\$ 875,454
	Administration Total				\$ 817,461	\$ 875,454
	Rentals	Revenue	01-08-445-77700-355-50060	Auditorium/Room Rentals	\$ (19,380)	\$ (19,380)
			01-08-445-77700-365-50232	Arena Board Advertising	\$ (24,560)	\$ (24,560)
			01-08-445-77700-365-50417	All Sport Insurance	\$ (10,000)	\$ (8,300)
			01-08-445-77700-365-50533	Advertising Sales-External	\$ (16,000)	\$ (16,000)
			01-08-445-77700-405-50060	Auditorium/Room Rentals	\$ (66,512)	\$ (65,212)
			01-08-445-77700-405-50230	Rentals	\$ (80,051)	\$ (78,551)
			01-08-445-77700-410-50060	Auditorium/Room Rentals	\$ (2,000)	\$ (1,800)
			01-08-445-77700-410-50230	Rentals	\$ (20,128)	\$ (19,728)
			01-08-445-77700-430-50060	Auditorium/Room Rentals	\$ (49,880)	\$ (48,900)
			01-08-445-77700-440-50060	Auditorium/Room Rentals	\$ (7,240)	\$ (7,100)
			01-08-445-77700-440-50230	Rentals	\$ (35,955)	\$ (35,255)
			01-08-445-77700-445-50060	Auditorium/Room Rentals	\$ (6,540)	\$ (6,410)
			01-08-445-77700-445-50230	Rentals	\$ (28,613)	\$ (28,053)
			01-08-445-77700-455-50060	Auditorium/Room Rentals	\$ (14,055)	\$ (13,780)
			01-08-445-77700-455-50230	Rentals	\$ (24,852)	\$ (24,367)
		Revenue Total			\$ (405,766)	\$ (397,396)
		Expense	01-08-445-77700-365-62326	Game Day Insurance	\$ 10,000	\$ 8,300
			01-08-445-77700-405-62112	Maintenance & Repairs-Building	\$ 2,646	\$ 2,646
			01-08-445-77700-405-62215	Natural Gas	\$ 8,142	\$ 7,800
			01-08-445-77700-405-62216	Electricity	\$ 54,609	\$ 52,759
			01-08-445-77700-405-62217	Water/Waste Water		\$ 2,809
			01-08-445-77700-405-62335	Contracted Services	\$ 14,107	\$ 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	\$ 11,500	\$ 11,300
			01-08-445-77700-410-61523	Benefits-Casual Temporary	\$ 1,427	\$ 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	\$ 3,289	\$ 3,505
			01-08-445-77700-410-62216	Electricity	\$ 6,504	\$ 4,104
			01-08-445-77700-410-62217	Water/Waste Water	\$ 185	\$ 185
			01-08-445-77700-410-62312	Insurance	\$ 1,702	\$ 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	\$ 1,200
			01-08-445-77700-430-61520	Wages-Casual Temporary	\$ 77,700	\$ 76,548
			01-08-445-77700-430-61523	Benefits-Casual Temporary	\$ 9,644	\$ 9,637
			01-08-445-77700-430-61540	Wages-CUPE	\$ 41,200	\$ 80,000
			01-08-445-77700-430-61543	Benefits-CUPE	\$ 5,278	\$ 9,600
			01-08-445-77700-430-62215	Natural Gas	\$ 61,500	\$ 61,500
			01-08-445-77700-430-62216	Electricity	\$ -	\$ 16,500
			01-08-445-77700-430-62217	Water/Waste Water	\$ 1,000	\$ 2,674
			01-08-445-77700-430-62335	Contracted Services	\$ 5,000	\$ 5,000
			01-08-445-77700-430-62437	Contribution to Reserves	\$ 1,900	\$ 1,900
			01-08-445-77700-440-61520	Wages-Casual Temporary	\$ 7,414	\$ 9,100
			01-08-445-77700-440-61523	Benefits-Casual Temporary	\$ 928	\$ 1,129
			01-08-445-77700-440-62018	Operating Supplies	\$ 400	\$ 400

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION - (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Support Services	Rentals	Expense	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	\$ 3,986	\$ 4,175
			01-08-445-77700-440-62216	Electricity	\$ 8,078	\$ 9,775
			01-08-445-77700-440-62217	Water/Waste Water	\$ 1,347	\$ 1,296
			01-08-445-77700-440-62312	Insurance	\$ 2,720	\$ 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	\$ 7,014	\$ 8,700
			01-08-445-77700-445-61523	Benefits-Casual Temporary	\$ 878	\$ 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	\$ 3,543	\$ 4,582
			01-08-445-77700-445-62216	Electricity	\$ 3,595	\$ 3,095
			01-08-445-77700-445-62217	Water/Waste Water	\$ 200	\$ 142
			01-08-445-77700-445-62312	Insurance	\$ 2,587	\$ 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	\$ 8,214	\$ 9,900
			01-08-445-77700-455-61523	Benefits-Casual Temporary	\$ 1,027	\$ 1,229
			01-08-445-77700-455-62018	Operating Supplies	\$ 500	\$ 500
			01-08-445-77700-455-62112	Maintenance & Repairs-Building	\$ 2,500	\$ 1,500
			01-08-445-77700-455-62215	Natural Gas	\$ 2,596	\$ 2,846
			01-08-445-77700-455-62216	Electricity	\$ 16,467	\$ 9,067
			01-08-445-77700-455-62217	Water/Waste Water	\$ 275	\$ 222
			01-08-445-77700-455-62312	Insurance	\$ 2,290	\$ 4,866
			01-08-445-77700-455-62335	Contracted Services	\$ 3,978	\$ 3,978
		Expense Total			\$ 428,154	\$ 497,536
	Rentals Total				\$ 22,388	\$ 100,140
Total Parks & Recreation - Support Services					\$ 839,849	\$ 975,594
Total Parks & Recreation					\$ 7,245,516	\$ 6,857,661

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Albion Bolton Union Community Centre (ABUCC)	Facilities & Operations	Expense	01-08-465-73020-405-61520	Wages-Casual Temporary	\$ 13,500	\$ 45,800		
			01-08-465-73020-405-61523	Benefits-Casual Temporary	\$ 1,812	\$ 5,685		
			01-08-465-73020-405-61540	Wages-CUPE	\$ 179,984	\$ 117,259		
			01-08-465-73020-405-61543	Benefits-CUPE	\$ 60,704	\$ 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	\$ 27,126	\$ 16,126		
			01-08-465-73020-405-62114	Small Equip Repair/Purchase	\$ 13,532	\$ 8,532		
			01-08-465-73020-405-62215	Natural Gas	\$ 2,140	\$ 2,140		
			01-08-465-73020-405-62216	Electricity	\$ 16,697	\$ 16,097		
			01-08-465-73020-405-62217	Water/Waste Water	\$ 3,224	\$ 3,224		
			01-08-465-73020-405-62312	Insurance	\$ 29,255	\$ 62,160		
			01-08-465-73020-405-62335	Contracted Services	\$ 32,123	\$ 42,123		
			01-08-465-73020-405-62396	Mobile Phones / Pagers	\$ 67	\$ -		
			01-08-465-73020-405-62397	Telephone	\$ 550	\$ 550		
			01-08-465-73020-405-62437	Contribution to Reserves	\$ 1,930	\$ 1,930		
		Expense Total				\$ 407,880	\$ 389,670	
	Facilities & Operations Total				\$ 407,880	\$ 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	\$ (285,600)	\$ (285,600)		
			01-08-455-75500-405-50030	Arena Floor Rentals	\$ (20,690)	\$ (17,340)		
			01-08-455-75500-405-50040	Public Skating	\$ (9,780)	\$ (15,280)		
			01-08-455-75500-405-50045	Skating Registration	\$ (11,000)	\$ -		
			01-08-455-75500-405-50050	Miscellaneous	\$ (37,913)	\$ (29,000)		
			01-08-455-75500-405-50120	Pro Shop Sales	\$ (9,180)	\$ (9,180)		
			01-08-455-75500-405-50130	Ice Resurfacer Surcharge	\$ (9,360)	\$ (9,180)		
			01-08-455-75940-405-50060	Auditorium/Room Rentals	\$ (88,706)	\$ (87,826)		
		Revenue Total				\$ (492,229)	\$ (473,406)	
		Expense	01-08-455-75300-405-62023	Concession Purchases	\$ 13,600	\$ 13,600		
			01-08-455-75500-405-61520	Wages-Casual Temporary	\$ 36,000	\$ 35,500		
			01-08-455-75500-405-61523	Benefits-Casual Temporary	\$ 4,468	\$ 4,406		
			01-08-455-75500-405-62215	Natural Gas	\$ 14,500	\$ 14,500		
			01-08-455-75500-405-62216	Electricity	\$ 69,998	\$ 66,998		
			01-08-455-75500-405-62217	Water/Waste Water	\$ 11,604	\$ 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	\$ 2,140	\$ 2,140		
			01-08-455-75940-405-62216	Electricity	\$ 14,840	\$ 14,840		
			01-08-455-75940-405-62217	Water/Waste Water	\$ -	\$ 628		
			01-08-455-75940-405-62335	Contracted Services	\$ 6,304	\$ 8,304		
			01-08-455-75940-405-62437	Contribution to Reserves	\$ 1,672	\$ 1,672		
			Expense Total				\$ 183,593	\$ 179,222
			Programs & Community Development Total				\$ (308,636)	\$ (294,184)
		Support Services	Revenue	01-08-445-77700-405-50060	Auditorium/Room Rentals	\$ (66,512)	\$ (65,212)	
				01-08-445-77700-405-50230	Rentals	\$ (80,051)	\$ (78,551)	
			Revenue Total				\$ (146,563)	\$ (143,763)
			Expense	01-08-445-77700-405-62112	Maintenance & Repairs-Building	\$ 2,646	\$ 2,646	
				01-08-445-77700-405-62215	Natural Gas	\$ 8,142	\$ 7,800	
				01-08-445-77700-405-62216	Electricity	\$ 54,609	\$ 52,759	
				01-08-445-77700-405-62217	Water/Waste Water	\$ -	\$ 2,809	
				01-08-445-77700-405-62335	Contracted Services	\$ 14,107	\$ 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				\$ 81,447	\$ 84,564
			Support Services Total				\$ (65,116)	\$ (59,199)
Albion Bolton Union Community Centre (ABUCC) Total				\$ 34,128	\$ 36,287			
Alton Community Centre	Support Services	Revenue	01-08-445-77700-410-50060	Auditorium/Room Rentals	\$ (2,000)	\$ (1,800)		
			01-08-445-77700-410-50230	Rentals	\$ (20,128)	\$ (19,728)		
		Revenue Total				\$ (22,128)	\$ (21,528)	
		Expense	01-08-445-77700-410-61520	Wages-Casual Temporary	\$ 11,500	\$ 11,300		
			01-08-445-77700-410-61523	Benefits-Casual Temporary	\$ 1,427	\$ 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	\$ 3,289	\$ 3,505		
			01-08-445-77700-410-62216	Electricity	\$ 6,504	\$ 4,104		
			01-08-445-77700-410-62217	Water/Waste Water	\$ 185	\$ 185		
			01-08-445-77700-410-62312	Insurance	\$ 1,702	\$ 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	\$ 1,200		
		Expense Total				\$ 32,543	\$ 32,050	
	Support Services Total				\$ 10,415	\$ 10,522		
Alton Community Centre Total				\$ 10,415	\$ 10,522			

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Caledon Central Pool	Programs & Community Development	Expense	01-08-455-75200-425-62437	Contribution to Reserves	\$ 124,799	\$ 124,799		
		Expense Total			\$ 124,799	\$ 124,799		
		Programs & Community Development Total			\$ 124,799	\$ 124,799		
Caledon Central Pool Total					\$ 124,799	\$ 124,799		
Caledon Community Complex	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	\$ (657,050)	\$ (657,900)		
			01-08-455-75500-430-50030	Arena Floor Rentals	\$ (6,220)	\$ (11,220)		
			01-08-455-75500-430-50040	Public Skating	\$ (25,340)	\$ (18,340)		
			01-08-455-75500-430-50130	Ice Resurfacer Surcharge	\$ (20,800)	\$ (20,400)		
			01-08-455-75500-430-50250	Program Registrations	\$ (42,520)	\$ (26,520)		
		Revenue Total			\$ (854,430)	\$ (836,880)		
		Expense	01-08-455-75500-430-61510	Salaries-Permanent	\$ 133,909	\$ 131,974		
			01-08-455-75500-430-61513	Benefits-Permanent	\$ 43,536	\$ 41,073		
			01-08-455-75500-430-61520	Wages-Casual Temporary	\$ 87,100	\$ 87,000		
			01-08-455-75500-430-61523	Benefits-Casual Temporary	\$ 10,811	\$ 11,128		
			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	\$ 21,564	\$ 21,564		
			01-08-455-75500-430-62114	Small Equip Repair/Purchase	\$ 17,425	\$ 17,425		
			01-08-455-75500-430-62216	Electricity	\$ 271,499	\$ 218,999		
			01-08-455-75500-430-62217	Water/Waste Water	\$ 20,930	\$ 8,930		
			01-08-455-75500-430-62312	Insurance	\$ 31,440	\$ 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		
			01-08-455-40010-430-61513	Benefits-Permanent	\$ 47,269	\$ 44,738		
			01-08-455-40010-430-61510	Salaries-Permanent	\$ 153,803	\$ 148,474		
			01-08-455-40010-430-62396	Mobile Phones / Pagers	\$ 1,142	\$ -		
		Expense Total			\$ 1,159,173	\$ 1,116,854		
		Programs & Community Development Total					\$ 304,743	\$ 279,974
	Support Services	Revenue	01-08-445-77700-430-50060	Auditorium/Room Rentals	\$ (49,880)	\$ (48,900)		
			Revenue Total			\$ (49,880)	\$ (48,900)	
		Expense	01-08-445-77700-430-61520	Wages-Casual Temporary	\$ 77,700	\$ 76,548		
			01-08-445-77700-430-61523	Benefits-Casual Temporary	\$ 9,644	\$ 9,637		
			01-08-445-77700-430-61540	Wages-CUPE	\$ 41,200	\$ 80,000		
			01-08-445-77700-430-61543	Benefits-CUPE	\$ 5,278	\$ 9,600		
			01-08-445-77700-430-62215	Natural Gas	\$ 61,500	\$ 61,500		
			01-08-445-77700-430-62216	Electricity	\$ -	\$ 16,500		
			01-08-445-77700-430-62217	Water/Waste Water	\$ 1,000	\$ 2,674		
			01-08-445-77700-430-62335	Contracted Services	\$ 5,000	\$ 5,000		
			01-08-445-77700-430-62437	Contribution to Reserves	\$ 1,900	\$ 1,900		
		Expense Total			\$ 203,222	\$ 263,359		
		Support Services Total					\$ 153,342	\$ 214,459
		Facilities & Operations	Expense	01-08-465-73020-430-61510	Salaries-Permanent	\$ 79,145	\$ 77,970	
				01-08-465-73020-430-61513	Benefits-Permanent	\$ 24,492	\$ 23,198	
				01-08-465-73020-430-61540	Wages-CUPE	\$ 342,123	\$ 290,897	
				01-08-465-73020-430-61543	Benefits-CUPE	\$ 114,737	\$ 94,016	
	Expense Total			\$ 560,497	\$ 486,081			
	Facilities & Operations Total					\$ 560,497	\$ 486,081	
Caledon Community Complex Total					\$ 1,018,582	\$ 980,514		
Caledon Village Place	Support Services	Revenue	01-08-445-77700-440-50060	Auditorium/Room Rentals	\$ (7,240)	\$ (7,100)		
			01-08-445-77700-440-50230	Rentals	\$ (35,955)	\$ (35,255)		
		Revenue Total			\$ (43,195)	\$ (42,355)		
		Expense	01-08-445-77700-440-61520	Wages-Casual Temporary	\$ 7,414	\$ 9,100		
			01-08-445-77700-440-61523	Benefits-Casual Temporary	\$ 928	\$ 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	\$ 3,986	\$ 4,175		
			01-08-445-77700-440-62216	Electricity	\$ 8,078	\$ 9,775		
			01-08-445-77700-440-62217	Water/Waste Water	\$ 1,347	\$ 1,296		
			01-08-445-77700-440-62312	Insurance	\$ 2,720	\$ 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			\$ 36,284	\$ 43,065		
		Support Services Total					\$ (6,911)	\$ 710
Caledon Village Place Total					\$ (6,911)	\$ 710		

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Caledon Centre for Recreation and Wellness (CCRW)	Facilities & Operations	Expense	01-08-465-73020-420-61510	Salaries-Permanent	\$ 79,145	\$ 77,970
			01-08-465-73020-420-61513	Benefits-Permanent	\$ 24,492	\$ 23,198
			01-08-465-73020-420-61520	Wages-Casual Temporary	\$ 41,200	\$ 40,600
			01-08-465-73020-420-61523	Benefits-Casual Temporary	\$ 5,114	\$ 5,039
			01-08-465-73020-420-61540	Wages-CUPE	\$ 409,902	\$ 403,526
			01-08-465-73020-420-61543	Benefits-CUPE	\$ 136,677	\$ 130,795
			01-08-465-73020-420-62014	Uniforms/Protective Clothing	\$ 3,200	\$ 3,200
			01-08-465-73020-420-62017	Caretaking Supplies	\$ 23,300	\$ 21,800
			01-08-465-73020-420-62018	Operating Supplies	\$ 38,100	\$ 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	\$ 30,000	\$ 20,000
			01-08-465-73020-420-62335	Contracted Services	\$ 59,700	\$ 59,700
		Expense Total			\$ 931,830	\$ 914,928
	Facilities & Operations Total				\$ 931,830	\$ 914,928
	Programs & Community Development	Revenue	01-08-455-75300-420-50010	Miscellaneous	\$ -	\$ (21,000)
			01-08-455-75300-420-50050	Miscellaneous	\$ (20,000)	\$ (20,000)
			01-08-455-75300-420-50060	Auditorium/Room Rentals	\$ (29,580)	\$ (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)
			01-08-455-75300-420-50231	Racquet/Equipment Rental	\$ (2,000)	\$ (2,000)
			01-08-455-75300-420-50655	Lease Revenue	\$ (21,878)	\$ -
			01-08-455-75200-420-50050	Miscellaneous	\$ (5,400)	\$ (5,400)
			01-08-455-75200-420-50080	Public Swimming	\$ (50,000)	\$ (35,170)
			01-08-455-75200-420-50090	Swimming Lessons	\$ (373,840)	\$ (379,440)
			01-08-455-75200-420-50180	Pay As You Go	\$ (28,040)	\$ (22,440)
			01-08-455-75200-420-50243	Special Programs-taxable	\$ (43,340)	\$ (43,340)
			01-08-455-75400-420-50050	Miscellaneous	\$ (2,600)	\$ (2,600)
			01-08-455-75400-420-50160	Memberships	\$ (754,582)	\$ (738,500)
			01-08-455-75400-420-50180	Pay As You Go	\$ (64,200)	\$ (61,200)
			01-08-455-75400-420-50210	Lessons	\$ (75,000)	\$ (75,000)
			01-08-455-75400-420-50220	Child Minding	\$ (9,500)	\$ (9,500)
			01-08-455-75400-420-50242	Special Programs	\$ (32,500)	\$ (52,500)
			01-08-455-75400-420-50250	Program Registrations	\$ (22,500)	\$ (22,500)
			01-08-455-75400-420-50596	Reserve Allocation	\$ (43,918)	\$ -
			01-08-455-75500-420-50180	Pay As You Go	\$ (25,200)	\$ (10,200)
			01-08-455-75500-420-50230	Rentals	\$ (19,830)	\$ (16,500)
			01-08-455-75500-420-50235	Fundraising	\$ (3,600)	\$ (13,600)
			01-08-455-75500-420-50242	Special Programs	\$ (158,580)	\$ (158,580)
		Revenue Total			\$ (1,812,858)	\$ (1,738,240)
		Expense	01-08-455-75200-420-61510	Salaries-Permanent	\$ 129,245	\$ 123,617
			01-08-455-75200-420-61513	Benefits-Permanent	\$ 42,494	\$ 39,217
			01-08-455-75200-420-61520	Wages-Casual Temporary	\$ 251,536	\$ 239,900
			01-08-455-75200-420-61523	Benefits-Casual Temporary	\$ 31,221	\$ 29,776
			01-08-455-75200-420-62014	Uniforms/Protective Clothing	\$ 1,900	\$ 3,900
			01-08-455-75200-420-62021	Program Supplies	\$ 6,000	\$ 4,000
			01-08-455-75200-420-62414	Special Programs	\$ 18,000	\$ 20,088
			01-08-455-40010-420-61510	Salaries-Permanent	\$ 160,165	\$ 152,512
			01-08-455-40010-420-61513	Benefits-Permanent	\$ 48,533	\$ 44,889
			01-08-455-40010-420-61520	Wages-Casual Temporary	\$ 277,600	\$ 273,500
			01-08-455-40010-420-61523	Benefits-Casual Temporary	\$ 48,534	\$ 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	\$ 80,000	\$ 75,000
			01-08-455-40010-420-62216	Electricity	\$ 218,136	\$ 218,136
			01-08-455-40010-420-62217	Water/Waste Water	\$ 23,584	\$ 20,084
			01-08-455-40010-420-62312	Insurance	\$ 32,800	\$ 69,693
			01-08-455-40010-420-62314	Mileage	\$ 5,146	\$ 5,146
			01-08-455-40010-420-62396	Mobile Phones / Pagers	\$ 2,283	\$ -
			01-08-455-40010-420-62397	Telephone	\$ 5,000	\$ 5,000
			01-08-455-40010-420-62418	Debt Repayment	\$ 219,700	\$ 219,700
			01-08-455-75400-420-61510	Salaries-Permanent	\$ 129,223	\$ 123,137
			01-08-455-75400-420-61513	Benefits-Permanent	\$ 42,489	\$ 39,111
			01-08-455-75400-420-61520	Wages-Casual Temporary	\$ 213,900	\$ 210,700
			01-08-455-75400-420-61523	Benefits-Casual Temporary	\$ 26,549	\$ 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
			01-08-455-75400-420-62437	Contribution to Reserves	\$ 43,918	\$ -
			01-08-455-75500-420-61510	Salaries-Permanent	\$ 136,568	\$ 140,348
			01-08-455-75500-420-61513	Benefits-Permanent	\$ 44,130	\$ 42,933
			01-08-455-75500-420-61520	Wages-Casual Temporary	\$ 178,400	\$ 175,700
			01-08-455-75500-420-61523	Benefits-Casual Temporary	\$ 22,143	\$ 21,705

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Caledon Centre for Recreation and Wellness (CCRW)	Programs & Community Development	Expense	01-08-455-75500-420-62014	Uniforms/Protective Clothing	\$ 1,200	\$ 1,200	
			01-08-455-75500-420-62018	Operating Supplies	\$ 2,768	\$ 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		\$ 2,521,898	\$ 2,439,592		
	Programs & Community Development Total				\$ 709,040	\$ 701,352	
	Caledon Centre for Recreation and Wellness (CCRW) Total				\$ 1,640,870	\$ 1,616,280	
Cheltenham Community Centre	Facilities & Operations	Revenue	01-08-465-75500-325-50250	Program Registrations	\$ (2,250)	\$ (2,250)	
			01-08-465-77700-325-50060	Auditorium/Room Rentals	\$ (2,550)	\$ (4,500)	
		Revenue Total		\$ (4,800)	\$ (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	\$ 298	\$ 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	\$ 2,575	\$ 2,052	
			01-08-465-77700-325-62312	Insurance	\$ 1,299	\$ 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		\$ 10,472	\$ 11,410		
	Facilities & Operations Total				\$ 5,672	\$ 4,660	
	Cheltenham Community Centre Total				\$ 5,672	\$ 4,660	
	Inglewood Community Centre	Programs & Community Development	Revenue	01-08-455-75500-445-50250	Program Registrations	\$ (5,500)	\$ (2,940)
			Revenue Total		\$ (5,500)	\$ (2,940)	
Programs & Community Development Total				\$ (5,500)	\$ (2,940)		
Support Services		Revenue	01-08-445-77700-445-50060	Auditorium/Room Rentals	\$ (6,540)	\$ (6,410)	
			01-08-445-77700-445-50230	Rentals	\$ (28,613)	\$ (28,053)	
		Revenue Total		\$ (35,153)	\$ (34,463)		
		Expense	01-08-445-77700-445-61520	Wages-Casual Temporary	\$ 7,014	\$ 8,700	
			01-08-445-77700-445-61523	Benefits-Casual Temporary	\$ 878	\$ 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	\$ 3,543	\$ 4,582	
			01-08-445-77700-445-62216	Electricity	\$ 3,595	\$ 3,095	
			01-08-445-77700-445-62217	Water/Waste Water	\$ 200	\$ 142	
			01-08-445-77700-445-62312	Insurance	\$ 2,587	\$ 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		\$ 26,811	\$ 32,090		
Support Services Total				\$ (8,342)	\$ (2,373)		
Inglewood Community Centre Total				\$ (13,842)	\$ (5,313)		
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	\$ (88,434)	\$ (88,434)	
			01-08-455-75500-450-50030	Arena Floor Rentals	\$ (4,620)	\$ (6,120)	
			01-08-455-75500-450-50040	Public Skating	\$ (6,500)	\$ (5,508)	
			01-08-455-75500-450-50100	Vending Machine Sales	\$ (1,000)	\$ (1,000)	
			01-08-455-75500-450-50130	Ice Resurfacer Surcharge	\$ (4,080)	\$ (4,000)	
			01-08-455-75500-450-50250	Program Registrations	\$ (5,000)	\$ (3,000)	
		Revenue Total		\$ (109,634)	\$ (109,062)		
		Expense	01-08-455-75500-450-61520	Wages-Casual Temporary	\$ 8,200	\$ 8,100	
			01-08-455-75500-450-61523	Benefits-Casual Temporary	\$ 1,018	\$ 1,005	
			01-08-455-75500-450-62018	Operating Supplies	\$ 6,000	\$ 6,000	
			01-08-455-75500-450-62023	Concession Purchases	\$ 750	\$ 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	\$ 9,066	\$ 8,666		
	01-08-455-75500-450-62216		Electricity	\$ 65,000	\$ 40,000		
	01-08-455-75500-450-62217		Water/Waste Water	\$ 4,375	\$ 3,875		
	01-08-455-75500-450-62312		Insurance	\$ 35,380	\$ 32,679		
	01-08-455-75500-450-62335		Contracted Services	\$ 17,059	\$ 17,059		
	01-08-455-75500-450-62396		Mobile Phones / Pagers	\$ 269	\$ -		
	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			\$ 156,853	\$ 127,870		
	Programs & Community Development Total				\$ 47,219	\$ 18,808	
	Lloyd Wilson Centennial Arena Total				\$ 47,219	\$ 18,808	

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Margaret Dunn Community Centre	Support Services	Revenue	01-08-445-77700-455-50060	Auditorium/Room Rentals	\$ (14,055)	\$ (13,780)
			01-08-445-77700-455-50230	Rentals	\$ (24,852)	\$ (24,367)
		Revenue Total			\$ (38,907)	\$ (38,147)
		Expense	01-08-445-77700-455-61520	Wages-Casual Temporary	\$ 8,214	\$ 9,900
			01-08-445-77700-455-61523	Benefits-Casual Temporary	\$ 1,027	\$ 1,229
			01-08-445-77700-455-62018	Operating Supplies	\$ 500	\$ 500
			01-08-445-77700-455-62112	Maintenance & Repairs-Building	\$ 2,500	\$ 1,500
			01-08-445-77700-455-62215	Natural Gas	\$ 2,596	\$ 2,846
			01-08-445-77700-455-62216	Electricity	\$ 16,467	\$ 9,067
			01-08-445-77700-455-62217	Water/Waste Water	\$ 275	\$ 222
			01-08-445-77700-455-62312	Insurance	\$ 2,290	\$ 4,866
			01-08-445-77700-455-62335	Contracted Services	\$ 3,978	\$ 3,978
	Expense Total			\$ 37,847	\$ 34,108	
	Support Services Total			\$ (1,060)	\$ (4,039)	
General Programs	Revenue	01-08-455-75500-455-50250	Program Registrations	\$ (7,000)	\$ (7,000)	
	Revenue Total			\$ (7,000)	\$ (7,000)	
General Programs Total				\$ (7,000)	\$ (7,000)	
Margaret Dunn Community Centre Total					\$ (8,060)	\$ (11,039)
Mayfield Recreation Complex	Facilities & Operations	Expense	01-08-465-73020-460-61510	Salaries-Permanent	\$ 79,145	\$ 77,087
			01-08-465-73020-460-61513	Benefits-Permanent	\$ 24,492	\$ 23,002
			01-08-465-73020-460-61520	Wages-Casual Temporary	\$ 7,500	\$ -
			01-08-465-73020-460-61523	Benefits-Casual Temporary	\$ 931	\$ -
			01-08-465-73020-460-61540	Wages-CUPE	\$ 404,301	\$ 337,887
			01-08-465-73020-460-61543	Benefits-CUPE	\$ 135,422	\$ 109,075
			01-08-465-73020-460-62017	Caretaking Supplies	\$ 11,388	\$ 11,388
			01-08-465-73020-460-62018	Operating Supplies	\$ 25,484	\$ 25,484
			01-08-465-73020-460-62112	Maintenance and Repairs - Building	\$ 8,807	\$ 8,807
			01-08-465-73020-460-62114	Small Equip Repair/Purchase	\$ 13,126	\$ 13,126
			01-08-465-73020-460-62335	Contracted Services	\$ 45,209	\$ 45,209
		Expense Total			\$ 755,805	\$ 651,065
	Facilities & Operations Total			\$ 755,805	\$ 651,065	
	Programs & Community Development	Revenue	01-08-455-75300-460-50010	Snack Bar Sales	\$ (30,000)	\$ (40,000)
			01-08-455-75300-460-50100	Vending Machine Sales	\$ (8,000)	\$ (8,000)
			01-08-455-75200-460-50070	Pool Rentals	\$ (79,222)	\$ (57,222)
			01-08-455-75200-460-50080	Public Swimming	\$ (27,520)	\$ (27,520)
			01-08-455-75200-460-50090	Swimming Lessons	\$ (327,890)	\$ (294,890)
			01-08-455-75500-460-50040	Public Skating	\$ (4,250)	\$ (6,000)
			01-08-455-75500-460-50250	Program Registration	\$ (12,600)	\$ (4,000)
			01-08-455-40010-460-50020	Ice Rentals	\$ (232,000)	\$ (234,100)
			01-08-455-40010-460-50030	Arena Floor Rentals	\$ (16,571)	\$ (16,246)
			01-08-455-40010-460-50060	Auditorium/Room Rentals	\$ (6,120)	\$ (6,000)
			01-08-455-40010-460-50130	Ice Resurfacer Surcharge	\$ (7,698)	\$ (7,548)
		Revenue Total			\$ (751,871)	\$ (701,526)
		Expense	01-08-455-40010-460-61510	Salaries-Permanent	\$ 145,018	\$ 141,684
			01-08-455-40010-460-61513	Benefits-Permanent	\$ 45,306	\$ 43,230
			01-08-455-40010-460-61520	Wages-Casual Temporary	\$ 54,900	\$ 79,700
			01-08-455-40010-460-61523	Benefits-Casual Temporary	\$ 6,814	\$ 9,892
			01-08-455-40010-460-62011	Office Supplies	\$ 3,000	\$ 4,200
			01-08-455-40010-460-62014	Uniforms/Protective Clothing	\$ 4,266	\$ 4,266
			01-08-455-40010-460-62215	Natural Gas	\$ 16,165	\$ 16,165
			01-08-455-40010-460-62216	Electricity	\$ 79,570	\$ 69,570
			01-08-455-40010-460-62217	Water/Waste Water	\$ 7,276	\$ 7,276
			01-08-455-40010-460-62312	Insurance	\$ 20,595	\$ 43,760
			01-08-455-40010-460-62314	Mileage	\$ 5,000	\$ 5,000
			01-08-455-40010-460-62396	Mobile Phones / Pagers	\$ 1,478	\$ -
			01-08-455-40010-460-62397	Telephone	\$ 6,000	\$ 4,200
			01-08-455-40010-460-62416	Interdepartmental Charges	\$ 1,000	\$ 1,000
			01-08-455-40010-460-62437	Contribution to Reserves	\$ 17,503	\$ 17,503
			01-08-455-75200-460-61510	Salaries-Permanent	\$ 73,401	\$ 69,643
			01-08-455-75200-460-61513	Benefits-Permanent	\$ 23,208	\$ 21,349
			01-08-455-75200-460-61520	Wages-Casual Temporary	\$ 200,793	\$ 172,300
			01-08-455-75200-460-61523	Benefits-Casual Temporary	\$ 24,922	\$ 21,386
			01-08-455-75200-460-62021	Program Supplies	\$ 9,380	\$ 7,880
			01-08-455-75200-460-62215	Natural Gas	\$ 24,255	\$ 22,755
			01-08-455-75200-460-62216	Electricity	\$ 116,160	\$ 85,000
			01-08-455-75200-460-62217	Water/Waste Water	\$ 10,914	\$ 10,914
			01-08-455-75500-460-61510	Salaries-Permanent	\$ 124,345	\$ 115,870
			01-08-455-75500-460-61513	Benefits-Permanent	\$ 41,399	\$ 37,497
			01-08-455-75500-460-61520	Wages-Casual Temporary	\$ 7,500	\$ -
			01-08-455-75500-460-61523	Benefits-Casual Temporary	\$ 931	\$ -
			01-08-455-75500-460-62021	Program Supplies	\$ 3,000	\$ 3,000
			01-08-455-75300-460-61520	Wages-Casual Temporary	\$ 11,000	\$ -
			01-08-455-75300-460-61523	Benefits-Casual Temporary	\$ 1,365	\$ -
			01-08-455-75300-460-62023	Concession Purchases	\$ 20,000	\$ 30,000
01-08-455-75970-460-62018			Operating Supplies	\$ 933	\$ 933	
01-08-455-75970-460-62335	Contracted Services		\$ 3,000	\$ -		
Expense Total			\$ 1,110,397	\$ 1,045,973		
Programs & Community Development Total			\$ 358,526	\$ 344,447		
Mayfield Recreation Complex Total					\$ 1,114,331	\$ 995,512

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Mayfield West Community Centre	Programs & Community Development	Revenue	01-08-455-40010-465-50060	Auditorium/Room Rentals	\$ (10,000)	\$ -
			01-08-455-40010-465-50250	Program Registrations	\$ (5,000)	\$ -
		Revenue Total			\$ (15,000)	\$ -
		Expense	01-08-455-40010-465-61520	Wages-Casual Temporary	\$ 25,000	\$ -
			01-08-455-40010-465-61523	Benefits-Casual Temporary	\$ 1,800	\$ -
			01-08-455-40010-465-62018	Operating Supplies	\$ 2,000	\$ -
			01-08-455-40010-465-62215	Natural Gas	\$ 2,000	\$ -
			01-08-455-40010-465-62216	Electricity	\$ 8,500	\$ -
			01-08-455-40010-465-62217	Water/Waste Water	\$ 200	\$ -
			01-08-455-40010-465-62312	Insurance	\$ 4,800	\$ -
			01-08-455-40010-465-62335	Contracted Services	\$ 27,000	\$ -
	Expense Total			\$ 71,300	\$ -	
Facilities & Operations Total			\$ 56,300	\$ -		
Mayfield West Community Centre Total				\$ 56,300	\$ -	
Palgrave Community Center	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	\$ 11,500	\$ 11,300
			01-08-465-77700-345-61523	Benefits-Casual Temporary	\$ 1,427	\$ 1,403
			01-08-465-77700-345-62011	Office Supplies	\$ 500	\$ 500
			01-08-465-77700-345-62018	Operating Supplies	\$ 5,000	\$ 5,000
			01-08-465-77700-345-62112	Maintenance & Repairs-Building	\$ 2,400	\$ 2,400
			01-08-465-77700-345-62114	Small Equip Repair/Purchase	\$ 2,400	\$ 2,400
			01-08-465-77700-345-62215	Natural Gas	\$ 4,815	\$ 4,815
			01-08-465-77700-345-62216	Electricity	\$ 4,240	\$ 4,240
			01-08-465-77700-345-62217	Water/Waste Water	\$ 1,712	\$ 1,712
			01-08-465-77700-345-62312	Insurance	\$ 4,312	\$ 3,617
			01-08-465-77700-345-62314	Mileage	\$ 1,400	\$ 2,400
			01-08-465-77700-345-62335	Contracted Services	\$ 6,000	\$ 6,000
	01-08-465-77700-345-62396		Mobile Phone/ Pagers	\$ 67	\$ -	
	01-08-465-77700-345-62397	Telephone	\$ -	\$ 2,400		
	Expense Total			\$ 45,773	\$ 48,187	
	Facilities & Operations Total			\$ 43,773	\$ 46,187	
	Programs & Community Development	Expense	01-08-455-75500-345-61520	Wages-Casual Temporary	\$ 4,200	\$ 4,100
			01-08-455-75500-345-61523	Benefits-Casual Temporary	\$ 521	\$ 509
		Expense Total			\$ 4,721	\$ 4,609
Programs & Community Development Total			\$ 4,721	\$ 4,609		
Palgrave Community Center Total				\$ 48,494	\$ 50,796	
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	\$ 4,869	\$ 4,869
			01-08-465-73020-355-62216	Electricity	\$ 11,722	\$ 10,360
			01-08-465-73020-355-62217	Water/Waste Water	\$ 596	\$ 3,296
			01-08-465-73020-355-62312	Insurance	\$ 2,077	\$ 4,414
			Expense Total			\$ 23,264
		Facilities & Operations Total			\$ 23,264	\$ 26,939
	Programs & Community Development	Expense	01-08-455-75500-355-61520	Wages-Casual Temporary	\$ 16,543	\$ 21,600
			01-08-455-75500-355-61523	Benefits-Casual Temporary	\$ 2,075	\$ 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			\$ 43,118	\$ 48,781	
	Programs & Community Development Total			\$ 43,118	\$ 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				\$ 47,002	\$ 56,340	
Town Hall	Parks Operations	Revenue	01-08-385-71020-365-50308	Park Rentals	\$ (284,719)	\$ (267,372)
			01-08-385-71020-365-50319	Grants/Subsidies	\$ (10,000)	\$ (7,000)
			01-08-385-71020-365-50320	Peel Roadside Maintenance	\$ (100,000)	\$ -
			01-08-385-71070-365-50860	Inspections	\$ (7,030)	\$ -
			Revenue Total			\$ (401,749)
		Expense	01-08-385-71020-365-61510	Salaries-Permanent	\$ 283,489	\$ 359,013
			01-08-385-71020-365-61512	Recovery-Salaries-Permanent	\$ (20,000)	\$ (15,000)
			01-08-385-71020-365-61513	Benefits-Permanent	\$ 80,980	\$ 100,546
			01-08-385-71020-365-61520	Wages-Casual Temporary	\$ 123,700	\$ 147,500
			01-08-385-71020-365-61523	Benefits-Casual Temporary	\$ 15,354	\$ 18,308
			01-08-385-71020-365-61540	Wages-CUPE	\$ 877,509	\$ 852,230
			01-08-385-71020-365-61541	Overtime-CUPE	\$ 20,075	\$ 20,075
			01-08-385-71020-365-61543	Benefits-CUPE	\$ 220,737	\$ 207,386
			01-08-385-71020-365-62014	Uniforms/Protective Clothing	\$ 18,907	\$ 16,407
			01-08-385-71020-365-62216	Electricity	\$ 47,613	\$ 37,100
			01-08-385-71020-365-62217	Water/Waste Water	\$ 57,467	\$ 40,310
			01-08-385-71020-365-62236	Region Landfill	\$ -	\$ 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	\$ 30,815	\$ 29,317
			01-08-385-71020-365-62310	Training/Development/Seminars	\$ 12,000	\$ 8,000
			01-08-385-71020-365-62311	Memberships/Dues	\$ 3,300	\$ 2,800
			01-08-385-71020-365-62312	Insurance	\$ 32,220	\$ 66,617

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Town Hall	Parks Operations	Expense	01-08-385-71020-365-62314	Mileage	\$ 4,550	\$ 4,400		
			01-08-385-71020-365-62325	Caledon Trailway Maintenance	\$ 6,475	\$ 6,367		
			01-08-385-71020-365-62335	Contracted Services	\$ 132,206	\$ 128,706		
			01-08-385-71020-365-62339	Communication Equipment	\$ 2,000	\$ 2,000		
			01-08-385-71020-365-62358	Materials	\$ 74,342	\$ 67,200		
			01-08-385-71020-365-62381	Tree Planting	\$ 26,247	\$ 25,808		
			01-08-385-71020-365-62396	Mobile Phones / Pagers	\$ 940	\$ -		
			01-08-385-71020-365-62418	Debt Repayment	\$ 22,300	\$ 22,300		
			01-08-385-71050-365-62312	Insurance	\$ -	\$ 5,545		
			01-08-385-71070-365-61510	Salaries-Permanent	\$ 241,331	\$ -		
			01-08-385-71070-365-61513	Benefits-Permanent	\$ 74,345	\$ -		
			01-08-385-71070-365-62011	Office Supplies	\$ 750	\$ -		
			01-08-385-71070-365-62310	Training/Development/Seminars	\$ 4,500	\$ -		
			01-08-385-71070-365-62311	Memberships/Dues	\$ 1,500	\$ -		
			01-08-385-71070-365-62314	Mileage	\$ 750	\$ -		
			01-08-385-71070-365-62396	Mobile Phones / Pagers	\$ 269	\$ -		
			Expense Total				\$ 2,432,172	\$ 2,188,936
			Parks Operations Total				\$ 2,030,423	\$ 1,914,564
		Programs & Community Development	Revenue	01-08-455-75900-365-50760	Special Events	\$ (40,000)	\$ (39,000)	
				01-08-455-75910-365-50051	Uniforms - Recovery	\$ (2,000)	\$ (2,000)	
				01-08-455-75910-365-50250	Program Registrations	\$ (375,000)	\$ (315,800)	
				01-08-455-75910-365-50255	Extended Camp Fees	\$ (19,360)	\$ (19,360)	
				01-08-455-75910-365-50258	Reach for the Rainbow	\$ (20,000)	\$ (20,000)	
01-08-455-75910-365-50319	Grants/Subsidies			\$ (20,000)	\$ (15,800)			
Revenue Total				\$ (476,360)	\$ (411,960)			
Expense	01-08-455-40010-365-61510		Salaries-Permanent	\$ 298,397	\$ 109,405			
	01-08-455-40010-365-61512		Salary Recovery	\$ (40,000)	\$ -			
	01-08-455-40010-365-61513		Benefits-Permanent	\$ 84,076	\$ 28,886			
	01-08-455-40010-365-62011		Office Supplies	\$ 750	\$ -			
	01-08-455-40010-365-62310		Training/Development/Seminars	\$ 21,703	\$ -			
	01-08-455-40010-365-62311		Memberships/Dues	\$ 7,350	\$ 4,050			
	01-08-455-40010-365-62314		Mileage	\$ 3,016	\$ 1,800			
	01-08-455-40010-365-62356		Community Development	\$ -	\$ 2,500			
	01-08-455-40010-365-62357		Marketing & Promotion	\$ -	\$ 3,000			
	01-08-455-40010-365-62411		Sundry	\$ 269	\$ -			
	01-08-455-75900-365-62018		Operating Supplies	\$ 5,200	\$ 5,200			
	01-08-455-75900-365-62315		Printing & Advertising	\$ 3,700	\$ 3,700			
	01-08-455-75900-365-62335		Contracted Services	\$ 41,100	\$ 40,000			
	01-08-455-75910-365-61520		Wages-Casual Temporary	\$ 262,871	\$ 215,800			
	01-08-455-75910-365-61523		Benefits-Casual Temporary	\$ 32,628	\$ 26,785			
	01-08-455-75910-365-62014		Uniforms/Protective Clothing	\$ 6,000	\$ 6,000			
	01-08-455-75910-365-62021		Program Supplies	\$ 29,500	\$ 9,000			
	01-08-455-75910-365-62233		Program Expense	\$ -	\$ 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			
	01-08-455-75910-365-62396		Mobile Phones / Pagers	\$ 167	\$ -			
	01-08-455-75970-365-62018		Operating Supplies	\$ 1,000	\$ -			
	01-08-455-75970-365-62335		Contracted Services	\$ 13,000	\$ 11,500			
	01-08-455-77800-365-61510		Salaries-Permanent	\$ -	\$ 63,627			
	01-08-455-77800-365-61512		Salaries - Recovery	\$ -	\$ (40,000)			
	01-08-455-77800-365-61513		Benefits-Permanent	\$ -	\$ 20,013			
	01-08-455-77800-365-62018		Operating Supplies	\$ -	\$ 4,988			
	01-08-455-77800-365-62114		Small Equip Repair/Purchase	\$ -	\$ 500			
	01-08-455-77800-365-62310		Training/Development/Seminars	\$ -	\$ 37,215			
	01-08-455-77800-365-62311		Memberships/Dues	\$ -	\$ 4,300			
	01-08-455-77800-365-62314		Mileage	\$ -	\$ 1,616			
	01-08-455-77800-365-62315		Printing & Advertising	\$ -	\$ 1,349			
	01-08-455-77800-365-62335		Contracted Services	\$ -	\$ 21,370			
	01-08-455-77800-365-62396		Mobile Phones / Pagers	\$ -	\$ 14,640			
	Expense Total				\$ 782,727	\$ 628,244		
	Programs & Community Development Total				\$ 306,367	\$ 216,284		
Support Services	Revenue		01-08-445-40010-365-50319	Grants/Subsidies	\$ (10,000)	\$ -		
			01-08-445-77700-365-50232	Arena Board Advertising	\$ (24,560)	\$ (24,560)		
			01-08-445-77700-365-50417	All Sport Insurance	\$ (10,000)	\$ (8,300)		
			01-08-445-77700-365-50533	Advertising Sales-External	\$ (16,000)	\$ (16,000)		
	Revenue Total				\$ (60,560)	\$ (48,860)		
	Expense		01-08-445-40010-365-61510	Salaries-Permanent	\$ 513,720	\$ 568,753		
			01-08-445-40010-365-61513	Benefits-Permanent	\$ 161,111	\$ 169,101		
			01-08-445-40010-365-61520	Wages-Casual Temporary	\$ 34,600	\$ 34,090		
			01-08-445-40010-365-61523	Benefits-Casual Temporary	\$ 4,295	\$ 4,091		
		01-08-445-40010-365-62011	Office Supplies	\$ 750	\$ -			
		01-08-445-40010-365-62018	Operating Supplies	\$ 1,500	\$ 1,500			
		01-08-445-40010-365-62020	E-Registration Fees	\$ 21,500	\$ 20,000			
		01-08-445-40010-365-62310	Training/Development/Seminars	\$ 9,280	\$ -			
		01-08-445-40010-365-62314	Mileage	\$ 2,200	\$ 4,200			
		01-08-445-40010-365-62315	Printing & Advertising	\$ 72,950	\$ 71,101			
01-08-445-40010-365-62335		Contracted Services	\$ 1,500	\$ 1,500				
01-08-445-40010-365-62356	Community Development	\$ 2,500	\$ -					

TOWN OF CALEDON
2017 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY LOCATION)

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Town Hall	Support Services	Expense	01-08-445-40010-365-62396	Mobile Phones / Pagers	\$ 1,555	\$ -
			01-08-445-40010-365-62411	Sundry	\$ -	\$ 1,118
			01-08-445-77700-365-62326	Game Day Insurance	\$ 10,000	\$ 8,300
	Expense Total				\$ 837,461	\$ 883,754
Support Services Total				\$ 776,901	\$ 834,894	
Town Hall Total				\$ 3,113,691	\$ 2,965,742	
Victoria Parks Community Centre	Facilities & Operations	Revenue	01-08-465-77700-370-50060	Auditorium/Room Rentals	\$ (6,120)	\$ (8,000)
		Revenue Total	\$ (6,120) \$ (8,000)			
		Expense	01-08-465-77700-370-61520	Wages-Casual Temporary	\$ 5,307	\$ 6,100
			01-08-465-77700-370-61523	Benefits-Casual Temporary	\$ 663	\$ 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	\$ 3,460	\$ 3,460
			01-08-465-77700-370-62216	Electricity	\$ 2,036	\$ 2,036
			01-08-465-77700-370-62217	Water/Waste Water	\$ 105	\$ 105
			01-08-465-77700-370-62312	Insurance	\$ 1,075	\$ 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				\$ 18,946	\$ 21,043
	Facilities & Operations Total				\$ 12,826	\$ 13,043
Victoria Parks Community Centre Total				\$ 12,826	\$ 13,043	
Total for Parks and Recreation				\$ 7,245,516	\$ 6,857,661	

TOWN OF CALEDON
2017 CAPITAL BUDGETS - COMMUNITY SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Community Services	17-036	Inglewood Fire Station – Mansard Roof Replacement	Fire & Emergency Services	\$ 140,360
	17-037	Parking Lot Improvements at various Fire Stations		\$ 60,000
	17-129	Fire Training Facility - Phase 3		\$ 350,000
	17-130	VCOM - Capital Plan Projects Phase 1		\$ 110,000
	17-132	JFCC Upgrade - CAD Replacement Project Phase 1		\$ 10,000
	17-133	Personal Protective Equipment		\$ 65,000
	17-134	Large Fire Equipment Replacement		\$ 60,000
	17-136	Bunker Gear Washing Machine		\$ 25,000
	17-138	Pumper/Tanker Replacement (1996)		\$ 500,000
	17-053	Mayfield West Community Centre	Facilities & Operations	\$ 4,750,000
	17-054	Caledon Centre for Recreation & Wellness (CCRW) Exterior Interlock & Curbs		\$ 50,000
	17-056	Caledon Centre for Recreation & Wellness (CCRW) Fieldhouse Track Replacement		\$ 110,000
	17-057	Caledon Centre for Recreation & Wellness (CCRW) Accessible Pool Entrance		\$ 60,000
	17-066	Caledon Centre for Recreation & Wellness (CCRW) Fitness Centre Equipment Replacement		\$ 14,600
	17-067	Albion Bolton Union Community Centre (ABUCC) Dehumidifiers		\$ 90,640
	17-068	Albion Bolton Union Community Centre (ABUCC) Multi-purpose Space Retrofit		\$ 20,000
	17-070	Albion Bolton Union Community Centre(ABUCC)-Windows-Caledon Parent-Child Centre		\$ 50,000
	17-071	Rotary Place Expansion - Design		\$ 30,000
	17-074	Caledon Community Complex (CCC) Banquet Hall and Complex Upgrades		\$ 60,000
	17-081	Caledon Community Complex (CCC) Renovation of Community Room & Hall C		\$ 15,000
	17-083	Roofing and Eavestroughs - Various Facilities		\$ 215,000
	17-085	Mayfield Recreation Complex (MRC) Arena Condensor Replacement		\$ 79,310
	17-087	Mayfield Recreation Complex (MRC) Reseal Wall Joints		\$ 15,000
	17-088	Mayfield Recreation Complex (MRC) Pool Re-Grout and Tile Repair		\$ 15,000
	17-093	Mayfield Recreation Complex (MRC) Arena Floor & Boards		\$ 500,000
	17-094	Lloyd Wilson Centennial Arena (LWCA) Compressor Room Upgrade		\$ 62,500
	17-095	Lloyd Wilson Centennial Arena (LWCA) Lighting Retrofit		\$ 70,000
	17-098	Accessibility - Town-wide Recreation Facilities		\$ 50,000
	17-099	Furniture, Fixtures & Equipment (FF&E) Replacement - Various Recreation Facilities		\$ 75,000
	17-100	Directional Wayfinding & Digital Signage in Recreation Facilities		\$ 35,000

TOWN OF CALEDON
2017 CAPITAL BUDGETS - COMMUNITY SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Community Services	17-001	Playground Replacement - Hubert Corless Park	Parks Operations	\$ 40,000
	17-002	Playground Rubber Surface Repairs- Adam Wallace Memorial park		\$ 100,000
	17-003	Park Sign Replacements		\$ 15,000
	17-004	Ball Diamond Infield Replacements (3 Locations)		\$ 125,000
	17-005	Picnic Table Frames and Lumber		\$ 15,000
	17-006	Caledon Trailway Aerial Brush Clearing		\$ 20,000
	17-007	North Hill Park Warning Track Reconstruction		\$ 75,000
	17-008	Electronic Lock System Installation at Caledon East Soccer Complex and Edelweiss Park		\$ 8,000
	17-009	Lina Marino Park Parking Lot Improvements		\$ 30,000
	17-010	Park Path Accessibility Improvements		\$ 25,000
	17-011	Backstop Replacements at Victoria Parks		\$ 11,000
	17-012	Inglewood Tennis Court Resurfacing		\$ 80,000
	17-013	Argo Neighbourhood Park (Mayfield West)		\$ 300,000
	17-014	Caledon East Soccer Field Lighting		\$ 200,000
	17-016	Palgrave Community Trail		\$ 100,000
	17-017	Bolton Camp Challenger Baseball Diamond		\$ 445,000
	17-021	Alton Ball Park Junior Playground		\$ 20,000
	17-022	Street Tree Replacements		\$ 180,000
	17-024	Alton Village Square Water and Hydro Service		\$ 64,000
	17-147	Kingsview Path Light Replacements		\$ 11,000
	17-039	Alton Village Heritage Conservation District Study	Policy & Sustainability	\$ 80,000
	17-044	Palgrave Estate Residential Area Policy Review		\$ 60,000
	17-045	Village and Hamlet Infill Policy Review		\$ 50,000
Community Services Total				\$ 9,741,410

Town of Caledon
2018-2027 Total Capital Projects Details and Funding Sources
Department Community Services

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources				Total Funding
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Project Cost	Tax Levy	Reserves	Development Charges	
Baseline	Apparatus/Support	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 675,000	\$ 700,000	\$ 725,000	\$ 725,000	\$ 725,000	\$ 6,925,000	\$ 6,250,000	\$ 675,000	- \$	\$ 6,925,000
	Buildings	\$ 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
	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
	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
	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
	Personal Protective Equipment	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000	\$ 500,000	- \$	- \$	\$ 500,000
	Pioneer Cemetery	\$ 65,000										\$ 65,000	\$ 65,000	- \$	- \$	\$ 65,000
	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		\$ 1,990,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,925,000	\$ 1,950,000	\$ 1,975,000	\$ 1,975,000	\$ 1,975,000	\$ 19,490,000	\$ 18,669,500	\$ 675,000	\$ 145,500	\$ 19,490,000
Above Baseline	ABUCC - Front Entrance and Lobby Renovations							\$ 60,000				\$ 600,000	\$ 600,000	- \$	- \$	\$ 600,000
	ABUCC - HVAC Replacements (3)											\$ 60,000	\$ 60,000	- \$	- \$	\$ 60,000
	ABUCC - ICE Resurfacer											\$ 100,000	\$ 100,000	- \$	- \$	\$ 100,000
	ABUCC - Lighting Retrofit	\$ 150,000										\$ 150,000	\$ 150,000	- \$	- \$	\$ 150,000
	ABUCC - Refrigeration Upgrades										\$ 175,000	\$ 175,000	\$ 175,000	- \$	- \$	\$ 175,000
	ABUCC - Arena Upgrades								\$ 400,000			\$ 400,000	\$ 400,000	- \$	- \$	\$ 400,000
	ABUCC Auditorium Upgrades	\$ 120,000										\$ 120,000	\$ 120,000	- \$	- \$	\$ 120,000
	Alton Addition			\$ 600,000								\$ 600,000	\$ 60,000	- \$	\$ 540,000	\$ 600,000
	Alton Community Room Sound Improvement	\$ 8,000										\$ 8,000	\$ 8,000	- \$	- \$	\$ 8,000
	Bolton - Community Park 1 (Post 2018)		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000						\$ 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
	Bolton - Hardball Diamond #2		\$ 1,055,000									\$ 1,055,000	\$ 420,500	- \$	\$ 634,500	\$ 1,055,000
	Bolton Area Recreation Facility- Plan								\$ 300,000			\$ 300,000	\$ 300,000	- \$	- \$	\$ 300,000
	Bolton Urban Expansion Studies (Residential)			\$ 800,000			\$ 800,000			\$ 300,000		\$ 1,600,000	\$ 91,400	- \$	\$ 1,508,600	\$ 1,600,000
	Built Heritage Inventory Update	\$ 90,000										\$ 90,000	\$ 24,525	- \$	\$ 65,475	\$ 90,000
	Caledon East - Community Park 1 (Post 2018)		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000						\$ 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
	Caledon East - Neighborhood Park	\$ 300,000										\$ 300,000	\$ 43,500	- \$	\$ 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		\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000						\$ 8,000,000	\$ 1,160,000	- \$	\$ 6,840,000	\$ 8,000,000
	Caledon Village Addition			\$ 800,000								\$ 800,000	\$ 260,000	- \$	\$ 540,000	\$ 800,000
	Caledon Village Place - New Elevator						\$ 300,000					\$ 300,000	\$ 300,000	- \$	- \$	\$ 300,000
	CCC - A/C System (Lobby & Offices)	\$ 75,000										\$ 75,000	\$ 75,000	- \$	- \$	\$ 75,000
	CCC - Banquet Hall & Office Windows	\$ 25,000										\$ 25,000	\$ 25,000	- \$	- \$	\$ 25,000
	CCC - Banquet Hall Divider	\$ 150,000										\$ 150,000	\$ 150,000	- \$	- \$	\$ 150,000
	CCC - Complex Entrance & Lobby Renovations				\$ 250,000							\$ 250,000	- \$	\$ 250,000	- \$	\$ 250,000
	CCC - Electronic Door Stops			\$ 50,000								\$ 50,000	\$ 50,000	- \$	- \$	\$ 50,000
	CCC - Electronic Road Sign					\$ 25,000						\$ 25,000	\$ 25,000	- \$	- \$	\$ 25,000
	CCC - Heating & Ventilation (Pad 1)							\$ 50,000				\$ 50,000	\$ 50,000	- \$	- \$	\$ 50,000
	CCC - HVAC & BAS (Complex Side Only)						\$ 130,000					\$ 130,000	\$ 130,000	- \$	- \$	\$ 130,000
	CCC - ICE Resurfacer	\$ 130,000										\$ 130,000	\$ 130,000	- \$	- \$	\$ 130,000
	CCC - Pad 1 & 2 Heating System Replacement										\$ 60,000	\$ 60,000	\$ 60,000	- \$	- \$	\$ 60,000
	CCC - Pad 1 & 2 Lighting Retrofit					\$ 300,000						\$ 300,000	\$ 300,000	- \$	- \$	\$ 300,000
	CCC - Pad 2 Condenser			\$ 75,000								\$ 75,000	\$ 75,000	- \$	- \$	\$ 75,000
	CCC - Refrigeration Plant Upgrade										\$ 500,000	\$ 500,000	\$ 500,000	- \$	- \$	\$ 500,000
	CCRW - Aqua Centre Sound System Upgrades		\$ 20,000									\$ 20,000	\$ 20,000	- \$	- \$	\$ 20,000
	CCRW - Compressor Upgrades	\$ 70,000										\$ 70,000	\$ 70,000	- \$	- \$	\$ 70,000
	CCRW - Hot Tub Replacement	\$ 200,000										\$ 200,000	\$ 200,000	- \$	- \$	\$ 200,000
	CCRW - HVAC Upgrade		\$ 75,000									\$ 75,000	- \$	\$ 75,000	- \$	\$ 75,000
	CCRW - North Hill Parking Lot		\$ 160,000									\$ 160,000	- \$	\$ 160,000	- \$	\$ 160,000
	CCRW - Outdoor Rink Lighting	\$ 30,000										\$ 30,000	\$ 30,000	- \$	- \$	\$ 30,000
	CCRW - Outdoor Rink Rooftop Unit Relocation	\$ 80,000										\$ 80,000	\$ 80,000	- \$	- \$	\$ 80,000
	CCRW - Outdoor Upgrades	\$ 50,000										\$ 50,000	\$ 50,000	- \$	- \$	\$ 50,000
	CCRW - Pool Pumps & Filters									\$ 100,000		\$ 100,000	\$ 100,000	- \$	- \$	\$ 100,000
	CCRW - Roof Replacement										\$ 250,000	\$ 250,000	\$ 250,000	- \$	- \$	\$ 250,000
	CCRW - Youth Centre Lighting Retrofit		\$ 60,000									\$ 60,000	- \$	\$ 60,000	- \$	\$ 60,000
	Cheltenham - Parkette (Post 2018)		\$ 180,000									\$ 180,000	\$ 26,100	- \$	\$ 153,900	\$ 180,000
	Commercial Policy Review										\$ 120,000	\$ 120,000	\$ 120,000	- \$	- \$	\$ 120,000
	Comprehensive Zoning By-law Update			\$ 80,000			\$ 80,000					\$ 160,000	\$ 82,400	- \$	\$ 77,600	\$ 160,000
	Cultural Heritage Landscape Inventory Update	\$ 40,000										\$ 40,000	\$ 10,900	- \$	\$ 29,100	\$ 40,000
	Cultural Heritage Master Plan			\$ 100,000								\$ 100,000	\$ 51,500	- \$	\$ 48,500	\$ 100,000
	Employment Land needs Study										\$ 100,000	\$ 100,000	\$ 51,400	- \$	\$ 48,600	\$ 100,000
	Heritage Conservation District Study - Alton	\$ 65,000										\$ 65,000	\$ 65,000	- \$	- \$	\$ 65,000
	Heritage Conservation District Study - Belfountain		\$ 65,000	\$ 65,000								\$ 130,000	\$ 130,000	- \$	- \$	\$ 130,000
	Heritage Conservation District Study - Cheltenham				\$ 170,000							\$ 170,000	\$ 92,400	- \$	\$ 77,600	\$ 170,000
	ICC Bathroom Renovations				\$ 30,000							\$ 30,000	\$ 30,000	- \$	- \$	\$ 30,000
	ICC Electronic Road Sign	\$ 25,000										\$ 25,000	\$ 25,000	- \$	- \$	\$ 25,000
	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
	Johnston Sports Park Phase 6									\$ 1,500,000		\$ 1,500,000	\$ 285,000	- \$	\$ 1,215,000	\$ 1,500,000
	Joint Fire Communications Upgrade	\$ 500,000	\$ 100,000	\$ 100,000			\$ 300,000			\$ 300,000		\$ 1,300,000	\$ 1,300,000	- \$	- \$	\$ 1,300,000
	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					\$ 60,000						\$ 60,000	\$ 60,000	- \$	- \$	\$ 60,000
	LWCA - ICE Resurfacer			\$ 100,000								\$ 100,000	\$ 100,000	- \$	- \$	\$ 100,000

Town of Caledon
2018-2027 Total Capital Projects Details and Funding Sources
Department Community Services

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources				Total Funding
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Project Cost	Tax Levy	Reserves	Development Charges	
Above Baseline	LWCA - Refrigeration Upgrades					\$ 200,000						\$ 200,000	\$ 200,000	\$ -	\$ -	\$ 200,000
	Margaret Dunn - HVAC Replacement						\$ 40,000					\$ 40,000	\$ 40,000	\$ -	\$ -	\$ 40,000
	Master Plan - Fire							\$ 100,000		\$ 100,000		\$ 100,000	\$ 51,500	\$ -	\$ 48,500	\$ 100,000
	Mayfield West - Community Park #3		\$ 1,200,000									\$ 1,200,000	\$ 174,000	\$ -	\$ 1,026,000	\$ 1,200,000
	Mayfield West Community Centre # 1	\$ 5,550,000										\$ 5,550,000	\$ 832,500	\$ -	\$ 4,717,500	\$ 5,550,000
	Mayfield West II - Community Park										\$ 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
	Mayfield West Recreation Centre # 2						\$ 12,094,435					\$ 12,094,435	\$ 5,029,230	\$ -	\$ 7,065,205	\$ 12,094,435
	Mayfield West Recreation Centre # 2 -Tax Cashflow							\$ 11,351,856	\$ 6,503,709			\$ 17,855,565	\$ 17,855,565	\$ -	\$ -	\$ 17,855,565
	Mayfield West Urban Expansion Studies (Residential)		\$ 1,000,000				\$ 1,000,000					\$ 2,000,000	\$ 139,900	\$ -	\$ 1,860,100	\$ 2,000,000
	Mono Mills Addition					\$ 600,000						\$ 600,000	\$ 150,000	\$ -	\$ 450,000	\$ 600,000
	MRC - Arena Floor & Boards	\$ 500,000										\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	MRC - Electrical Road Sign		\$ 25,000									\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
	MRC - Expansion						\$ 12,600,000					\$ 12,600,000	\$ 1,827,000	\$ -	\$ 10,773,000	\$ 12,600,000
	MRC - Exterior LED Light Fixtures	\$ 20,000										\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 20,000
	MRC - FFE			\$ 266,666	\$ 266,667	\$ 266,667						\$ 800,000	\$ 800,000	\$ -	\$ -	\$ 800,000
	MRC - Front Entrance, accessible path	\$ 100,000										\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
	MRC - HVAC and Electric Panel at Dressing Room, Arena Lobby and Meeting Room	\$ 70,000										\$ 70,000	\$ 70,000	\$ -	\$ -	\$ 70,000
	MRC - Low Flow Water Fixtures	\$ 12,500										\$ 12,500	\$ 12,500	\$ -	\$ -	\$ 12,500
	MRC - Parking Lot		\$ 400,000									\$ 400,000	\$ -	\$ 400,000	\$ -	\$ 400,000
	MRC - Pool Pumps, Filters & Boiler	\$ 175,000										\$ 175,000	\$ 175,000	\$ -	\$ -	\$ 175,000
	Neighborhood Park - Alton	\$ 300,000										\$ 300,000	\$ 43,500	\$ -	\$ 256,500	\$ 300,000
	Neighborhood Park - Bolton	\$ 300,000										\$ 300,000	\$ 43,500	\$ -	\$ 256,500	\$ 300,000
	Neighbourhood Park - Bolton	\$ 300,000										\$ 300,000	\$ 30,000	\$ -	\$ 270,000	\$ 300,000
	Neighbourhood Park - Mayfield West II						\$ 300,000					\$ 300,000	\$ 43,500	\$ -	\$ 256,500	\$ 300,000
	New Equipment - Between Snelgrove & Bolton			\$ 550,000	\$ 550,000							\$ 1,100,000	\$ 110,000	\$ -	\$ 990,000	\$ 1,100,000
	New Fire Station - Between Snelgrove & Bolton		\$ 1,500,000	\$ 4,200,000								\$ 5,700,000	\$ 570,000	\$ -	\$ 5,130,000	\$ 5,700,000
	New Pumper/Quint - Between Snelgrove & Bolton				\$ 1,000,000							\$ 1,000,000	\$ 100,000	\$ -	\$ 900,000	\$ 1,000,000
	New Pumper/Tanker - Between Snelgrove & Bolton				\$ 600,000							\$ 600,000	\$ 60,000	\$ -	\$ 540,000	\$ 600,000
	Official Plan 5 Year Review				\$ 250,000	\$ 250,000					\$ 250,000	\$ 750,000	\$ 386,250	\$ -	\$ 363,750	\$ 750,000
	Official Plan Policy Implementation	\$ 100,000					\$ 100,000					\$ 200,000	\$ 90,875	\$ -	\$ 109,125	\$ 200,000
	Palgrave Addition	\$ 550,000										\$ 550,000	\$ 137,500	\$ -	\$ 412,500	\$ 550,000
	Parks/Playgrounds/Paths/Courts Top Up	\$ 40,000	\$ 60,000	\$ 40,000	\$ 150,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ 650,000
	Personal Protective Equipment (Top Up)	\$ 10,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 180,000	\$ -	\$ 180,000	\$ -	\$ 180,000
	Provincial Policy Conformity/ Plan Conformity Exercise										\$ 250,000	\$ 250,000	\$ 128,500	\$ -	\$ 121,500	\$ 250,000
	Review of Aggregate Policy					\$ 50,000						\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000
	Rotary Place - Rooftop Unit Replacement & Relocation		\$ 75,000									\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 75,000
	Rotary Place - Shingle Roof Replacement		\$ 50,000									\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000
	Rotary Place Expansion			\$ 500,000								\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000
	SCBA Replacement							\$ 1,600,000				\$ 1,600,000	\$ 1,600,000	\$ -	\$ -	\$ 1,600,000
	Settlement Area Boundary Expansion Studies				\$ 250,000	\$ 250,000						\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	Snelgrove Renovation				\$ 300,000							\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000
	SSMP's - Village Studies								\$ 250,000			\$ 250,000	\$ 17,488	\$ -	\$ 232,513	\$ 250,000
	Trail Development - Palgrave Community Trail	\$ 100,000										\$ 100,000	\$ 23,500	\$ -	\$ 76,500	\$ 100,000
	Trail Development - Town Wide North South Route	\$ 199,000					\$ 399,000					\$ 598,000	\$ 140,530	\$ -	\$ 457,470	\$ 598,000
	Trail Development - Town Wide North South Route (Post 2018)							\$ 399,000		\$ 399,000		\$ 798,000	\$ 187,530	\$ -	\$ 610,470	\$ 798,000
	Transportation Planning Studies					\$ 100,000					\$ 125,000	\$ 225,000	\$ 115,875	\$ -	\$ 109,125	\$ 225,000
	Urban Boundary Expansion - Mayfield West Employment	\$ 200,000										\$ 200,000	\$ 10,000	\$ -	\$ 190,000	\$ 200,000
	Urban Boundary Expansion - Tullamore Employment		\$ 450,000	\$ 450,000			\$ 500,000	\$ 500,000				\$ 1,900,000	\$ 132,905	\$ -	\$ 1,767,095	\$ 1,900,000
	User Gear Replacement (Radios 2023-2025)				\$ 450,000	\$ 450,000						\$ 900,000	\$ 900,000	\$ -	\$ -	\$ 900,000
	Victoria - Employment Expansion		\$ 200,000	\$ 200,000								\$ 400,000	\$ 27,980	\$ -	\$ 372,020	\$ 400,000
	Victoria Parks - Pave Driveway and Parking Lot		\$ 100,000									\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000
Above Baseline Total		\$ 12,674,500	\$ 10,285,000	\$ 12,996,666	\$ 7,286,667	\$ 7,671,667	\$ 34,283,435	\$ 12,480,856	\$ 9,133,709	\$ 3,179,000	\$ 2,910,000	\$ 112,901,500	\$ 47,484,252	\$ 2,725,000	\$ 62,692,248	\$ 112,901,500
Grand Total		\$ 14,664,500	\$ 12,210,000	\$ 14,921,666	\$ 9,211,667	\$ 9,596,667	\$ 36,208,435	\$ 14,430,856	\$ 11,108,709	\$ 5,154,000	\$ 4,885,000	\$ 132,391,500	\$ 66,153,752	\$ 3,400,000	\$ 62,837,748	\$ 132,391,500

2017

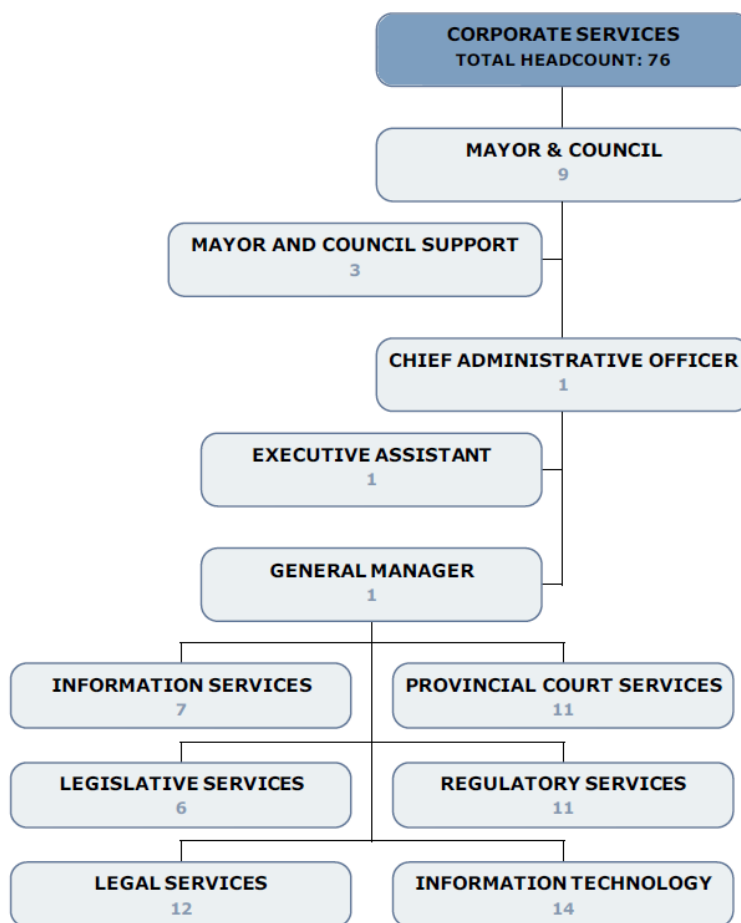
ANNUAL BUDGET FISCAL YEAR 2017

Corporate Services



2017 Business Plan – Corporate Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



Under the direction of the General Manager of Corporate Services / Town Clerk, Corporate Services is responsible for:

Information Technology

- Identifies, implements, manages and supports the Town's enterprise applications to drive excellence in service delivery
- Plans, develops, implements, manages secures, and supports the Town's network infrastructure, software applications, geographic information system, end user PCs and devices, and telecommunication components
- Provides IT Help Desk services to support the use of technology and address service requests and issues

Information Services

- Administers corporate records management program for the corporation and manages in-active files transferred to the Records Centre
- Administers access and privacy requirements and co-ordinates freedom of information requests in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*
- First point of contact to all incoming calls from automated phone system responding to general information inquiries and re-directing callers to appropriate staff or department
- Processes, sorts and distributes incoming and outgoing corporate mail and incoming faxes

2017 Business Plan – Corporate Services

Legal Services

- Provides legal advice to Council and Staff in respect of the *Municipal Act, Planning Act, Ontario Heritage Act, the Building Code*, various Provincial and Town planning policies as well as in respect of interpretation of statute and regulations, agreements, real estate transactions and by-law drafting
- Represents the Town at the Ontario Municipal Board, Building Code Commission and Niagara Escarpment Hearing Office, Conservation Review Board in respect of appeals arising out of Committee and Council decision-making
- 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
- Carries out all real estate transaction matters in respect of Town lands
- Provides general legal advice and prepares agreements and other legal documents for policy related matters

Legislative Services

- Provides legislative and administrative support to internal and external stakeholders, including Council and committees of Council
- Administers and coordinates the Council and Committee Agenda Management System, including the distribution and reporting out of decisions and directions
- Provides internal support and resources with respect to agenda Items, including report writing
- Coordinates the committee recruitment and appointment process, including the orientation and training program
- Conducts municipal elections and the Council orientation process
- Ensures compliance with the *Accessibility for Ontarians with Disabilities Act*
- Provides advice and support with respect to the development of Corporate Policies, Procedures and By-laws
- Coordinates permanent and special occasion liquor licence applications

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
- Processes 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

Regulatory Services

- Provides efficient and effective By-law, Animal Control, Licensing and Parking Enforcement services through adherence to regulatory and statutory obligations
- Collaborates with the various enforcement agencies
- Ensures public confidence to support clean and well maintained neighbourhoods throughout the enforcement of property standards
- Ensures a level playing field for businesses by enforcing non-compliance of zoning complaints
- Operates the Town's Animal Shelter, including processing animal adoptions and safe return of lost pets
- Administers claims and conducts investigations under the *Protection of Livestock and Poultry Act*

2017 Business Plan – Corporate Services

Office of the Mayor

- Provides executive support and guidance to the Mayor
- Coordinates Council community engagement initiatives
- Responds to public inquiries
- Provides administrative support and calendar management to Members of Council

2. MAJOR CUSTOMERS OR CLIENTS

- Members of Council and its committees
- Town Staff
- Residents and business in the Town of Caledon
- Other levels of government
- External agencies

3. 2016 ACHIEVEMENTS

Information Technology

- Deployment of enhanced telephone services to employees in support of the Town's customer service enhancement initiatives
- Implemented Public WiFi at various Town-owned facilities
- 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

Information Services

- Processed over 65 freedom of information requests, many of which were complex
- Trained new employees regarding Freedom of Information and Corporate Records Management program
- Improved re-routing of corporate incoming fax services
- Continued to improve customer service response measures through departmental phone queues

Legal Services

- Developed guidelines and training for Hearing Tribunal
- Corporate video surveillance policy drafted
- Developed a policy and procedure regarding the Town's position in appeals of Committee of Adjustment decisions
- Won and/or received favourable outcomes in all OMB appeals litigated in 2016, namely appeals
- Registered three subdivision and condominium plans
- Assisted in creating Subdivision and Condominium Processes manuals
- Standardized conditions of draft approval of Subdivision and Condominium
- Created various internal processes to streamline legal services provided to internal Town departments

Legislative Services

- Applied the new Governance Structure, including a new Procedural By-law
- Implemented an electronic Agenda Management System for Council and Committee meeting Agendas and other related documents
- Assisted the Bolton Business Improvement Area with the development and implementation of a new Consolidated Procedural By-law and Constitution

2017 Business Plan – Corporate Services

- Developed and implemented a Public Complaint Policy and related Procedures
- Enhanced and streamlined the governance pages on the Town's website, including information regarding delegations, presentations and petitions
- Developed a consolidated Delegated Authority By-law and applicable Policies, including Accountability and Transparency Policy, Delegated Authority Policy and Recruitment and Selection Policy
- Developed a Correspondence Policy for incoming correspondence addressed to Council and the Town Clerk

Provincial Offences Court

- Maintained a 98% average telephone service level.
- Remained on target with operating expense budget with increased revenue expectations.
- Developed pilot for various collection methods for future implementation.
- Coordination of accessible and security upgrades to the courtroom with Facility staff.

Regulatory Services

- Implemented a Clean-Yards By-law and process
- Developed a Donation Box Business Licensing program
- Collaborated with the various enforcement agencies to take a wholesome approach to enforcement within the Town of Caledon
- Collaborated with Planning to work on regulating and enforcing Zoning issues
- Utilizing technology to improve efficiency, reduce errors and to provide data to support strategic parking enforcement operations.
- Successful compliance of the Winter Parking Ban process
- Established a new Dog Licensing Program

Office of the Mayor

- Streamlined the process for Proclamations
- Increased public engagement initiatives such as: Seniors Forum, Business Events, Coffee with Council
- Made significant enhancements to the Mayor's social media platform increasing public exposure
- Developed a Mayor's newsletter template
- Created a weekly "What's happening in Caledon" list for Members of Council

4. 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 2017 and beyond are as follows:

2017 Business Plan – Corporate Services

Information Technology

Trends	Challenges
<ul style="list-style-type: none"> • Cloud / Web based services • Data Warehousing and Data Marts for the consumption of business information • Self Service: enabling customers to serve themselves anywhere and anytime for services such as program registration, permits/applications, general inquiries, and service requests 	<ul style="list-style-type: none"> • Increased demands for connectivity speeds and options for increasingly mobile and technology dependent users • 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

Information Services

Trends	Challenges
<ul style="list-style-type: none"> • Ensuring the public's increased expectation of availability and access to Town held information is maintained • Increased number of calls from automated phone system due to the elimination of direct phone lines to Town facilities significantly impacted demands on switchboard 	<ul style="list-style-type: none"> • Increased number of Freedom of Information requests impacts staff resources and time significantly; Requests are becoming more complex • The need for an electronic document management program to manage both paper and electronic records

Legal Services

Trends	Challenges
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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

Legislative Services

Trends	Challenges
<ul style="list-style-type: none"> • Engaging the public and ensuring accurate information is delivered on Council decisions • Ensuring agenda item material, including staff reports, are presented in a consistent and reader friendly manner to allow for clear and concise decision making practices and public understanding • Ensuring the Town's processes continue to reflect a high standard of accountable and transparent government practices 	<ul style="list-style-type: none"> • Increased demands for accessibility service measures, including accessible documentation, online forms, etc.

2017 Business Plan – Corporate Services

Provincial Offences Court

Trends	Challenges
<ul style="list-style-type: none">Economic trends influence collection efforts	<ul style="list-style-type: none">Judicial and prosecution independence creates scheduling challenges for court matters

Regulatory Services

Trends	Challenges
<ul style="list-style-type: none">There has been an increase in public complaints in respect of properties being used for wedding celebrations and alleged places of worship that impact neighbours and contravene the Zoning By-lawThere is an increasing demand for large commercial fill sites to accommodate the development activities of the various municipalities of the GTA	<ul style="list-style-type: none">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-lawThere is an increase in the number of Property Standards complaints throughout Caledon, many related to the condition of residents' propertiesOutdated policies and by-laws not meeting the demands of the public

Office of the Mayor

Trends	Challenges
<ul style="list-style-type: none">Social Media is expanding the avenues for engagement and drawing heavily on staff resources to maintain	<ul style="list-style-type: none">Managing increased workload and growing public expectationsAdapting to Caledon's growing and changing demographic

2017 Business Plan – Corporate Services

5. 2017 DEPARTMENTAL PRIORITIES

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, The Council Work Plan identified the following nine priority areas. The following is a prioritized list of the 2017 departmental priorities that the department intends to undertake with the 2017 Operating and Capital Budget requested as part of this Business Plan:

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
GENERAL															
1	Hold meeting with all staff in Corporate Services to provide updates and information to increase communication between divisions bi-annually	Base Operating Budget													
2	Create a dynamic organizational chart on the intranet for staff	Base Operating Budget													
3	Establish Key Performance indicators for each division to assist with determining workload and resource allocation	Base Operating Budget													
INFORMATION TECHNOLOGY															
1	Continue to work with South Western Ontario municipal partners in the buildout of high speed internet services throughout the Town	Capital Budget													

2017 Business Plan – Corporate Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
2	Continue to drive and support the business process and system optimization of the Town's enterprise permitting and licensing platform (AMANDA) in preparation for future self-service functionality	Capital Budget													
3	Update the Information Technology Strategic Plan to address technology trends and the needs of the Town	Capital Budget													
4	Continue to identify, implement, and develop capabilities with key service delivery platforms, required to streamline and enhance the delivery of Town services	Capital Budget													
INFORMATION SERVICES															
1	Maintain apprised of municipal best practices relating to records management	Base Operating Budget													
2	Prepare for the implementation of an electronic document management system	Base Operating Budget													
3	Perform staff training regarding FOI and Records Management	Base Operating Budget													
LEGISLATIVE SERVICES															
1	Provide corporate training concerning writing Staff Reports, Memos and By-laws	Base Operating Budget													

2017 Business Plan – Corporate Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
2	Post all public facing By-laws from pdf to html for greater accessibility	Base Operating Budget													
3	Implement a "Council Highlights" for internal distribution and engagement	Base Operating Budget													
4	Improve Communication and service to internal departments regarding the Council Committee process	Base Operating Budget													
5	Research and secure an election management software program for 2018, including voting options	Base Operating Budget													
6	Meet legislative requirements of the amended Municipal Elections Act	Base Operating Budget													
LEGAL SERVICES															
1	Initiate workflow management to manage caseload	Base Operating Budget													
2	Continue with training of enforcement	Base Operating Budget													
3	Develop land sales policy and processes	Base Operating Budget													
4	Investigate and implement an automated/electronic disclosure process	Base Operating Budget													
5	Create templates for common agreements	Base Operating Budget													

2017 Business Plan – Corporate Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
6	Continue with implementing efficiencies as a result of the amalgamation of the two legal teams	Base Operating Budget												
PROVINCIAL OFFENCES COURT														
1	Utilize collection efforts in collaboration with Corporate Services - Finance Division	Base Operating Budget												
2	Improve customer service experience on-line through fillable and electronic return of applications.	Base Operating Budget												
3	Continue with review of POA Inter-municipal Agreements for Dufferin Court Service area.	Base Operating Budget												
4	Continue with developing Best Practice Procedures for shared use among enforcement agencies, prosecution and administration.	Base Operating Budget												
REGULATORY SERVICES														
1.	Work with Planning and Zoning to develop procedures that support a fair and equitable enforcement process for Zoning and Plans of Subdivision.	Base Operating Budget												
2.	Investigate and implement a project to pro-actively enforce Trailer Storage Yard infractions.	Base Operating Budget												

2017 Business Plan – Corporate Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
3.	Complete a review of the Animal Shelter to identify service level improvements	Base Operating Budget												
OFFICE OF THE MAYOR														
1	Organize a Youth Forum to engage the youth in the municipality	Base Operating Budget												
2	Development a resident inquiry process	Base Operating Budget												

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Information Services	Administration	Revenue	01-05-525-40010-365-50519	F.O.I. Fees	\$ (900)	\$ (900)		
		Revenue Total			\$ (900)	\$ (900)		
		Expense	01-05-525-40010-365-61510	Salaries - Permanent	\$ 347,412	\$ 293,422		
			01-05-525-40010-365-61513	Benefits-Permanent	\$ 110,449	\$ 87,330		
			01-05-525-40010-365-61520	Wages-Casual Temporary	\$ 10,600	\$ 72,259		
			01-05-525-40010-365-61523	Benefits-Casual Temporary	\$ 1,316	\$ 19,906		
			01-05-525-40010-365-62011	Office Supplies	\$ 1,500	\$ 1,500		
			01-05-525-40010-365-62306	Publications	\$ -	\$ 200		
			01-05-525-40010-365-62310	Training/Development/Serminars	\$ 3,000	\$ 3,000		
			01-05-525-40010-365-62311	Memberships/Dues	\$ 1,000	\$ 1,000		
			01-05-525-40010-365-62314	Mileage	\$ 620	\$ 200		
			01-05-525-40010-365-62396	Mobile Phones/Pagers	\$ 300	\$ 300		
			01-05-525-40010-365-62437	Contribution to Reserves	\$ 5,000	\$ 5,000		
		Expense Total			\$ 481,197	\$ 484,117		
Total Information Services					\$ 480,297	\$ 483,217		
Information Technology	Information Technology	Revenue	01-01-335-43080-365-50050	Miscellaneous	\$ (1,388)	\$ (1,388)		
			01-01-335-43080-365-50300	Internal Recoveries	\$ (202,092)	\$ -		
		Revenue Total			\$ (203,480)	\$ (1,388)		
		Expense	01-01-335-43080-365-61510	Salaries-Permanent	\$ 1,363,112	\$ 1,000,401		
			01-01-335-43080-365-61511	Overtime-Permanent	\$ 20,000	\$ -		
			01-01-335-43080-365-61512	Recovery-Salaries-Permanent	\$ (117,308)	\$ (108,235)		
			01-01-335-43080-365-61513	Benefits-Permanent	\$ 409,333	\$ 289,005		
			01-01-335-43080-365-62011	Office Supplies	\$ 1,000	\$ 1,000		
			01-01-335-43080-365-62014	Uniforms/Protective Clothing	\$ 500	\$ 500		
			01-01-335-43080-365-62303	New Staff Computer	\$ 32,000	\$ 12,000		
			01-01-335-43080-365-62310	Training/Development/Seminars	\$ 48,850	\$ 24,500		
			01-01-335-43080-365-62311	Memberships/Dues	\$ 10,350	\$ 5,000		
			01-01-335-43080-365-62314	Mileage	\$ 4,600	\$ 3,600		
			01-01-335-43080-365-62396	Mobile Phones / Pagers	\$ 5,200	\$ 5,200		
			01-01-335-43080-365-62412	Special Charges	\$ 1,000	\$ 1,000		
			01-01-335-43080-365-62437	Contracted Services	\$ 50,000	\$ -		
			Expense Total			\$ 1,828,637	\$ 1,233,971	
			Total Corporate Services-Information Technology					\$ 1,625,157
		General Governance & Administration	Administration	Revenue	01-05-115-40010-365-50351	Perm. Liquor Licenses	\$ (9,470)	\$ (9,470)
	01-05-115-40010-365-50421			Marriage Registration	\$ (23,825)	\$ (23,825)		
	01-05-115-40010-365-50422			Death Registration	\$ (4,000)	\$ (4,000)		
	01-05-115-40010-365-50521			Commissioning Fees	\$ (1,565)	\$ (1,565)		
	01-05-115-40010-365-50522			Copy Fees	\$ (829)	\$ (829)		
	01-05-115-40010-365-50634			Lottery Licenses	\$ (1,500)	\$ (500)		
	01-05-115-47180-365-50534			Filing Fees	\$ -	\$ (3,000)		
Revenue Total					\$ (41,189)	\$ (43,189)		
Expense	01-05-115-40010-365-61510			Salaries-Permanent	\$ 899,307	\$ 816,752		
	01-05-115-40010-365-61513			Benefits-Permanent	\$ 254,787	\$ 222,756		
	01-05-115-40010-365-62011			Office Supplies	\$ 2,000	\$ 2,500		
	01-05-115-40010-365-62306			Publications	\$ 700	\$ 950		
	01-05-115-40010-365-62310			Training/Development/Seminars	\$ 15,000	\$ 6,000		
	01-05-115-40010-365-62311			Memberships/Dues	\$ 24,000	\$ 23,770		
	01-05-115-40010-365-62312			Insurance	\$ 1,313	\$ 2,789		
	01-05-115-40010-365-62314			Mileage	\$ 2,500	\$ 1,800		
	01-05-115-40010-365-62335			Contracted Services	\$ 100,000	\$ 79,000		
	01-05-115-40010-365-62346			Courier	\$ 250	\$ 500		
	01-05-115-40010-365-62396			Mobile Phones / Pagers	\$ 1,900	\$ 1,900		
	01-05-115-40010-365-62436			Council Meetings	\$ 4,600	\$ 6,600		
	01-05-115-40010-365-62658			Public Relations	\$ 20,000	\$ 17,750		
	01-05-115-47160-365-62310			Training/Development/Seminars	\$ 1,000	\$ 1,000		
	01-05-115-47160-365-62314			Mileage	\$ 600	\$ 800		
	01-05-115-47160-365-62335			Contracted Services	\$ 11,000	\$ 9,000		
	01-05-115-47160-365-62346			Courier	\$ 500	\$ 500		
	01-05-115-47160-365-62375			Meeting Expenses	\$ 1,000	\$ 1,200		
	01-05-115-47170-365-61510			Salaries-Permanent	\$ 378,697	\$ 372,070		
	01-05-115-47170-365-61513			Benefits - Permanent	\$ 133,471	\$ 125,687		
	01-05-115-47170-365-62011			Office Supplies	\$ 4,500	\$ 4,000		
	01-05-115-47170-365-62310			Training/Development/Seminars	\$ 12,000	\$ 12,000		
	01-05-115-47170-365-62315			Printing & Advertising	\$ 6,000	\$ 6,000		
	01-05-115-47170-365-62323			Acting Mayor	\$ 1,000	\$ 1,000		
	01-05-115-47170-365-62396			Mobile Phones/Pagers	\$ 6,500	\$ 4,500		
	01-05-115-47180-365-62335			Contracted Services	\$ 2,220	\$ 2,000		
	01-05-115-47180-365-62437			Contribution to Reserves	\$ 77,500	\$ 60,000		
	01-05-115-47205-365-61510			Salaries - Permanent	\$ 209,100	\$ 153,426		
	01-05-115-47205-365-61513			Benefits-Permanent	\$ 63,327	\$ 44,931		

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget			
General Governance & Administration	Administration	Expense	01-05-115-47205-365-62011	Office Supplies	\$ 2,850	\$ 2,850			
			01-05-115-47205-365-62018	Operating Supplies	\$ 150	\$ 150			
			01-05-115-47205-365-62310	Training/Development/Seminars	\$ 7,500	\$ 6,500			
			01-05-115-47205-365-62314	Mileage	\$ 1,250	\$ 1,500			
			01-05-115-47205-365-62315	Printing & Advertising	\$ 1,000	\$ 1,000			
			01-05-115-47205-365-62396	Mobile Phones/Pagers	\$ 1,000	\$ 500			
			01-05-115-47205-365-62658	Public Relations	\$ 22,900	\$ 20,864			
		Expense Total				\$ 2,271,422	\$ 2,014,545		
Total Administration					\$ 2,230,233	\$ 1,971,356			
Legal Services	Legal Services	Revenue	01-05-345-47060-365-50436	Registry Office Recovery	\$ (15,000)	\$ (500)			
			01-05-345-47060-365-50524	Sale of Town Property	\$ -	\$ (215,000)			
			01-05-345-47060-365-50525	Agreement Admin. Fees	\$ (140,000)	\$ (7,000)			
			01-05-345-47060-365-50655	Lease Revenue	\$ (30,000)	\$ (13,500)			
			01-05-345-47070-365-50540	Caledon Fines	\$ -	\$ (190,473)			
			01-05-345-47080-930-50595	Caledon/Dufferin Mgmt Fee	\$ -	\$ (72,837)			
			01-02-395-44050-365-50436	Registry Office Recovery	\$ -	\$ (10,136)			
		01-02-395-44050-365-50525	Agreement Admin. Fees	\$ -	\$ (107,286)				
		Revenue Total				\$ (185,000)	\$ (616,732)		
		Expense	01-05-345-47060-365-61510	Salaries-Permanent	\$ 1,059,044	\$ 584,937			
			01-05-345-47060-365-61512	Recovery-Salaries-Permanent	\$ (277,353)	\$ (258,260)			
			01-05-345-47060-365-61513	Benefits-Permanent	\$ 311,064	\$ 167,584			
			01-05-345-47060-365-62011	Office Supplies	\$ 1,500	\$ 1,000			
			01-05-345-47060-365-62306	Publications	\$ 10,300	\$ 6,300			
			01-05-345-47060-365-62307	Corporate Search Fees	\$ 5,000	\$ 4,500			
			01-05-345-47060-365-62308	Court & Transcript Fees	\$ 500	\$ 1,200			
			01-05-345-47060-365-62310	Training/Development/Seminars	\$ 16,000	\$ 10,000			
			01-05-345-47060-365-62311	Memberships/Dues	\$ 13,500	\$ 7,100			
			01-05-345-47060-365-62312	Insurance	\$ 115,668	\$ 245,770			
			01-05-345-47060-365-62314	Mileage	\$ 2,000	\$ 3,317			
			01-05-345-47060-365-62315	Printing & Advertising	\$ 1,083	\$ 333			
			01-05-345-47060-365-62318	Legal Services	\$ 220,000	\$ 120,000			
			01-05-345-47060-365-62335	Contracted Services	\$ 31,317	\$ 31,017			
			01-05-345-47060-365-62341	Registry Office	\$ 41,900	\$ 21,000			
			01-05-345-47060-365-62396	Mobile Phones / Pagers	\$ 1,840	\$ 1,440			
			01-05-345-47060-365-62418	Debt Repayment	\$ 41,500	\$ 41,500			
			01-05-345-47060-365-62434	Omb Hearings	\$ 85,200	\$ -			
			01-05-345-47060-365-62437	Contribution to Reserve	\$ -	\$ 120,952			
			01-05-345-47070-365-62311	Memberships/Dues	\$ -	\$ 450			
			01-05-345-47070-365-62335	Contracted Services	\$ -	\$ 3,000			
			01-05-345-47070-365-62416	Interdepartmental Charges	\$ -	\$ 187,023			
			01-05-345-47080-930-62314	Mileage	\$ -	\$ 600			
			01-05-345-47080-930-62335	Contracted Services	\$ -	\$ 1,000			
			01-05-345-47080-930-62416	Interdepartmental Charges	\$ -	\$ 71,237			
			01-02-395-44050-365-61510	Salaries-Permanent	\$ -	\$ 424,857			
			01-02-395-44050-365-61513	Benefits-Permanent	\$ -	\$ 119,628			
			01-02-395-44050-365-62306	Publications	\$ -	\$ 4,000			
			01-02-395-44050-365-62310	Training/Development/Seminars	\$ -	\$ 4,000			
			01-02-395-44050-365-62311	Memberships/Dues	\$ -	\$ 6,400			
			01-02-395-44050-365-62314	Mileage	\$ -	\$ 675			
			01-02-395-44050-365-62315	Printing & Advertising	\$ -	\$ 750			
			01-02-395-44050-365-62318	Legal Services	\$ -	\$ 100,000			
			01-02-395-44050-365-62341	Registry Office	\$ -	\$ 20,900			
			01-02-395-44050-365-62346	Courier	\$ -	\$ 300			
			01-02-395-44050-365-62396	Mobile Phones / Pagers	\$ -	\$ 400			
			Expense Total				\$ 1,680,063	\$ 2,054,910	
			Total Legal Services					\$ 1,495,063	\$ 1,438,178
			Provincial Offences Court	Provincial Offences Court	Revenue	04-05-425-47250-365-50300	Internal Recoveries	\$ (77,050)	\$ (73,897)
						04-05-425-47250-365-50319	Grants/Subsidies	\$ (101,957)	\$ (82,661)
						04-05-425-47250-365-50540	Caledon Fines	\$ (3,279,144)	\$ (3,089,144)
05-05-425-47270-930-50595	Caledon/Dufferin Mgmt Fee					\$ (599,798)	\$ (592,838)		
Revenue Total					\$ (4,057,949)	\$ (3,838,540)			
Expense	04-05-425-47250-365-61510	Salaries-Permanent			\$ 565,307	\$ 492,776			
	04-05-425-47250-365-61513	Benefits-Permanent			\$ 177,058	\$ 151,437			
	04-05-425-47250-365-61520	Wages-Casual Temporary			\$ 67,374	\$ 59,900			
	04-05-425-47250-365-61523	Benefits-Casual Temporary			\$ 10,718	\$ 9,849			
	04-05-425-47250-365-62010	Legal Forms			\$ 13,550	\$ 13,550			
	04-05-425-47250-365-62011	Office Supplies			\$ 5,000	\$ 5,000			
	04-05-425-47250-365-62119	Maint & Repairs-Computers			\$ 46,000	\$ 46,000			
	04-05-425-47250-365-62244	Bank Charges			\$ 33,000	\$ 33,000			
	04-05-425-47250-365-62305	Computer Services			\$ 9,300	\$ 9,300			
	04-05-425-47250-365-62306	Publications			\$ 500	\$ 500			

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget		
Provincial Offences Court	Provincial Offences Court	Expenses	04-05-425-47250-365-62308	Court & Transcript Fees	\$ 3,000	\$ 3,000		
			04-05-425-47250-365-62310	Training/Development/Seminars	\$ 6,915	\$ 6,415		
			04-05-425-47250-365-62311	Memberships/Dues	\$ 650	\$ 625		
			04-05-425-47250-365-62314	Mileage	\$ 1,100	\$ 1,000		
			04-05-425-47250-365-62335	Contracted Services	\$ 272,750	\$ 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	\$ 23,000	\$ 23,000		
			04-05-425-47250-365-62396	Mobile Phones / Pagers	\$ 300	\$ 800		
			04-05-425-47250-365-62416	Interdepartmental Charges	\$ 197,423	\$ 190,473		
			04-05-425-47250-365-62418	Debt Repayment	\$ 366,400	\$ 366,400		
			05-05-425-47270-930-61510	Salaries-Permanent	\$ 232,965	\$ 209,405		
			05-05-425-47270-930-61511	Overtime-Permanent	\$ -	\$ -		
			05-05-425-47270-930-61513	Benefits-Permanent	\$ 70,694	\$ 64,152		
			05-05-425-47270-930-61520	Wages-Casual Temporary	\$ 29,400	\$ 29,000		
			05-05-425-47270-930-61523	Benefits-Casual Temporary	\$ 6,295	\$ 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	\$ 26,000	\$ 26,910		
			05-05-425-47270-930-62244	Bank Charges	\$ 19,000	\$ 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	\$ 105,956	\$ 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	\$ 7,150	\$ 7,650		
		05-05-425-47270-930-62416	Interdepartmental Charges	\$ 84,980	\$ 72,837			
Expense Total					\$ 2,424,310	\$ 2,294,415		
Total Provincial Offences Court						\$ (1,633,639)	\$ (1,544,125)	
Animal Services	Animal Services	Revenue	01-09-125-47010-720-50570	Donations	\$ (8,000)	\$ (8,000)		
			01-09-125-47010-720-50613	Miscellaneous Fees	\$ (3,731)	\$ (3,731)		
			01-09-125-47010-720-50637	Redemption Fees	\$ (12,600)	\$ (14,000)		
			01-09-125-47010-720-50642	Dog Tags	\$ (45,000)	\$ (45,000)		
			01-09-125-47010-720-50646	Adoption Fees	\$ (15,851)	\$ (15,851)		
			01-09-125-47010-720-50650	Livestock Claim re-imbursment	\$ (5,000)	\$ (5,000)		
		Revenue Total					\$ (90,182)	\$ (91,582)
		Expense	01-09-125-47010-720-61214	Overtime	\$ -	\$ -		
			01-09-125-47010-720-61510	Salaries-Permanent	\$ 248,664	\$ 253,691		
			01-09-125-47010-720-61513	Benefits-Permanent	\$ 82,746	\$ 79,772		
			01-09-125-47010-720-61520	Wages-Casual Temporary	\$ 92,757	\$ 74,693		
			01-09-125-47010-720-61521	Overtime-Casual Temporary	\$ -	\$ -		
			01-09-125-47010-720-61523	Benefits-Casual Temporary	\$ 11,440	\$ 6,591		
			01-09-125-47010-720-62011	Office Supplies	\$ 500	\$ 500		
			01-09-125-47010-720-62014	Uniforms/Protective Clothing	\$ 3,000	\$ 3,000		
			01-09-125-47010-720-62017	Caretaking Supplies	\$ 3,500	\$ 3,000		
			01-09-125-47010-720-62018	Operating Supplies	\$ 8,500	\$ 8,500		
			01-09-125-47010-720-62022	Animal Feed	\$ 2,500	\$ 2,500		
			01-09-125-47010-720-62111	Maintenance & Repairs-Grounds	\$ 3,500	\$ -		
			01-09-125-47010-720-62112	Maintenance & Repairs-Building	\$ 13,500	\$ 13,000		
			01-09-125-47010-720-62114	Small Equip Repair/Purchase	\$ 1,500	\$ 1,500		
			01-09-125-47010-720-62215	Natural Gas	\$ 5,009	\$ 4,280		
			01-09-125-47010-720-62216	Electricity	\$ 16,777	\$ 10,863		
			01-09-125-47010-720-62217	Water/Waste Water	\$ 1,039	\$ 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	\$ 450	\$ 200		
			01-09-125-47010-720-62312	Insurance	\$ 1,471	\$ 3,126		
			01-09-125-47010-720-62314	Mileage	\$ 500	\$ 500		
			01-09-125-47010-720-62315	Printing & Advertising	\$ -	\$ -		
			01-09-125-47010-720-62330	Livestock Control	\$ 5,000	\$ 5,000		
			01-09-125-47010-720-62333	Veterinary Services	\$ 20,000	\$ 20,000		

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget			
Animal Services	Animal Services	Expense	01-09-125-47010-720-62342	Spay and Neuter	\$ 15,000	\$ 15,000			
			01-09-125-47010-720-62396	Mobile Phones/Pagers	\$ 660	\$ 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		\$ 564,013	\$ 533,716				
Total Animal Shelter					\$ 473,831	\$ 442,134			
Regulatory Services	By-Law Enforcement	Revenue	01-09-475-49030-365-50611	Fill Permits	\$ (10,000)	\$ (10,000)			
			01-09-475-49030-365-50612	Mobile Sign Permits	\$ (12,225)	\$ (22,310)			
			01-09-475-49030-365-50613	Miscellaneous Fees	\$ -	\$ (200)			
			01-09-475-49030-365-50614	Woodland Permits	\$ (300)	\$ (200)			
			01-09-475-49030-365-50616	Property Standards Recovery	\$ (6,000)	\$ (6,000)			
			01-09-475-49030-365-50636	Business Licenses	\$ (18,448)	\$ (18,448)			
			01-09-475-49030-365-50638	Tow Licenses	\$ (75,000)	\$ (66,222)			
			01-09-475-49030-365-50672	Pool Permits	\$ -	\$ (6,000)			
		01-09-475-49040-365-50640	Parking Fines/Payments	\$ (324,000)	\$ (334,400)				
		Revenue Total		\$ (445,973)	\$ (463,780)				
		Expense	01-09-475-49030-365-61510	Salaries-Permanent	\$ 510,438	\$ 501,476			
			01-09-475-49030-365-61513	Benefits-Permanent	\$ 152,407	\$ 144,166			
			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	\$ 3,000	\$ 2,000			
			01-09-475-49030-365-62310	Training/Development/Seminars	\$ 10,000	\$ 10,000			
			01-09-475-49030-365-62311	Memberships/Dues	\$ 1,000	\$ 600			
			01-09-475-49030-365-62314	Mileage	\$ 1,000	\$ 1,000			
			01-09-475-49030-365-62315	Printing & Advertising	\$ 1,500	\$ 1,500			
			01-09-475-49030-365-62329	Education Programs	\$ -	\$ 500			
			01-09-475-49030-365-62332	Protection to Person & Property	\$ -	\$ 1,000			
			01-09-475-49030-365-62335	Contracted Services	\$ 5,000	\$ -			
			01-09-475-49030-365-62396	Mobile Phones / Pagers	\$ 2,400	\$ 1,500			
			01-09-475-49040-365-61510	Salaries-Permanent	\$ 71,362	\$ 148,076			
			01-09-475-49040-365-61513	Benefits-Permanent	\$ 22,752	\$ 44,650			
			01-09-475-49040-365-61520	Wages-Casual Temporary	\$ 55,600	\$ 54,800			
			01-09-475-49040-365-61523	Benefits-Casual Temporary	\$ 6,901	\$ 6,802			
			01-09-475-49040-365-62011	Office Supplies	\$ 250	\$ 250			
			01-09-475-49040-365-62012	Vehicle Maintenance/Supplies		\$ 250			
			01-09-475-49040-365-62014	Uniforms/Protective Clothing	\$ 1,300	\$ 1,000			
			01-09-475-49040-365-62018	Operating Supplies	\$ 6,550	\$ -			
			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	\$ 1,000	\$ 1,000			
			01-09-475-49040-365-62335	Contracted Services	\$ 10,000	\$ 10,000			
			01-09-475-49040-365-62396	Mobile Phones / Pagers	\$ 900	\$ 500			
			01-09-475-49040-365-62416	Interdepartmental Charges	\$ 73,897	\$ 72,397			
			Expense Total		\$ 941,607	\$ 1,007,817			
			Total Regulatory Services					\$ 495,634	\$ 544,037
			Total for Corporate Services					\$ 5,166,576	\$ 4,567,380

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/Expense	Account Number	Account Description	2017 Budget	2016 Budget
Administration	Revenue	01-10-115-40010-365-50986	Reserve Fund To Revenue	\$ -	\$ (5,630)
	Revenue Total			\$ -	\$ (5,630)
	Expense	01-10-115-40010-365-62312	Insurance	\$ 109,267	\$ 73,406
		01-10-115-40010-365-62317	Audit	\$ 50,000	\$ 50,000
		01-10-115-40010-365-62319	Grants	\$ 121,130	\$ 100,630
		01-10-115-40010-365-62327	Municipal Taxes	\$ 16,767	\$ 30,766
		01-10-115-40010-365-62335	Contracted Services	\$ 20,000	\$ 20,000
		01-10-115-40010-365-62408	Contingency	\$ 439,051	\$ 440,201
		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			\$ 521,877	\$ 480,665
Total Administration				\$ 521,877	\$ 475,035
Bolton Business Improvement	Revenue	01-10-505-42260-365-50922	Bolton B.I.A.	\$ (70,000)	\$ (81,100)
	Revenue Total			\$ (70,000)	\$ (81,100)
	Expense	01-10-135-42010-365-62319	Grants	\$ 70,000	\$ 81,100
	Expense Total			\$ 70,000	\$ 81,100
Total Bolton Business Improvement				\$ -	\$ -
Capital/Reserve Transfer	Revenue	01-10-165-42020-365-50986	Reserve Fund To Revenue	\$ (2,642,638)	\$ -
	Revenue Total			\$ (2,642,638)	\$ -
Total Corporate Accounts-Capital/Reserve Transfer				\$ (2,642,638)	\$ -
Corporate Accounts-Centralized Charges	Revenue	01-10-175-42030-365-50348	Insurance Reimbursements	\$ (20,000)	\$ (20,000)
	Revenue Total			\$ (20,000)	\$ (20,000)
	Expense	01-10-175-42030-365-62009	Bulk Office Supplies	\$ 20,000	\$ 14,000
		01-10-175-42030-365-62011	Office Supplies	\$ 3,400	\$ 2,400
		01-10-175-42030-365-62016	Records Management Supplies	\$ 25,000	\$ 55,000
		01-10-175-42030-365-62018	Operating Supplies	\$ 20,000	\$ 20,000
		01-10-175-42030-365-62249	Copiers/Faxes	\$ 165,000	\$ 165,000
		01-10-175-42030-365-62254	Maintenance Contracts - IT	\$ 872,351	\$ 560,611
		01-10-175-42030-365-62305	Computer Services	\$ 60,000	\$ 60,000
		01-10-175-42030-365-62309	Insurance Deductible	\$ 290,000	\$ 110,000
		01-10-175-42030-365-62310	Training/Development/Seminars	\$ -	\$ 2,000
		01-10-175-42030-365-62313	Insurance Adjust. Service	\$ 40,000	\$ 40,000
		01-10-175-42030-365-62322	Postage	\$ 110,000	\$ 100,000
		01-10-175-42030-365-62396	Mobile Phones / Pagers	\$ 1,500	\$ 1,500
		01-10-175-42030-365-62397	Telephone	\$ 77,000	\$ 77,000
	Expense Total			\$ 1,684,251	\$ 1,207,511
Total Corporate Accounts-Centralized Charges				\$ 1,664,251	\$ 1,187,511
Fees & Service Charges	Revenue	01-10-275-42170-365-50050	Miscellaneous	\$ (41,100)	\$ (66,100)
		01-10-275-42170-365-50300	Internal Recoveries	\$ (730,943)	\$ (718,725)
		01-10-275-42170-365-50333	Mortgage Company Fee	\$ (50,000)	\$ (50,000)
		01-10-275-42170-365-50335	Ownership Change Fee	\$ (43,750)	\$ (38,750)
		01-10-275-42170-365-50339	Tax Account Fees	\$ (89,092)	\$ (99,092)
		01-10-275-42170-365-50354	Tax Cert. - Fast Track	\$ (18,961)	\$ (8,961)
		01-10-275-42170-365-50505	GST Revenue	\$ -	\$ (2,000)
		01-10-275-42170-365-50510	PST Revenue	\$ -	\$ (400)
		01-10-275-42170-365-50515	Tax Certificate	\$ (30,989)	\$ (30,989)
		01-10-275-42170-365-50550	Fire False Alarms	\$ -	\$ (15,000)
	Revenue Total			\$ (1,004,835)	\$ (1,030,017)
Total Fees & Service Charges				\$ (1,004,835)	\$ (1,030,017)
Corporate Accounts-Financial Expense	Expense	01-10-295-42180-365-62244	Bank Charges	\$ 116,000	\$ 96,000
		01-10-295-42180-365-62417	Town PIL due to Region	\$ 20,400	\$ 19,400
		01-10-295-42180-365-62420	Caledon Hydro Debt Repayment	\$ 463,638	\$ -
		01-10-295-42180-365-62421	Collection Fees	\$ 1,000	\$ 2,000
		01-10-295-42180-365-62422	Tax Adjustments	\$ 300,000	\$ 280,000
		01-10-295-42180-365-62429	Caledon Hydro Debt Principal	\$ 2,179,000	\$ -
	Expense Total			\$ 3,080,038	\$ 397,400
Total Corporate Accounts-Financial Expense				\$ 3,080,038	\$ 397,400
Corporate Accounts-Other Revenue	Revenue	01-10-375-42200-365-50575	Penalty/Interest-Taxes	\$ (1,375,000)	\$ (1,400,000)
	Revenue Total	01-10-375-42200-365-50580	Interest Earned	\$ (1,669,757)	\$ (1,219,757)
Total Corporate Accounts-Other Revenue				\$ (3,044,757)	\$ (2,619,757)
Corporate Accounts-Grants-Unconditional	Revenue	01-10-415-42230-365-50952	General Support Grant	\$ (1,147,400)	\$ (1,121,800)
	Revenue Total			\$ (1,147,400)	\$ (1,121,800)
	Expense	01-10-415-42230-365-62251	Grants-DC Exemptions/Discounts	\$ 100,000	\$ 100,000
	Expense Total			\$ 100,000	\$ 100,000
Total Corporate Accounts-Grants-Unconditional				\$ (1,047,400)	\$ (1,021,800)

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/Expense	Account Number	Account Description	2017 Budget	2016 Budget
Corporate Accounts-Reserves	Expense	01-10-485-40010-365-62420	Interest Earned on Reserves	\$ 550,000	\$ 280,000
		01-10-485-40010-365-62437	Contribution to Reserves	\$ 215,000	\$ 85,000
		01-10-485-40010-365-62438	Capital exp. (tax levy)	\$ 14,820,586	\$ 13,517,807
		01-10-485-40010-365-62440	Contribution to Broadband Levy	\$ 300,000	\$ 300,000
	Expense Total			\$ 15,885,586	\$ 14,182,807
Total Corporate Accounts-Reserves				\$ 15,885,586	\$ 14,182,807
Corporate Accounts-Taxation	Revenue	01-10-505-42210-365-50932	PIL-Canada	\$ (28,000)	\$ (27,000)
		01-10-505-42210-365-50934	PIL-Ontario	\$ (75,850)	\$ (75,850)
		01-10-505-42210-365-50944	Other Municipalities	\$ (92,800)	\$ (91,800)
		01-10-505-42210-365-50946	PIL - Other	\$ (105,000)	\$ (103,000)
		01-10-505-42240-365-50923	Cdn Pacific Railway	\$ (110,000)	\$ (109,000)
		01-10-505-42260-365-50900	Current Levy-Res/Farm	\$ (49,178,006)	\$ (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 Forest	\$ (53,571)	\$ (53,571)
		01-10-505-42260-365-50907	Supplementary-Res/Farm	\$ (803,214)	\$ (778,214)
		01-10-505-42260-365-50915	Broadband Tax Levy	\$ (300,000)	\$ (300,000)
	Revenue Total			\$ (59,476,318)	\$ (55,719,986)
	Expense	01-10-505-42250-365-62551	Elderly Tax Assistance	\$ 54,550	\$ 52,250
	Expense Total			\$ 54,550	\$ 52,250
Total Corporate Accounts Taxation				\$ (59,421,768)	\$ (55,667,736)
Total for Corporate Accounts				\$ (46,009,646)	\$ (44,096,557)

TOWN OF CALEDON
2017 CAPITAL BUDGETS - CORPORATE SERVICES

Department	Project #	Project Name	Division	Total Project Budget
Corporate Services	17-034	Animal Shelter Kennel Replacement	Animal Services	\$ 34,191
	17-103	IT - PC Refresh	Information Technology	\$ 265,000
	17-104	IT - Infrastructure Maintenance & Upgrades		\$ 301,250
	17-107	IT - Network Security Audit and Enhancement		\$ 30,000
	17-110	IT - Microsoft Enterprise Agreement		\$ 250,000
	17-117	Recreation Management Software System		\$ 118,118
	17-148	Folder-Insert Machine Replacement		\$ 20,000
	17-152	IT - Project Management		\$ 110,668
	17-160	IT - AMANDA Folder Optimization		\$ 285,280
	17-162	IT - Broadband Internet		\$ 300,000
	17-171	IT - Electronic Document and Records Management System		\$ 120,000
	17-172	IT - Council Chambers A.V. Improvements		\$ 20,000
	17-173	IT - Committee Room A.V. Upgrade		\$ 30,000
Corporate Services Total				\$ 1,884,507

Town of Caledon
2018-2027 Total Capital Projects Details and Funding Sources
Department Corporate Services

		Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources					
	Description	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Project Cost	Tax Levy	Reserves	Development Charges	Total Funding	
Baseline	IT Capital Projects	\$ 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	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ 10,000,000	
Baseline Total		\$ 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	\$ 1,000,000	\$ 10,000,000	\$ 10,000,000	\$ -	\$ -	\$ 10,000,000	
Above Baseline	Animal Shelter	\$ 281,618										\$ 281,618	\$ -	\$ 281,618	\$ 281,618		
	Animal Shelter -Tax Cashflow						\$ 515,191	\$ 515,191				\$ 1,030,382	\$ 1,030,382	\$ -	\$ 1,030,382		
	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		\$ 2,435,000					\$ 281,618	\$ 515,191	\$ 515,191				\$ 3,897,000	\$ 2,197,965	\$ 150,000	\$ 1,549,036	\$ 3,897,000
Grand Total		\$ 1,000,000	\$ 1,150,000	\$ 1,000,000	\$ 1,000,000	\$ 3,435,000	\$ 1,281,618	\$ 1,515,191	\$ 1,515,191	\$ 1,000,000	\$ 1,000,000	\$ 13,897,000	\$ 12,197,965	\$ 150,000	\$ 1,549,036	\$ 13,897,000	

2017

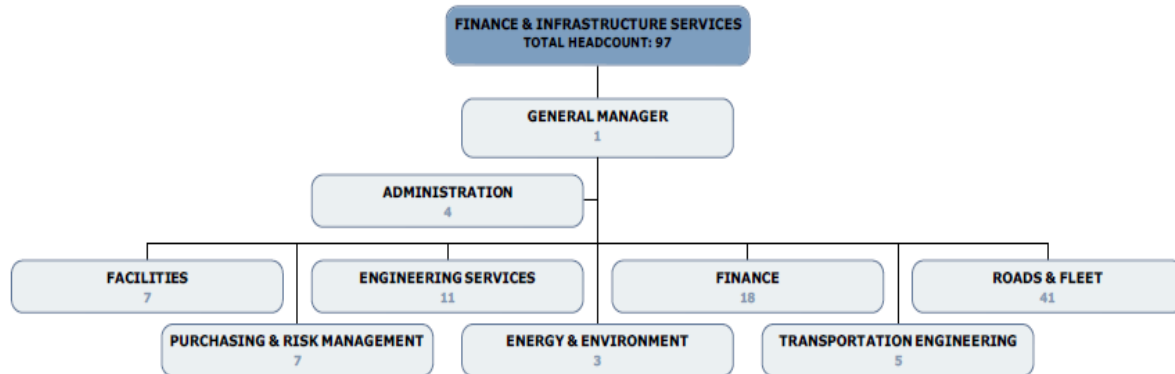
ANNUAL BUDGET FISCAL YEAR 2017

Finance and Infrastructure Services



2017 Business Plan - Finance & Infrastructure Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



In 2016, a corporate realignment was implemented consolidating divisions within five Departments to better meet the organization's current and future requirements.

Under the direction of the General Manager of Finance & Infrastructure Services, Finance & Infrastructure Services is responsible for:

Administration

- Processing recoveries for damages to Town property from motor vehicle accidents
- Researching required information to support legal claims
- Scheduling of café staff and special events at Town Hall (e.g. Remembrance Day Ceremonies)
- Coordinating and communicating weekly on-call lists in case of emergencies
- Receiving complaints/inquiries from the public, staff, and members of Council, verifying details and issuing work orders, as required
- Hiring, training, scheduling and supervising 32 crossing guards
- Coordinating Fire Warden training and drills
- Assisting managers with the ordering of goods and services and reconciling/coding invoices for payment
- Processing of Permits for:
 - Road Occupancy
 - Road Closure/Sharing of the Road
 - Entrance (culvert)
 - Hauling on Town Roads
 - Excess Load

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
- 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
- Manage capital projects for both new builds and existing renovations in a professional cost responsible manner

Purchasing and Risk Management

- Facilitating all tenders and requests for proposals

2017 Business Plan - Finance & Infrastructure Services

- Staff training and support for all purchasing and risk matters to ensure accountability and transparency
- Managing 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
- 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

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.

Energy and Environment

- Maintaining and improving the Town's environmental leadership position through the implementation of various green initiatives as outlined in the Town's Community Climate Change, Environment and Energy Strategic Plans
- 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
- Keeping informed and ensuring the Town's compliance on regulatory requirements, as they relate to the Town's environmental commitments (i.e. *Green Energy Act, 2009* and *Bill 172, Climate Change Mitigation and Low-Carbon Economy Act, 2016*)
- Keeping informed on Provincial policy documents such as the updated Long Term Energy Plan and the Ontario Climate Change Action Plan
- 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

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

2017 Business Plan - Finance & Infrastructure Services

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, pavement markings and safety devices related to the road right-of-way
- Completing traffic studies related to 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 by Town infrastructure and that future infrastructure needs are expanded to accommodate growth

Roads and Fleet

- Ensuring all Town Infrastructure 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 all applicable environmental and statutory obligations
- Ensuring that the Town's fleet is sourced and acquired to meet energy efficiency targets and meet the minimum requirements to complete assigned tasks
- Manage a winter maintenance program to ensure public safety on Town Roads during the winter months – from approximately October 1st to April 30th

2. MAJOR CUSTOMERS OR CLIENTS

- Council and Town Staff
- Residents and businesses in the Town of Caledon
- Vendors/contractors
- Region of Peel, neighbouring municipalities, and School Boards
- Low Income Seniors and Low Income Persons with Disabilities
- Builders
- External agencies (MTO, CVC, TRCA, etc.)

3. 2016 ACHIEVEMENTS

Administration

- Hired seven crossing guards due to turnover and growth
- Issued seven invoices for Town property damage from motor vehicle accidents at an overall cost of \$17,000

- **Inquiries Received**

General Phone Queue	5,700
General Mailbox Emails	1,350
Council Inquiries	550

- **Permits Issued:**

Road Occupancy	230
Road Closure/Sharing of the Road	40
Entrance (Culverts)	5
Hauling on Town Roads	10
Excess Loads	150

- **Work Orders Processed:**

Operational	1,300
Streetlights	200
Facilities Maintenance	800

2017 Business Plan - Finance & Infrastructure Services

Capital Projects and Property Management (Facilities)

- Town Hall reorganization – completed renovations to align the office configuration at Town Hall to the new corporate structure. Project included moving 113 staff, and building and modifying 103 work stations.
- Implemented the 2015 Facilities Capital Plan some major projects are Melville White Church Sign, Dog run upgrades at the Animal Shelter, OPP parking lot repairs, commenced construction on the new Bolton Fire Hall and Design of the Mayfield West Recreation facility, a building condition assessment for all Town facilities, roof replacements, Yard 1 office design and Belfountain Community Hall renovation and OPP satellite office.
- Improved facility operations and performance including significant site repairs at the Public Works yards, security improvement and policy implementation across the Corporation, Public Works Yards 1 Carpentry workshop and heated workshop expansion, salt dome structural repairs and various lighting upgrades
- Liaison with the Region with the new Caledon East Paramedics building and the reconfiguration of Old Church Road in front of Town Hall Campus.

Purchasing and Risk Management

- Contract with Acklands Granger for general supplies at wholesale pricing. Saves staff time through on-line ordering
- Successful procurement of insurance services
- Fleet standardization which contributes to ease of training and lower inventory supplies costs
- Excellent attendance during the “How to do business seminar”
- E-bidding review and purchasing bylaw changes
- Provided purchasing fundamentals training for new hires

Engineering Services

- Implemented one of the Town's largest capital works programs, including construction of Simpson Road in Bolton; completion of Oliver's Lane, Bridge Program; designs of future roads and bridges, emergency engineering and construction works, crack sealing program, and the annual Town Road Program
- Completed inspections for many new developments to ensure the Town's infrastructure is being built in accordance with the appropriate standards
- Engineering Division continues to operate and aid as a project management office for the delivery of all major capital projects for all Town departments/divisions
- Completed road condition QA/QC procedures prior to assumption of various roads within new developments and capital projects
- 4 legislated and 1 emergency bridges and culverts were replaced, further 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
- Initiated Environmental assessments for Dominion Street, Bridge Program, and future roads such as the extension of George Bolton Parkway
- Completed the Roads Assessment for formulation of the 5 year roads plan
- Bridge inspections, as mandated under the “Ontario Structural Inspection Manual” standard and regulations, were performed for all road crossings
- Completion of emergency culvert repair on Old School Road
- Successfully designed and completed emergency measures for the Alton Cemetery retaining wall
- Completed emergency repairs on failed sections of Tormina Fence in Bolton

Energy and Environment

- Successfully streamlined streetlight utility invoicing from over 100 accounts into two invoices;
- Finalizing the design and pending retrofit of all cobra head style streetlights on Regional roads to LED;
- Successful implementation of an ice plant controls project at Mayfield Recreation Centre, funded through the Energy Revolving Fund;

2017 Business Plan - Finance & Infrastructure Services

- Initiated an informal Corporate Energy Awards program to recognize staff who contribute to energy savings at facilities;
- Acquired full funding through the Electric Vehicle Chargers Ontario to install two level-three electric vehicle charging stations at Margaret Dunn Library and Community Centre, and Albion Bolton United Community Centre;
- Secured funding through the Federation of Canadian Municipalities Green Municipal Fund to undertake a Sustainable Neighbourhood Retrofit Action Plan in a community in Bolton;
- Completed comprehensive energy audits for Albion Bolton United Community Centre Mayfield Recreation Complex, Caledon East Ontario Provincial Police Detachment and Caledon Community Complex;
- Coordinated the Town's 13th annual Tree Seedling Program, distributing almost 4000 tree seedlings to over 100 residents;
- Updated the Town's Corporate and Community greenhouse gas emissions inventory;
- Submitted a progress report on the Town's Community Climate Change Action Plan to the Federation of Canadian Municipalities Partnership for Climate Protection program. Based on this submission, the Town was awarded Milestone 4-Community "Implementing the Local Action Plan";
- Undertook a residential energy forecast study (also known as a Community Energy Plan) to understand current and projected energy use scenarios (to 2031) in the residential sector in Caledon. This study will inform various policy approaches to control future energy use;
- Completed a community-based Individualized Marketing Pilot for sustainable transportation in Southfields Village.

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 2015 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 fourth consecutive year for the 2016 Budget document. This award recognizes the Town's 2016 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, 2014 and 2015 financial reports. Caledon is the only Ontario lower-tier municipality in recent history to receive all three financial reporting and budget awards offered by the GFOA.
- Implemented new accounts payable and vendor procedures
- Implementation of Consolidated Municipal Agricultural and Community Grants program including new scorecard for evaluating grant proposals
- Maintained property 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 5.0% for 2015
- Conducted Assessment Base Audit to ensure continued fairness in distribution of property taxes and that all assessment in Caledon was captured by the Municipal Property Assessment Corporation (MPAC)
- Broadband Levy was implemented for the 2016 tax year
- Updating and implementing an Asset Management Plan which will be completed by December 31, 2016
- Implemented quarterly operating variance reporting to Council which includes a year-end forecast

Transportation Engineering

- Over 150 requests related to Traffic Safety reviewed by Staff
- Reviewed multiple development applications for transportation planning elements
- Arterial Roads Review Ad Hoc Steering Committee (ARRASC) accomplishments:
 - Streetlighting completed

2017 Business Plan - Finance & Infrastructure Services

- Completed 2016 Road Safety Program – Over 1,300 metres of guide rail installed
- Over 4,000 locate requests completed according to legislative requirements (On1Call Program)
- All Minimum Maintenance Standard (MMS) requirements completed above legislative requirements
- Completed 2016 Pavement Marking Program
- Replaced traffic signs for retro-reflectivity requirements as part of ongoing maintenance
- Completed Traffic Count Program for both the spring and the fall seasons
- Transportation Master Plan (TMP) underway with targeted completion by end of year
- School Traffic Safety Committee review completed, involving coordination and collaboration with the Region of Peel and Ontario Provincial Police
- Cycling Task Force review completed, with over 30 applicants from the Town reviewed

Operations (Roads and Fleet)

- Updates to the Town's Salt Management Plan
- Standardization of the Infrastructure Services Fleet
- Staffing a full winter afternoon shift to meet legislated winter requirements
- Upgraded to a new Town wide Radio communication system with the improvements of radio signal
- 830 tonnes of Hot Mix laid by hand for pothole repairs
- 55 kilometers of Rural Road Ditching for proper drainage along the roadside
- Removal & Replacement of 362 Linear Meters of concrete curb
- Removal & Replacement of 430 Square Meters of concrete sidewalk
- Cleaning of 2200 Catch Basins
- 50 Culverts flushed Entrance & Centerline – various sizes
- Removal and replacement of 728 meters of culverts of various sizes
- 850 kilometer of Urban Roads Swept
- 960 kilometer of Gravel Roads Graded
- 80 kilometer of Shouldering with reused asphalt grindings
- Fleet Services being ready for winter operations ahead of schedule by approximately one month

4. 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 Finance and Infrastructure Services 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.

Overall Department Trends and Challenges

Trends	Challenges
Maintaining the rural/urban infrastructure balance <ul style="list-style-type: none"> • 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. 	Establishing Baseline Services Levels <ul style="list-style-type: none"> • The continued growth in the population of Caledon is creating significant challenges for Town infrastructure. 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. • Ongoing efforts to understand the 3W's of our Town's assets (what we own, where is it and

<ul style="list-style-type: none"> 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. Finance & Infrastructure Services 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 2017. This will be a priority project for Public Works in 2017. 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. <p>Technology Driven Engagement and Service Delivery</p> <ul style="list-style-type: none"> Residents are demanding greater access to the services that Finance & Infrastructure Services 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 related issues directly to the Town 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 Infrastructure section on the Town website. 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. 	<p>what condition is it in) and their immediate and ongoing maintenance and repair demands has become an urgent infrastructure priority and will continue to be a focus area in 2017.</p> <p>Preparing Town Infrastructure for the Future</p> <ul style="list-style-type: none"> 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. <p>Maintaining Caledon's "Green" Leadership Position</p> <ul style="list-style-type: none"> 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, Finance & Infrastructure Services will be integrating "Green" strategies and policies into operations, including: <ul style="list-style-type: none"> Protection of the environment through the use of more environmentally friendly materials on our roads; Employ initiatives to reduce our corporate carbon footprint through energy consumption reduction activities in our facilities. <ul style="list-style-type: none"> In 2016, staff project managed four comprehensive energy audits to outline key potential energy conservation measures and their associated business cases. Staff will undertake additional energy audits in 2017; implement the recommendations to inform future capital project budget requests and projects to support through the energy revolving
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	<p>fund.</p> <ul style="list-style-type: none"> • Implementation of the LED Streetlight Replacement Project. In 2015 the first phase of the LED streetlight project was completed by replacing over 1500 cobrahead style streetlights across the Town. In late 2016, staff will be in the process of replacing almost 600 cobrahead style streetlights on Regional right of ways. In 2017, staff will undertake an analysis of a proposed phase 2 of the retrofit program-to replace high pressure sodium style decorative street lighting. This will include developing the business case for a decorative LED lighting standard for the Town, and an analysis of adaptive control systems to evaluate the feasibility for their use across the Town. • A continual “greening” of our vehicle and equipment fleet. In 2015 the Town added three electric hybrid vehicles to its fleet and installed four electric vehicle charging stations, two located in Bolton and two at Town Hall. In addition, in 2016, staff secured full funding through the Electric Vehicle Chargers Ontario program to install two level-three electric vehicle charging stations at Albion Bolton United Community Centre and Margaret Dunn Library. Staff continues to explore ways to decrease fuel consumption of our vehicle fleet wherever possible. • Staff is working towards an assessment to help understand the future impacts of climate change and extreme weather events. The purpose of this is to evaluate the potential risks and vulnerabilities that climate change poses to Town assets and the community. Staff is working closely with Engineering and Policy and Sustainability staff to address these new priorities.
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Trends and Challenges by Division

Capital Projects & Property Management (Facilities)

Trends	Challenges
	<ul style="list-style-type: none"> • 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.

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	<ul style="list-style-type: none">• Just a few of the upcoming challenges facing the Town from a Facilities perspective are:<ul style="list-style-type: none">◦ planning for major renovations at Town Hall (to include a new criminal court and additional accommodations for Town staff)◦ a new Public Works forward Operations Centre and improvements to existing yards◦ 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 2017.• 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) was completed in 2016 to assess the condition and 30-year life cycle demands for all Town facilities. Results of this initiative are going to create budget pressures to ensure adequate money is put into reserves to maintain these important assets.• 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 has identified a dispersed model will be more cost effective, Staff now need to find the correct location for an additional forward operations centre and ensure all the yards are improved to ensure cost effective operations that meet the Standards expected of both the community and the staff that work out of these facilities
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Purchasing and Risk Management

Trends	Challenges
<ul style="list-style-type: none"> Lack of joint several liability will continue to add to municipal insurance costs 	<ul style="list-style-type: none"> 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)

Engineering Services

Trends	Challenges
<ul style="list-style-type: none"> 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. To address this, staff initiated the Transportation Master Plan (TMP) to develop a master plan that will guide transportation development. 	<ul style="list-style-type: none"> The main challenge continuing to face Finance & Infrastructure Services and all municipalities is the current state of the Town's infrastructure due to aging, higher demand (more 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). Staffing levels both on the capital and especially the development side will continue to pressure the section should growth continue at the current or accelerated plan. Currently, the Level of Service expected by both the public and developer/private side will continue to slide should staffing levels not meet the growth and capital program requirements.

Energy & Environment

Trends	Challenges
<ul style="list-style-type: none"> Climate change mitigation and adaptation – With the noticeable increase in extreme weather events, there is a growing sense of urgency among Canadian municipalities and the Province to better understand the likelihood and impacts of future extreme weather events and to accelerate efforts that contribute to climate change mitigation. The Town is currently faced with the challenge of understanding the future impacts of a changing climate and the potential risks, and vulnerabilities on Town infrastructure and community assets. This concern is mirrored in the recently released Province of Ontario Climate Change Action Plan. To overcome this, the Town is undertaking a climate change risk assessment. Second, in 2016, the Province enacted <i>Bill 172 Climate Change Mitigation and Low Carbon Economy Act</i> outlining the pending Cap and Trade Program. Staff is faced with the challenge of understanding the overall financial implications of this program, and opportunities for municipal participation. Community behavior change – There is an increasing expectation by residents that 	<ul style="list-style-type: none"> Energy Conservation – The <i>Green Energy Act, 2009</i> 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 must implement an Energy Conservation and Demand Management Plan (ECDM). The anticipated challenge will be when the Town has to report on the results of its current CDM Plan in 2019. This is challenging because energy consumption has many influences external to the Town's control (i.e. weather) and simply comparing year over year energy consumption doesn't necessarily capture avoided energy use. This is a common challenge amongst Ontario municipalities. Staff are addressing this through the development of building specific energy models in order to track energy savings. Energy and Environment as a Division is often approached with a multitude of projects that are broad in nature. Balancing the needs of the Corporation to advance its Green Strategic Plans with staying current

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<p>municipalities should play a greater role in encouraging positive environmental behaviors 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.</p> <ul style="list-style-type: none"> 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 (FIT) and micro FIT protocol for providing a Council resolution. The challenge will be adapting this protocol as the program transitions to a net-metering approach to renewable energy generation. 	<p>on emerging best practices and staff capacity continues to be a challenge for this Division.</p>
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Finance

Trends	Challenges
<ul style="list-style-type: none"> 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. 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. 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. In addition, monitoring assessment appeals to ensure that they are completed in a timely fashion to lower financial risk to the Town from tax refunds. 	<ul style="list-style-type: none"> 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. Review of assessment base with new current value assessments being issued province wide by the Municipal Property Assessment Corporation (MPAC). This will include reviewing the tax ratios and making adjustments accordingly with the changes in the assessment base. Province of Ontario's review of the <i>Municipal Act</i> and <i>Development Charges Act</i> (Bill 73) may result in significant revenue tools / options available to Ontario Municipalities.

Transportation Engineering

Trends	Challenges
<ul style="list-style-type: none"> 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 processed here. Adding to this, are maintenance items such as street 	<ul style="list-style-type: none"> Staffing Capacity <ul style="list-style-type: none"> Transportation Development Planning – Transportation Development applications by way of Committee of Adjustment, site plan, re-zoning, and/or draft plan of subdivision are reviewed by the transportation planning technologist

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<p>lighting, guide rail, retro-reflectivity of traffic signage and pavement markings. There continues to be increasing demand for various traffic service requests from the general public, Councillors, and recommendations from transportation consultants that address traffic concerns and challenges. That was the 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 and transportation planning in relation to proposed developments. 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.</p>	<p>(contract position).</p> <ul style="list-style-type: none"> • The Manager's full-time Traffic Operations team (Coordinator and Traffic Technologist) are inundated with service requests directly relating to the operational side of Transportation, which is the heaviest by sheer service request volume. • Traffic Operations –Typical municipalities of similar size see anywhere from 1 to 3 full time employees in Traffic Operations such as traffic technologists and transportation engineers dealing with routine requests and traffic impact studies submitted for proposed developments. It has been forecast in previous staffing level estimates that this division should review another full time employee in 2018 to handle the growth in service requests and to keep up with urban related growth within the Town • 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; accordingly, the Transportation Division in collaboration with Operations (Roads and Fleet) will review the need in 2018 for a third ROT.
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Roads & Fleet

Trends	Challenges
<ul style="list-style-type: none"> • Change in technologies that provide innovative, efficient and effective tools to provide improved service levels • Growing pressures to manage existing and new fleet to assure sustained service levels and accommodate growth within the Town • Need to decrease environmental impacts of the fleet by reducing its carbon footprint 	<ul style="list-style-type: none"> • Maintaining infrastructure at the mandated service levels while meeting Council's and taxpayers expectations within budgetary constraints • Maintaining and fostering a healthy, committed and capable workforce • Managing new infrastructure within the Town to sustain services resulting from growth • Strategically planning and managing work throughout the department • Providing innovative, efficient and effective services • Keeping up with the demands of the mandated service records to assure compliance with HTA, Commercial Vehicle Operators Registration and Work Place Safety requirements • Increasing demands to train staff on technology trends to improve accessibility of manufacturer information and diagnostic tools for fleet repairs • Improving the Fleet strategic replacement plan and manage current work demands

2017 Business Plan - Finance & Infrastructure Services

5. 2017 PRIORITIES

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 were included in the annual budget process starting in 2016. Furthermore, The Council Work Plan identified the following nine priority areas. The following is a prioritized list of the 2017 departmental priorities that the department intends to undertake with the 2017 Operating and Capital Budget requested as part of this Business Plan:

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
ADMINISTRATION															
1	Process Review and continuation of the development of Standard Operating Procedures	Base Operating Budget													
2	Infrastructure Forms Review and Update	Base Operating Budget													
3	Website improvements for Infrastructure Section, streamline on-line permit submission process and forms	Base Operating Budget													
4	Improve internal communications through quarterly "all staff" meetings to keep staff updated on the FIS department's/the Town's initiatives so staff can provide informed responses if/when asked by members of the community in which they serve/live and so staff input is obtained towards the success of various departmental initiatives	Base Operating Budget													

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2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
5	Formalize a cross-training program within the department, where appropriate, to ensure there is proper coverage and uninterrupted customer service during vacation/sick/leave, and business continuity situations	Base Operating Budget													
6	Develop a service level matrix that outlines staffing and other resources required to maintain established levels of service within the Town provided by the FIS department	Base Operating Budget													
CAPITAL PROJECTS AND PROPERTY MANAGEMENT (FACILITIES)															
1	Develop a plan to reduce energy use (and carbon footprint) in all Public Works 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.	Base Operating Budget													
2	Installation of a new Heating Ventilation and Air Conditioning system at Town Hall. The new equipment is to be designed and installed to improve occupant comfort as well as reduce energy intensity.	Capital Budget													
3	Project Management of the new Mayfield West Community Centre	Capital Budget													
4	Commence Needs assessment for Town Hall expansion and the required program to meet	Capital Budget													

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
	the service level and growth requirements.													
5	Complete construct a new Fire Hall and Peel Paramedics Facility in Bolton. Complete the project to LEED Silver minimum certification.	Capital Budget												
6	Design and construct a new operations building at Yard 1. Complete the project to LEED Silver minimum certification	Capital Budget												
PURCHASING AND RISK MANAGEMENT														
1	Initiate e-bidding program and conduct training sessions for suppliers	Base Operating Budget												
2	Develop a risk management webpage on the Town's corporate website	Base Operating Budget												
3	Vendor performance meetings and documentation post contract award	Base Operating Budget												
4	Update business continuity plans	Base Operating Budget												
5	Risk management review with new insurance provider	Base Operating Budget												
6	Risk management and claims training for staff and update risk management/claims information on Town website	Base Operating Budget												
7	Continue to grow our "vendor of record" program	Base Operating Budget												

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
8	Conduct “quote process” staff training sessions	Base Operating Budget													
ENGINEERING SERVICES															
1	Complete all Roads Programs (Enhanced, Roads Recon/Rehab & Growth Related (DC)	Capital Budget													
2	Complete the Bridge Program including the Non-OSIM Structures Program with overall aim to increase the Town’s Bridge Condition Index	Capital Budget													
3	Complete Humber Station Reconstruction & Retaining Wall	Capital Budget													
4	Complete New Sidewalk & Curb Program	Capital Budget													
5	Complete Environmental Assessments and detailed designs for Roads	Capital Budget													
6	Complete Environmental Assessments and detailed designs for Bridges	Capital Budget													
7	Strengthen Contracts and move away from General OPSD contracts	Base Operating Budget													
8	Complete rehabilitation of identified Storm Water Management Facilities	Capital Budget													

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
ENERGY AND ENVIRONMENT															
1	Coordinate and lead the implementation of the Peel Climate Change Strategy and the Town's Community Climate Change Plan	Base Operating Budget Capital Budget													
2	Undertake a corporate and community climate change vulnerability assessment to understand the future risks and vulnerabilities of extreme weather events on Town infrastructure and community assets.	Capital Budget													
3	Implement the Corporate Energy Management Plan in partnership with the Corporate Energy Team.	Base Operating Budget Capital Budget													
4	Undertake comprehensive energy audits and implement recommended energy measures through capital budget requests and the Corporate Energy Revolving Fund	Base Operating Budget Capital Budget													
5	Investigate the business case for Phase 2 of the Town's streetlight LED conversion program-decorative lighting and an evaluation of adaptive control systems for all Town and Regional owned streetlights.	Capital Budget													
6	Implement measures recommended in the Town Hall Leadership in Energy and Environmental Design (LEED) for existing buildings gap with the Facilities Division to prepare for certification.	Base Operating Budget													

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
7	Undertake a waste retrofit pilot at key Town facilities to improve waste diversion rates and inform applicability at other Town facilities.	Capital Budget													
8	Undertake a rooftop solar net metering feasibility study at Town Hall to understand the business case and structural viability to support on site renewable energy generation.	Capital Budget													
9	Monitor and assess the implications of the Provincial Cap and Trade Program and Climate Change Action Plan to identify opportunities for municipal participation (i.e. funding opportunities).	Base Operating Budget													
10	Procure and implement a new energy management software to manage the Town's utility data and invoices.	Capital Budget													
FINANCE															
1	Improve processes and controls between Town and the Municipal Property Assessment Corporation to ensure new assessments and assessment changes are reflected on the tax roll in a timely manner and to safeguard against unnecessary assessment/tax losses.	Base Operating Budget													
2	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,	Base Operating Budget													

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
	the Town intends to obtain the GFOA's Distinguished Budget Presentation Award for the 2017 Budget and the Canadian Award for Financial Reporting for the 2016 financial statements.														
3	Achieve the Popular Annual Financial Report (PAFR) award for 2016.	Base Operating Budget													
4	Lead the implementation of an integrated asset management and work order management system within the FIS department and across the organization, including Community Serv., Corporate Serv.	Capital Budget													
TRANSPORTATION															
1	Complete Transit Feasibility Study including a public consultation strategy and prepare a report to Council with staff recommendations	Capital Budget													
2	Manage and effectively implement the annual Pavement Marking Program. Ensure quality control measures are in place and project is on time and within budget.	Base Operating Budget													
3	Traffic Signal Installation for the intersection of Healey Road at Holland Drive/Simpson Rd	Capital Budget													
4	Complete 2 community cycling events to coincide with application to Share the Road as part of the requirements for bicycle friendly community.	Base Operating													

2017 Business Plan - Finance & Infrastructure Services

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
5	Manage and effectively implement the annual Guide Rail installation program based on the Road Network Safety Study. Ensure that project is on time and within budget.	Base Operating													
ROADS AND FLEET															
1	Development of a replacement program that reflects Town greening initiatives and the timely replacement of equipment and vehicles.	Capital Budget													
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.	Base Operating Budget													
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	Base Operating Budget													
4	Manage and effectively implement the approved Fleet capital program on an annual basis.	Capital Budget													
5	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.	Base Operating Budget													

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
6211 Old Church Road	Capital Project & Property Management	Expense	01-09-155-43050-375-61520	Wages-Casual Temporary	\$ 15,700	\$ 15,500
			01-09-155-43050-375-61523	Benefits-Casual Temporary	\$ 1,949	\$ 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	\$ 12,000	\$ 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	\$ 4,512	\$ 5,000
			01-09-155-43050-375-62216	Electricity	\$ 10,114	\$ 20,000
			01-09-155-43050-375-62217	Water/Waste Water	\$ 2,000	\$ 2,000
	01-09-155-43050-375-62335	Contracted Services	\$ 23,500	\$ 21,000		
Expense Total				\$ 84,775	\$ 82,424	
Capital Project & Property Management Total				\$ 84,775	\$ 82,424	
6211 Old Church Road Total					\$ 84,775	\$ 82,424
Alton Town Hall	Capital Project & Property	Expense	01-09-155-43050-310-62312	Insurance	\$ 1,231	\$ 2,615
		Expense Total			\$ 1,231	\$ 2,615
	Capital Project & Property Management Total				\$ 1,231	\$ 2,615
Alton Town Hall Total					\$ 1,231	\$ 2,615
Belfountain Community Hall	Capital Project & Property Management	Revenue	01-09-155-43050-315-50060	Auditorium/Room Rentals	\$ (6,400)	\$ (1,000)
		Revenue Total			\$ (6,400)	\$ (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	\$ 149	\$ 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	\$ 500	\$ 100
			01-09-155-43050-315-62018	Operating Supplies	\$ 500	\$ 200
			01-09-155-43050-315-62111	Maintenance & Repairs-Grounds	\$ 2,000	\$ 300
			01-09-155-43050-315-62112	Maintenance & Repairs-Building	\$ 3,000	\$ 3,000
			01-09-155-43050-315-62114	Small Equip Repair/Purchase	\$ 500	\$ 200
			01-09-155-43050-315-62215	Natural Gas	\$ 5,876	\$ 5,876
			01-09-155-43050-315-62216	Electricity	\$ 1,637	\$ 1,637
			01-09-155-43050-315-62312	Insurance	\$ 797	\$ 1,694
			01-09-155-43050-315-62335	Contracted Services	\$ 2,500	\$ 2,340
			01-09-155-43030-315-61520	Wages-Casual Temporary	\$ 14,040	\$ -
			01-09-155-43030-315-61523	Benefits-Casual Temporary	\$ 1,743	\$ -
			01-09-155-43030-315-62018	Operating Supplies	\$ 1,500	\$ -
			01-09-155-43030-315-62112	Maintenance & Repairs-Building	\$ 1,500	\$ -
			01-09-155-43030-315-62321	Rental Facility	\$ 5,400	\$ -
			01-09-155-43030-315-62335	Contracted Services	\$ 3,500	\$ -
			01-09-155-43030-315-62397	Telephone	\$ 2,500	\$ -
	Expense Total				\$ 49,042	\$ 16,896
Capital Project & Property Management Total				\$ 42,642	\$ 15,896	
Belfountain Community Hall Total					\$ 42,642	\$ 15,896
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	\$ 395	\$ 840
			01-09-155-43050-330-62437	Contribution to Reserves	\$ 500	\$ 300
	Expense Total				\$ 3,395	\$ 3,640
Capital Project & Property Management Total				\$ 3,395	\$ 3,640	
Kinsmen Building - Bolton Total					\$ 3,395	\$ 3,640
Melville	Capital Project & Property Management	Expense	01-09-155-43050-335-62112	Maintenance & Repairs-Building	\$ 600	\$ 500
			01-09-155-43050-335-62312	Insurance	\$ 387	\$ 822
			01-09-155-43050-335-62335	Contracted Services	\$ 600	\$ 500
			01-09-155-43050-335-62437	Contribution to Reserves	\$ 300	\$ 300
	Expense Total				\$ 1,887	\$ 2,122
Capital Project & Property Management Total				\$ 1,887	\$ 2,122	
Melville Total					\$ 1,887	\$ 2,122

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
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	\$ 62	\$ 62	
			01-09-155-43050-340-62017	Caretaking Supplies	\$ 200	\$ 200	
			01-09-155-43050-340-62018	Operating Supplies	\$ 150	\$ 150	
			01-09-155-43050-340-62111	Maintenance & Repairs-Grounds	\$ 4,500	\$ -	
			01-09-155-43050-340-62112	Maintenance & Repairs-Building	\$ 1,000	\$ 600	
			01-09-155-43050-340-62312	Insurance	\$ 1,596	\$ 3,391	
			01-09-155-43050-340-62335	Contracted Services	\$ 6,000	\$ 5,800	
			01-09-155-43050-340-62397	Telephone	\$ 1,400	\$ 1,200	
		01-09-155-43050-340-62437	Contribution to Reserves	\$ 300	\$ 300		
	Expense Total				\$ 15,708	\$ 12,203	
Capital Project & Property Management Total				\$ 15,708	\$ 12,203		
Old Caledon Township Hall Total					\$ 15,708	\$ 12,203	
OPP Bolton	Capital Project & Property Management	Expense	01-09-155-43030-210-62014	Uniforms/Protective Clothing	\$ 450	\$ 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	\$ 5,241	
	Expense Total				\$ 16,291	\$ 16,291	
Capital Project & Property Management Total				\$ 16,291	\$ 16,291		
OPP Bolton Total					\$ 16,291	\$ 16,291	
OPP Caledon East	Capital Project & Property Management	Revenue	01-09-155-43030-220-50516	Rents-OPP Caledon East	\$ (56,000)	\$ (53,000)	
			01-09-155-43030-220-50517	Recoveries-OPP	\$ (420,978)	\$ (439,819)	
			01-09-155-43030-220-50310	External Cost Recovery	\$ (20,000)	\$ -	
			01-09-155-43030-220-50512	OPP False Alarms	\$ (7,632)	\$ -	
			01-09-155-43030-220-50513	OPP Miscellaneous	\$ (48,121)	\$ -	
		Revenue Total				\$ (552,731)	\$ (492,819)
		Expense	01-09-155-43030-220-61108	Distributed Salaries	\$ 75,628	\$ 60,622	
			01-09-155-43030-220-61510	Salaries-Permanent	\$ 70,763	\$ 69,263	
			01-09-155-43030-220-61513	Benefits-Permanent	\$ 22,619	\$ 21,264	
			01-09-155-43030-220-61520	Wages-Casual Temporary	\$ 3,300	\$ 3,300	
			01-09-155-43030-220-61523	Benefits-Casual Temporary	\$ 410	\$ 410	
			01-09-155-43030-220-62017	Caretaking Supplies	\$ 5,150	\$ 5,000	
			01-09-155-43030-220-62018	Operating Supplies	\$ 7,725	\$ 7,500	
			01-09-155-43030-220-62021	Program Supplies	\$ 5,000	\$ 5,000	
			01-09-155-43030-220-62111	Maintenance & Repairs-Grounds	\$ 3,000	\$ 3,000	
			01-09-155-43030-220-62112	Maintenance & Repairs-Building	\$ 7,725	\$ 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	\$ 5,000	\$ 10,000	
			01-09-155-43030-220-62215	Natural Gas	\$ 5,714	\$ 7,000	
			01-09-155-43030-220-62216	Electricity	\$ 62,970	\$ 60,000	
			01-09-155-43030-220-62217	Water/Waste Water	\$ 2,000	\$ 2,000	
			01-09-155-43030-220-62310	Training/Development/Seminars	\$ 1,550	\$ 1,500	
			01-09-155-43030-220-62312	Insurance	\$ 18,797	\$ 28,714	
			01-09-155-43030-220-62314	Mileage	\$ 600	\$ 600	
			01-09-155-43030-220-62319	Grants	\$ 27,000	\$ 29,000	
			01-09-155-43030-220-62335	Contracted Services	\$ 100,000	\$ 77,000	
			01-09-155-43030-220-62396	Mobile Phones / Pagers	\$ 746	\$ 746	
			01-09-155-43030-220-62397	Telephone	\$ 3,500	\$ 3,500	
			01-09-155-43030-220-62437	Contribution to Reserves	\$ 2,000	\$ 925	
	Expense Total				\$ 438,197	\$ 410,844	
Capital Project & Property Management Total				\$ (114,534)	\$ (81,975)		
OPP Caledon East Total					\$ (114,534)	\$ (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	
St. Andrew	Capital Project & Property Management	Expense	01-09-155-43050-360-62112	Maintenance & Repairs-Building	\$ 600	\$ 500	
			01-09-155-43050-360-62312	Insurance	\$ 2,737	\$ 1,248	
			01-09-155-43050-360-62437	Contribution to Reserves	\$ 300	\$ 300	
	Expense Total				\$ 3,637	\$ 2,048	
Capital Project & Property Management Total				\$ 3,637	\$ 2,048		
St Andrew Total					\$ 3,637	\$ 2,048	

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Town Hall	Administration	Expense	01-09-115-40010-365-61510	Salaries-Permanent	\$ 256,577	\$ 406,079
			01-09-115-40010-365-61513	Benefits-Permanent	\$ 84,560	\$ 116,931
			01-09-115-40010-365-61520	Wages-Casual Temporary	\$ 223,834	\$ 194,200
			01-09-115-40010-365-61523	Benefits-Casual Temporary	\$ 27,863	\$ 24,104
			01-09-115-40010-365-62011	Office Supplies	\$ 3,000	\$ 3,000
			01-09-115-40010-365-62014	Uniforms/Protective Clothing	\$ 1,035	\$ -
			01-09-115-40010-365-62245	Studies/Consultants	\$ 1,000	\$ 1,000
			01-09-115-40010-365-62310	Training/Development/Seminars	\$ 4,000	\$ 7,500
			01-09-115-40010-365-62311	Memberships/Dues	\$ 2,500	\$ 2,500
			01-09-115-40010-365-62312	Insurance	\$ 269,998	\$ 573,689
			01-09-115-40010-365-62314	Mileage	\$ 500	\$ 2,500
			01-09-115-40010-365-62315	Printing & Advertising	\$ 1,000	\$ 4,000
			01-09-115-40010-365-62339	Communication Equipment	\$ -	\$ 12,500
			01-09-115-40010-365-62346	Courier	\$ 250	\$ 250
			01-09-115-40010-365-62375	Meeting Expense	\$ 1,000	\$ 1,000
			01-09-115-40010-365-62396	Mobile Phones / Pagers	\$ 500	\$ 1,000
		Expense Total			\$ 877,617	\$ 1,350,253
	Administration Total				\$ 877,617	\$ 1,350,253
	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	\$ 179,494	\$ -
			01-09-155-43020-365-61512	Recovery-Salaries-Permanent	\$ (166,774)	\$ -
			01-09-155-43020-365-61513	Benefits-Permanent	\$ 52,799	\$ -
			01-09-155-43020-365-61520	Wages-Casual Temporary	\$ -	\$ -
			01-09-155-43020-365-61523	Benefits-Casual Temporary	\$ -	\$ -
			01-09-155-43020-365-62011	Office Supplies	\$ 1,000	\$ 1,000
			01-09-155-43020-365-62014	Uniforms/Protective Clothing	\$ 500	\$ 900
			01-09-155-43020-365-62018	Operating Supplies	\$ 500	\$ 1,500
			01-09-155-43020-365-62239	Equipment	\$ 1,000	\$ 1,500
			01-09-155-43020-365-62310	Training/Development/Seminars	\$ 7,500	\$ -
			01-09-155-43020-365-62311	Memberships/Dues	\$ 3,100	\$ 1,000
			01-09-155-43020-365-62314	Mileage	\$ 1,667	\$ 1,667
			01-09-155-43020-365-62315	Printing & Advertising	\$ -	\$ 1,000
			01-09-155-43020-365-62396	Mobile Phones / Pagers	\$ 850	\$ 800
			01-09-155-43040-365-61510	Salaries-Permanent	\$ 166,089	\$ 165,698
			01-09-155-43040-365-61513	Benefits-Permanent	\$ 49,838	\$ 47,657
			01-09-155-43040-365-61520	Wages-Casual Temporary	\$ 55,957	\$ 13,300
			01-09-155-43040-365-61523	Benefits-Casual Temporary	\$ 6,771	\$ 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	\$ 1,500	\$ 1,000
			01-09-155-43040-365-62114	Small Equip Repair/Purchase	\$ 2,500	\$ 2,500
			01-09-155-43040-365-62239	Equipment	\$ 750	\$ 750
			01-09-155-43040-365-62256	Security	\$ 11,000	\$ 10,000
			01-09-155-43040-365-62310	Training/Development/Seminars	\$ 1,750	\$ 1,750
			01-09-155-43040-365-62314	Mileage	\$ 2,000	\$ 2,000
			01-09-155-43040-365-62335	Contracted Services	\$ 10,000	\$ 8,000
			01-09-155-43040-365-62396	Mobile Phones / Pagers	\$ 900	\$ 900
			01-09-155-43050-365-61510	Salaries-Permanent	\$ 173,374	\$ 167,377
			01-09-155-43050-365-61512	Recovery-Salaries-Permanent	\$ (114,828)	\$ (99,822)
			01-09-155-43050-365-61513	Benefits-Permanent	\$ 51,497	\$ 48,219
			01-09-155-43050-365-61520	Wages-Casual Temporary	\$ 51,900	\$ 51,200
			01-09-155-43050-365-61523	Benefits-Casual Temporary	\$ 10,240	\$ 10,099
			01-09-155-43050-365-62011	Office Supplies	\$ 200	\$ 200
			01-09-155-43050-365-62014	Uniforms/Protective Clothing	\$ 550	\$ 500
			01-09-155-43050-365-62017	Caretaking Supplies	\$ 11,000	\$ 10,000
			01-09-155-43050-365-62018	Operating Supplies	\$ 11,000	\$ 10,000
			01-09-155-43050-365-62111	Maintenance & Repairs-Grounds	\$ 20,000	\$ 5,000
			01-09-155-43050-365-62112	Maintenance & Repairs-Building	\$ 35,000	\$ 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	\$ 20,277	\$ 20,000
			01-09-155-43050-365-62216	Electricity	\$ 130,000	\$ 120,000
			01-09-155-43050-365-62217	Water/Waste Water	\$ 5,000	\$ 5,000
			01-09-155-43050-365-62256	Security	\$ 16,000	\$ 15,000
			01-09-155-43050-365-62310	Training/Development/Seminars	\$ 3,900	\$ 3,900
			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	\$ 27,750	\$ 12,500

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Town Hall	Capital Project & Property Management	Expense	01-09-155-43050-365-62396	Mobile Phones / Pagers	\$ 1,750	\$ 2,500	
			01-09-155-43050-365-62437	Contribution to Reserves	\$ 10,600	\$ 10,600	
			01-09-155-75300-365-61520	Wages-Casual Temporary	\$ 84,500	\$ 83,300	
			01-09-155-75300-365-61523	Benefits-Casual Temporary	\$ 18,093	\$ 17,836	
			01-09-155-75300-365-62014	Uniforms/Protective Clothing	\$ 600	\$ 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	\$ 7,000	\$ 6,500	
			01-09-155-75300-365-62114	Small Equip 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				\$ 1,144,494	\$ 973,482	
	Capital Project & Property Management Total				\$ 1,087,994	\$ 916,982	
	Energy & Environment	Revenue	01-09-255-44040-365-50325	Tree Seedling Program	\$ (11,000)	\$ (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)	\$ (1,000)	
			01-09-255-44040-365-50760	Special Events	\$ (100)	\$ (100)	
		Revenue Total				\$ (42,100)	\$ (42,100)
		Expense	01-09-255-44040-365-61510	Salaries-Permanent	\$ 231,292	\$ 168,035	
			01-09-255-44040-365-61512	Recovery-Salaries-Permanent	\$ -	\$ (108,200)	
			01-09-255-44040-365-61513	Benefits-Permanent	\$ 72,102	\$ 48,176	
			01-09-255-44040-365-61520	Wages-Casual Temporary	\$ 10,900	\$ 69,500	
			01-09-255-44040-365-61523	Benefits-Casual Temporary	\$ 1,353	\$ 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	\$ 21,000	\$ 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	\$ 3,500	\$ 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	\$ 10,000	
			01-09-255-44040-365-62346	Courier	\$ 100	\$ 100	
			01-09-255-44040-365-62355	Special Events	\$ 4,000	\$ 4,000	
			01-09-255-44040-365-62375	Meeting Expense	\$ 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	\$ 300	\$ 500		
01-09-255-44040-365-62437			Contribution to Reserves	\$ 29,750	\$ 30,000		
01-09-255-44040-365-62446			MicroFIT Meters	\$ 250	\$ 250		
Expense Total				\$ 429,047	\$ 294,987		
Energy & Environment Total				\$ 386,947	\$ 252,887		
Engineering Services			Revenue	01-09-265-49010-365-50310	External Recovery - Region	\$ (370,394)	\$ (370,394)
	01-09-265-49010-365-50319	Grants/Subsidies		\$ (500)	\$ (500)		
	01-09-265-49010-365-50328	Engineering Fee		\$ (359,510)	\$ (367,344)		
	01-09-265-49010-365-50337	Benchmark Fee-Eng.		\$ (6,625)	\$ (6,625)		
	01-09-265-49010-365-50341	Eng. Drawing Fee		\$ (4,335)	\$ (4,335)		
	Revenue Total				\$ (741,364)	\$ (749,198)	
	Expense	01-09-265-49010-365-61109	Salary Recovery	\$ (469,909)	\$ (639,897)		
		01-09-265-49010-365-61510	Salaries-Permanent	\$ 865,268	\$ 884,058		
		01-09-265-49010-365-61513	Benefits-Permanent	\$ 256,165	\$ 249,612		
		01-09-265-49010-365-61520	Wages-Casual Temporary	\$ 57,580	\$ 216,300		
		01-09-265-49010-365-61523	Benefits-Casual Temporary	\$ 7,454	\$ 26,847		
		01-09-265-49010-365-62014	Uniforms/Protective Clothing	\$ 3,400	\$ 3,300		
		01-09-265-49010-365-62018	Operating Supplies	\$ 350	\$ -		
		01-09-265-49010-365-62245	Studies/Consultants	\$ 142,850	\$ 142,850		
		01-09-265-49010-365-62310	Training/Development/Seminars	\$ 16,000	\$ 14,033		
		01-09-265-49010-365-62311	Memberships/Dues	\$ 3,000	\$ 3,000		
		01-09-265-49010-365-62314	Mileage	\$ 10,500	\$ 10,000		
		01-09-265-49010-365-62315	Printing & Advertising	\$ 500	\$ -		
		01-09-265-49010-365-62339	Communication Equipment	\$ 500	\$ 500		
		01-09-265-49010-365-62396	Mobile Phones / Pagers	\$ 2,835	\$ 1,935		
01-09-265-49010-365-62402		External Debt Repayment	\$ 1,270,394	\$ 970,394			
01-09-265-49010-365-62437	Contribution to Reserves	\$ 19,500	\$ 19,500				
Expense Total				\$ 2,186,387	\$ 1,902,432		
Engineering Services Total				\$ 1,445,023	\$ 1,153,234		

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Town Hall	Road & Fleet Services	Revenue	01-09-495-40010-365-50013	Fuel Recovery	\$ (72,012)	\$ -
			01-09-495-40010-365-50050	Miscellaneous	\$ (25,000)	\$ -
			01-09-495-40010-365-50300	Internal Recoveries	\$ (83,200)	\$ -
			01-09-495-40010-365-50304	Peel Services	\$ (15,000)	\$ -
			01-09-495-40010-365-50305	Culvert Permits	\$ (37,500)	\$ -
			01-09-495-40010-365-50306	Maintenance Unassumed Roads	\$ (60,000)	\$ -
			01-09-495-40010-365-50309	Municipal Sign #	\$ (5,000)	\$ -
			01-09-495-40010-365-50310	External Cost Recovery	\$ (25,000)	\$ -
			01-09-495-40010-365-50312	Peel Ambulance	\$ (2,500)	\$ -
			01-09-495-40010-365-50314	Caledon Community Service	\$ (120,000)	\$ -
			01-09-495-40010-365-50319	Grants/Subsidies	\$ (8,000)	\$ -
			01-09-495-40010-365-50331	Program Cost Recoveries	\$ (10,000)	\$ -
			01-09-495-40010-365-50334	Vehicle-Building & Enforcement	\$ (10,000)	\$ -
			01-09-495-40010-365-50336	Recreation-vehicle rental	\$ (5,000)	\$ -
			01-09-495-40010-365-50340	Inter. Fleet Maintenance	\$ (185,000)	\$ -
			01-09-495-40010-365-50353	Heavy Truckload Rd Use	\$ (5,000)	\$ -
			01-09-495-40010-365-50358	Scrap Metal Sales	\$ (5,000)	\$ -
			01-09-495-40010-365-50360	Streetlight Recovery	\$ (100,000)	\$ -
			01-09-495-49140-365-50310	External Cost Recovery	\$ (46,000)	\$ -
			01-09-495-49050-365-50013	Fuel Recovery - Fire	\$ -	\$ (72,012)
			01-09-495-49050-365-50304	Peel Services	\$ -	\$ (16,000)
			01-09-495-49050-365-50312	Peel Ambulance	\$ -	\$ -
			01-09-495-49050-365-50314	Caledon Community Service	\$ -	\$ (130,000)
			01-09-495-49050-365-50332	Sale of Equipment	\$ -	\$ -
			01-09-495-49050-365-50334	Vehicle-Building & Enforcement	\$ -	\$ (10,000)
			01-09-495-49050-365-50336	Recreation-vehicle rental	\$ -	\$ (5,500)
			01-09-495-49050-365-50340	Fire Fleet Maintenance	\$ -	\$ (195,000)
			01-09-495-49070-365-50050	Miscellaneous	\$ -	\$ (31,733)
			01-09-495-49070-365-50300	Internal Recoveries	\$ -	\$ (54,700)
			01-09-495-49070-365-50305	Culvert Permits	\$ -	\$ (41,148)
			01-09-495-49070-365-50306	Maintenance Unassumed Roads	\$ -	\$ (100,000)
			01-09-495-49070-365-50309	Municipal Sign #'s	\$ -	\$ (6,300)
			01-09-495-49070-365-50310	External Cost Recovery	\$ -	\$ (30,000)
			01-09-495-49070-365-50319	Grants/Subsidies	\$ -	\$ (9,800)
			01-09-495-49070-365-50331	Program Cost Recoveries	\$ -	\$ (25,326)
			01-09-495-49070-365-50353	Heavy Truckload Rd Use	\$ -	\$ (5,000)
		Revenue Total			\$ (819,212)	\$ (732,519)
		Expense	01-09-495-40010-365-62014	Uniforms/Protective Clothing	\$ 81,000	\$ -
			01-09-495-40010-365-62018	Operating Supplies	\$ 6,000	\$ -
			01-09-495-40010-365-62122	Pit Operations	\$ 5,000	\$ -
			01-09-495-40010-365-62216	Electricity	\$ 796,084	\$ -
			01-09-495-40010-365-62310	Training/Development/Seminars	\$ 40,000	\$ -
			01-09-495-40010-365-62311	Memberships/Dues	\$ 18,000	\$ -
			01-09-495-40010-365-62314	Mileage	\$ 1,500	\$ -
			01-09-495-40010-365-62339	Communication Equipment	\$ 16,462	\$ -
			01-09-495-40010-365-62361	Professional Services	\$ 45,000	\$ -
			01-09-495-40010-365-62396	Mobile Phones / Pagers	\$ 5,808	\$ -
			01-09-495-40010-365-62418	Debt Repayment	\$ 805,915	\$ -
			01-09-495-40010-365-62437	Contribution to reserves	\$ 5,000	\$ -
			01-09-495-49050-365-61510	Salaries-Permanent	\$ 147,562	\$ 142,125
			01-09-495-49050-365-61513	Benefits-Permanent	\$ 45,751	\$ 43,328
			01-09-495-49050-365-61540	Wages-CUPE	\$ 535,142	\$ 559,867
			01-09-495-49050-365-61541	Overtime-CUPE	\$ 20,000	\$ -
			01-09-495-49050-365-61543	Benefits-CUPE	\$ 174,506	\$ 181,054
			01-09-495-49050-365-62001	Fire/Hvy Duty Vehicle Mtce/Sup	\$ 300,000	\$ -
			01-09-495-49050-365-62002	Constr. Vehicle Mtce/Supplies	\$ 200,000	\$ -
			01-09-495-49050-365-62003	Diesel Fuel	\$ 325,000	\$ -
			01-09-495-49050-365-62004	Unleaded Gasoline	\$ 298,434	\$ -
			01-09-495-49050-365-62005	Misc. Fuels	\$ 25,000	\$ -
			01-09-495-49050-365-62012	Vehicle Maintenance/Supplies	\$ 150,000	\$ 761,125
			01-09-495-49050-365-62013	Fuel	\$ -	\$ 648,434
			01-09-495-49050-365-62014	Uniforms/Protective Clothing	\$ -	\$ 19,718
			01-09-495-49050-365-62114	Small Equip Repair/Purchase	\$ 80,000	\$ 81,000
			01-09-495-49050-365-62310	Training/Development/Seminars	\$ -	\$ 9,962

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Town Hall	Road & Fleet Services	Expense	01-09-495-49050-365-62311	Memberships/Dues	\$ -	\$ 4,840
			01-09-495-49050-365-62314	Mileage	\$ -	\$ 1,000
			01-09-495-49050-365-62316	Rental Equipment	\$ 40,000	\$ 15,000
			01-09-495-49050-365-62339	Communication Equipment	\$ -	\$ 10,212
			01-09-495-49050-365-62396	Mobile Phones / Pagers	\$ -	\$ 1,308
			01-09-495-49050-365-62418	Debt Repayment	\$ 309,954	\$ 640,000
			01-09-495-49050-365-62437	Contribution to Reserves	\$ 330,046	\$ -
			01-09-495-49080-365-61216	Standby	\$ 17,000	\$ -
			01-09-495-49080-365-61510	Salaries-Permanent	\$ 351,012	\$ 438,566
			01-09-495-49080-365-61511	Overtime-Permanent	\$ 39,500	\$ 20,000
			01-09-495-49080-365-61513	Benefits-Permanent	\$ 104,557	\$ 124,297
			01-09-495-49080-365-61520	Wages-Casual Temporary	\$ 147,900	\$ 145,700
			01-09-495-49080-365-61523	Benefits-Casual Temporary	\$ 18,357	\$ 18,084
			01-09-495-49080-365-61540	Wages-CUPE	\$ 1,945,035	\$ 1,681,944
			01-09-495-49080-365-61541	Overtime-CUPE	\$ 80,000	\$ -
			01-09-495-49080-365-61542	Recovery-Wages-CUPE	\$ (11,404)	\$ (11,404)
			01-09-495-49080-365-61543	Benefits-CUPE	\$ 576,795	\$ 497,496
			01-09-495-49090-365-62018	Operation Supplies	\$ 1,500	\$ -
			01-09-495-49090-365-62227	Material - Cold Patch	\$ 100,000	\$ 72,161
			01-09-495-49090-365-62230	Base Repairs-Paved	\$ 100,000	\$ 130,000
			01-09-495-49090-365-62257	Shouldering		\$ 21,020
			01-09-495-49090-365-62235	Sidewalk Maintenance	\$ 135,000	\$ -
			01-09-495-49090-365-62335	Contracted Services	\$ 66,944	\$ 60,944
			01-09-495-49090-365-62349	Sweeping Contracts	\$ 95,000	\$ 92,500
			01-09-495-49100-365-62018	Operating Supplies	\$ 1,500	\$ -
			01-09-495-49100-365-62040	Gravel	\$ 175,000	\$ 185,100
			01-09-495-49100-365-62226	Base Repairs-Unpaved	\$ 30,000	\$ -
			01-09-495-49100-365-62239	Equipment	\$ 25,000	\$ -
			01-09-495-49100-365-63036	Summer Mtrl Purch-Calcium	\$ 177,434	\$ 167,334
			01-09-495-49110-365-62014	Uniforms/Protective Clothing	\$ -	\$ 36,300
			01-09-495-49110-365-62122	Pit Operations	\$ -	\$ 8,763
			01-09-495-49110-365-62310	Training/Development/Seminars	\$ -	\$ 29,048
			01-09-495-49110-365-62311	Memberships/Dues	\$ -	\$ 2,200
			01-09-495-49110-365-62314	Mileage	\$ -	\$ 2,500
			01-09-495-49110-365-62361	Professional Services	\$ -	\$ 42,000
			01-09-495-49110-365-62396	Mobile Phones / Pagers	\$ -	\$ 4,500
			01-09-495-49120-365-62235	Sidewalk Maintenance	\$ -	\$ 130,000
			01-09-495-49120-365-62335	Contracted Services	\$ -	\$ 6,000
			01-09-495-49120-365-62336	Equipment Rental	\$ -	\$ 143,318
			01-09-495-49120-365-62437	Contribution to Reserves	\$ -	\$ 81,682
			01-09-495-49130-365-62216	Electricity	\$ -	\$ 724,396
			01-09-495-49130-365-62237	Tree Maintenance Contract	\$ -	\$ 40,000
			01-09-495-49130-365-62239	Equipment	\$ -	\$ 23,052
			01-09-495-49130-365-62335	Contracted Services	\$ -	\$ 50,000
			01-09-495-49130-365-62338	Catch Basin Cleaning Contract	\$ -	\$ 55,800
			01-09-495-49130-365-62343	Contract-Railway Crossing	\$ -	\$ 60,000
			01-09-495-49130-365-62351	Ditch Cleaning	\$ -	\$ 56,100
			01-09-495-49130-365-62358	Materials	\$ -	\$ 16,524
			01-09-495-49130-365-62364	Bridge Maintenance	\$ -	\$ 20,000
			01-09-495-49130-365-62365	Guide Beam/Post Maintenance	\$ -	\$ 30,000
			01-09-495-49130-365-62367	Culvert	\$ -	\$ 50,000
			01-09-495-49130-365-62369	Culvert Maintenance	\$ -	\$ 68,640
			01-09-495-49130-365-62418	Debt Repayment	\$ -	\$ 805,915
			01-09-495-49130-365-62437	Contribution to Reserves	\$ -	\$ -
			01-09-495-49140-365-62018	Operating Supplies		\$ 801,146
			01-09-495-49140-365-62239	Equipment		\$ 1,500
			01-09-495-49140-365-62255	Region of Peel Plow/Sand Contract	\$ 50,000	\$ 150,000
			01-09-495-49140-365-62335	Contracted Services	\$ 46,039	\$ 194,619
			01-09-495-49140-365-62336	Equipment Rental	\$ 20,000	\$ 8,284
			01-09-495-49140-365-62358	Materials	\$ -	\$ 7,500
			01-09-495-49140-365-62363	Winter Parking Lot Mtce.	\$ 45,976	\$ 130,976
			01-09-495-49140-365-63036	Calcium	\$ 120,000	\$ -
			01-09-495-49140-365-63038	Salt & Sand	\$ 830,000	\$ -
			01-09-495-49200-365-62018	Operating Supplies	\$ 1,500	\$ -
			01-09-495-49200-365-62237	Tree Maintenance Contract	\$ 50,000	\$ -
			01-09-495-49200-365-62257	Shouldering	\$ 25,000	\$ -

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Town Hall	Road & Fleet Services	Expense	01-09-495-49200-365-62335	Contracted Services	\$ 1,000	\$ -	
			01-09-495-49200-365-62365	Guide Beam/Post Maintenance	\$ 20,000	\$ -	
			01-09-495-49200-365-62437	Contribution to Reserves	\$ 225,000	\$ -	
			01-09-495-49210-365-62018	Operating Supplies	\$ 1,500	\$ -	
			01-09-495-49210-365-62335	Contracted Services	\$ 1,000	\$ -	
			01-09-495-49210-365-62338	Catch Basin Cleaning	\$ 60,000	\$ -	
			01-09-495-49210-365-62351	Ditch Cleaning	\$ 56,000	\$ -	
			01-09-495-49210-365-62367	Culvert	\$ 50,000	\$ -	
			01-09-495-49210-365-62369	Culvert Maintenance	\$ 52,000	\$ -	
			01-09-495-49220-365-62335	Contracted Services	\$ 50,000	\$ -	
			01-09-495-49220-365-62343	Contract-Railway Crossing	\$ 60,000	\$ -	
		01-09-495-49220-365-62364	Bridge Maintenance	\$ 20,000	\$ -		
	Expense Total				\$ 10,768,309	\$ 10,543,478	
	Road & Fleet Services Total				\$ 9,949,097	\$ 9,810,959	
	Traffic	Revenue	01-09-500-49115-365-50310	External Cost Recovery	\$ (35,000)	\$ -	
		Revenue Total			\$ (35,000)	\$ -	
		Expense	01-09-500-49115-365-61510	Salaries- Permanent	\$ 376,461	\$ 369,993	
			01-09-500-49115-365-61511	Overtime-Permanent	\$ 6,500	\$ -	
			01-09-500-49115-365-61512	Recovery-Salaries-Permanent	\$ (33,484)	\$ (33,484)	
			01-09-500-49115-365-61513	Benefits - Permanent	\$ 117,368	\$ 110,751	
			01-09-500-49115-365-61520	Wages-Casual Temporary	\$ 66,700	\$ 65,700	
			01-09-500-49115-365-61521	Overtime	\$ 2,500	\$ -	
			01-09-500-49115-365-61523	Benefits-Casual Temporary	\$ 8,279	\$ 8,155	
			01-09-500-49115-365-62014	Uniforms	\$ 900	\$ 650	
			01-09-500-49115-365-62245	Studies/Consultants	\$ 25,000	\$ 25,000	
			01-09-500-49115-365-62310	Training/Development/Seminars	\$ 7,500	\$ 9,000	
			01-09-500-49115-365-62311	Memberships/Dues	\$ 2,500	\$ 1,000	
			01-09-500-49115-365-62314	Mileage	\$ 6,000	\$ 7,000	
			01-09-500-49115-365-62315	Printing & Advertising	\$ 500	\$ -	
			01-09-500-49115-365-62335	Contracted Services	\$ 180,000	\$ 214,260	
			01-09-500-49115-365-62347	Pavement Marking Contract	\$ 170,540	\$ 150,540	
			01-09-500-49115-365-62375	Meeting Expense	\$ 650	\$ 650	
			01-09-500-49115-365-62396	Mobile Phones/Pagers	\$ 1,250	\$ 1,250	
01-09-500-49115-365-62659			Streetlight Maintenance	\$ 137,000	\$ 172,000		
01-09-500-49115-365-62660			Traffic Operations Maintenance	\$ 100,000	\$ 100,000		
01-09-500-49115-365-62661			Streetlight Mtce-Region	\$ 35,000	\$ -		
Expense Total				\$ 1,211,164	\$ 1,202,465		
Traffic Total				\$ 1,176,164	\$ 1,202,465		
Finance		Revenue	01-01-285-43070-365-50125	Merchandise Sales	\$ (2,000)	\$ (2,000)	
			01-01-285-43070-365-50522	Copy Fees	\$ (2,000)	\$ (4,588)	
			01-01-285-43070-365-50562	Garbage Tag Sales	\$ (6,800)	\$ (9,000)	
	Revenue Total			\$ (10,800)	\$ (15,588)		
	Expense	01-01-285-43060-365-61510	Salaries-Permanent	\$ 1,232,063	\$ 1,129,233		
		01-01-285-43060-365-61513	Benefits-Permanent	\$ 363,888	\$ 321,219		
		01-01-285-43060-365-62011	Office Supplies	\$ 6,000	\$ 6,500		
		01-01-285-43060-365-62310	Training/Development/Seminars	\$ 22,000	\$ 22,500		
		01-01-285-43060-365-62311	Memberships/Dues	\$ 12,000	\$ 10,000		
		01-01-285-43060-365-62314	Mileage	\$ 1,000	\$ 1,000		
		01-01-285-43060-365-62315	Printing & Advertising	\$ 4,000	\$ 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	\$ 800	\$ 800		
		01-01-285-43070-365-61510	Salaries-Permanent	\$ 461,374	\$ 501,908		
		01-01-285-43070-365-61513	Benefits-Permanent	\$ 141,805	\$ 150,818		
		01-01-285-43070-365-62011	Office Supplies	\$ 2,000	\$ 2,500		
		01-01-285-43070-365-62120	Marriage Licenses Forms	\$ 7,700	\$ 7,700		
		01-01-285-43070-365-62310	Training/Development/Seminars	\$ 6,200	\$ 6,200		
		01-01-285-43070-365-62311	Memberships/Dues	\$ 1,500	\$ 1,500		
		01-01-285-43070-365-62314	Mileage	\$ 900	\$ 400		
		01-01-285-43070-365-62315	Printing & Advertising	\$ 12,500	\$ 12,500		
		01-01-285-43070-365-62335	Contracted Services	\$ 145,220	\$ 145,220		
		01-01-285-43060-365-62375	Meeting Expense	\$ 400	\$ -		
		01-01-285-43070-365-62396	Mobile Phones / Pagers	\$ 252	\$ 252		
		01-01-285-43070-365-62412	Special Charges	\$ 2,000	\$ 2,000		
		01-01-285-43070-365-62415	Garbage Tags	\$ 5,000	\$ 7,200		
		Expense Total				\$ 2,431,002	\$ 2,339,350
		Finance Total				\$ 2,420,202	\$ 2,323,762

TOWN OF CALEDON
2017 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Town Hall	Purchasing & Risk Management	Revenue	01-01-435-43090-365-50520	Document Sales	\$ (18,000)	\$ (25,000)	
		Revenue Total			\$ (18,000)	\$ (25,000)	
		Expense	01-01-435-43090-365-61510	Salaries-Permanent	\$ 524,056	\$ 449,620	
			01-01-435-43090-365-61513	Benefits-Permanent	\$ 163,435	\$ 133,804	
			01-01-435-43090-365-62011	Office Supplies	\$ 2,500	\$ 2,500	
			01-01-435-43090-365-62310	Training/Development/Seminars	\$ 17,525	\$ 15,525	
			01-01-435-43090-365-62311	Memberships/Dues	\$ 5,395	\$ 3,395	
			01-01-435-43090-365-62314	Mileage	\$ 1,000	\$ 1,000	
		01-01-435-43090-365-62396	Mobile Phones / Pagers	\$ 276	\$ 276		
	Expense Total			\$ 714,187	\$ 606,120		
Purchasing & Risk Management Total			\$ 696,187	\$ 581,120			
Town Hall Total					\$ 18,039,231	\$ 17,591,662	
Yard 1	Capital Project & Property Management		01-09-155-43050-511-62018	Operating Supplies	\$ 38,290	\$ -	
			01-09-155-43050-511-62112	Maintenance & Repairs-Building	\$ 54,837	\$ -	
			01-09-155-43050-511-62215	Natural Gas	\$ 8,722	\$ -	
			01-09-155-43050-511-62216	Electricity	\$ 23,879	\$ -	
			01-09-155-43050-511-62312	Insurance	\$ 2,220	\$ -	
			01-09-155-43050-511-62397	Telephone	\$ 6,000	\$ -	
		Expense Total			\$ 133,948	\$ -	
	Capital Project & Property Management Total				\$ 133,948	\$ -	
	Road & Fleet Services		01-09-495-49150-511-62018	Operating Supplies	\$ -	\$ 40,790	
			01-09-495-49150-511-62112	Maintenance & Repairs-Building	\$ -	\$ 54,837	
			01-09-495-49150-511-62215	Natural Gas	\$ -	\$ 9,760	
			01-09-495-49150-511-62216	Electricity	\$ -	\$ 17,349	
			01-09-495-49150-511-62312	Insurance	\$ -	\$ 4,717	
			01-09-495-49150-511-62397	Telephone	\$ -	\$ 6,000	
		Expense Total			\$ -	\$ 133,453	
	Road & Fleet Services Total				\$ -	\$ 133,453	
	Yard 1 Total					\$ -	\$ 133,453
	Yard 2	Capital Project & Property Management	Expense	01-09-155-43050-512-62018	Operating Supplies	\$ 25,091	\$ -
01-09-155-43050-512-62112				Maintenance & Repairs-Building	\$ 64,921	\$ -	
01-09-155-43050-512-62215				Natural Gas	\$ 10,657	\$ -	
01-09-155-43050-512-62216				Electricity	\$ 25,371	\$ -	
01-09-155-43050-512-62312				Insurance	\$ 5,336	\$ -	
01-09-155-43050-512-62396				Mobile Phones / Pagers	\$ 770	\$ -	
01-09-155-43050-512-62397			Telephone	\$ 3,630	\$ -		
Expense Total				\$ 135,776	\$ -		
Capital Project & Property Management Total				\$ 135,776	\$ -		
Road & Fleet Services			01-09-495-49150-512-62018	Operating Supplies	\$ -	\$ 27,591	
			01-09-495-49150-512-62112	Maintenance & Repairs-Building	\$ -	\$ 64,921	
			01-09-495-49150-512-62215	Natural Gas	\$ -	\$ 10,000	
			01-09-495-49150-512-62216	Electricity	\$ -	\$ 23,987	
			01-09-495-49150-512-62312	Insurance	\$ -	\$ 11,338	
			01-09-495-49150-512-62396	Mobile Phones / Pagers	\$ -	\$ 770	
		01-09-495-49150-512-62397	Telephone	\$ -	\$ 3,630		
Expense Total				\$ -	\$ 142,237		
Road & Fleet Services Total				\$ -	\$ 142,237		
Yard 2 Total					\$ -	\$ 142,237	
Yard 3	Capital Project & Property Management	Expense	01-09-155-43050-513-62018	Operating Supplies	\$ 10,914	\$ -	
			01-09-155-43050-513-62112	Maintenance & Repairs-Building	\$ 21,230	\$ -	
			01-09-155-43050-513-62215	Natural Gas	\$ 4,291	\$ -	
			01-09-155-43050-513-62216	Electricity	\$ 8,383	\$ -	
			01-09-155-43050-513-62397	Telephone	\$ 2,900	\$ -	
		Expense Total			\$ 47,718	\$ -	
	Capital Project & Property Management Total				\$ 47,718	\$ -	
	Road & Fleet Services		01-09-495-49150-513-62018	Operating Supplies	\$ -	\$ 10,914	
			01-09-495-49150-513-62112	Maintenance & Repairs-Building	\$ -	\$ 21,230	
			01-09-495-49150-513-62215	Natural Gas	\$ -	\$ 4,731	
			01-09-495-49150-513-62216	Electricity	\$ -	\$ 5,952	
			01-09-495-49150-513-62397	Telephone	\$ -	\$ 2,550	
		Expense Total			\$ -	\$ 45,377	
	Road & Fleet Services Total				\$ -	\$ 45,377	
Yard 3 Total					\$ -	\$ 45,377	
Total Finance & Infrastructure					\$ 18,419,729	\$ 17,976,017	

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/Expense	Account Number	Account Description	2017 Budget	2016 Budget
Administration	Revenue	01-10-115-40010-365-50986	Reserve Fund To Revenue	\$ -	\$ (5,630)
	Revenue Total			\$ -	\$ (5,630)
	Expense	01-10-115-40010-365-62312	Insurance	\$ 109,267	\$ 73,406
		01-10-115-40010-365-62317	Audit	\$ 50,000	\$ 50,000
		01-10-115-40010-365-62319	Grants	\$ 121,130	\$ 100,630
		01-10-115-40010-365-62327	Municipal Taxes	\$ 16,767	\$ 30,766
		01-10-115-40010-365-62335	Contracted Services	\$ 20,000	\$ 20,000
		01-10-115-40010-365-62408	Contingency	\$ 439,051	\$ 440,201
		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				\$ 521,877	\$ 480,665
Total Administration				\$ 521,877	\$ 475,035
Bolton Business Improvement	Revenue	01-10-505-42260-365-50922	Bolton B.I.A.	\$ (70,000)	\$ (81,100)
	Revenue Total			\$ (70,000)	\$ (81,100)
	Expense	01-10-135-42010-365-62319	Grants	\$ 70,000	\$ 81,100
	Expense Total			\$ 70,000	\$ 81,100
Total Bolton Business Improvement				\$ -	\$ -
Capital/Reserve Transfer	Revenue	01-10-165-42020-365-50986	Reserve Fund To Revenue	\$ (2,642,638)	\$ -
	Revenue Total			\$ (2,642,638)	\$ -
Total Corporate Accounts-Capital/Reserve Transfer				\$ (2,642,638)	\$ -
Corporate Accounts-Centralized Charges	Revenue	01-10-175-42030-365-50348	Insurance Reimbursements	\$ (20,000)	\$ (20,000)
	Revenue Total			\$ (20,000)	\$ (20,000)
	Expense	01-10-175-42030-365-62009	Bulk Office Supplies	\$ 20,000	\$ 14,000
		01-10-175-42030-365-62011	Office Supplies	\$ 3,400	\$ 2,400
		01-10-175-42030-365-62016	Records Management Supplies	\$ 25,000	\$ 55,000
		01-10-175-42030-365-62018	Operating Supplies	\$ 20,000	\$ 20,000
		01-10-175-42030-365-62249	Copiers/Faxes	\$ 165,000	\$ 165,000
		01-10-175-42030-365-62254	Maintenance Contracts - IT	\$ 872,351	\$ 560,611
		01-10-175-42030-365-62305	Computer Services	\$ 60,000	\$ 60,000
		01-10-175-42030-365-62309	Insurance Deductible	\$ 290,000	\$ 110,000
		01-10-175-42030-365-62310	Training/Development/Seminars	\$ -	\$ 2,000
		01-10-175-42030-365-62313	Insurance Adjust. Service	\$ 40,000	\$ 40,000
		01-10-175-42030-365-62322	Postage	\$ 110,000	\$ 100,000
		01-10-175-42030-365-62396	Mobile Phones / Pagers	\$ 1,500	\$ 1,500
		01-10-175-42030-365-62397	Telephone	\$ 77,000	\$ 77,000
	Expense Total			\$ 1,684,251	\$ 1,207,511
Total Corporate Accounts-Centralized Charges				\$ 1,664,251	\$ 1,187,511
Fees & Service Charges	Revenue	01-10-275-42170-365-50050	Miscellaneous	\$ (41,100)	\$ (66,100)
		01-10-275-42170-365-50300	Internal Recoveries	\$ (730,943)	\$ (718,725)
		01-10-275-42170-365-50333	Mortgage Company Fee	\$ (50,000)	\$ (50,000)
		01-10-275-42170-365-50335	Ownership Change Fee	\$ (43,750)	\$ (38,750)
		01-10-275-42170-365-50339	Tax Account Fees	\$ (89,092)	\$ (99,092)
		01-10-275-42170-365-50354	Tax Cert. - Fast Track	\$ (18,961)	\$ (8,961)
		01-10-275-42170-365-50505	GST Revenue	\$ -	\$ (2,000)
		01-10-275-42170-365-50510	PST Revenue	\$ -	\$ (400)
		01-10-275-42170-365-50515	Tax Certificate	\$ (30,989)	\$ (30,989)
		01-10-275-42170-365-50550	Fire False Alarms	\$ -	\$ (15,000)
	Revenue Total			\$ (1,004,835)	\$ (1,030,017)
Total Fees & Service Charges				\$ (1,004,835)	\$ (1,030,017)
Corporate Accounts-Financial Expense	Expense	01-10-295-42180-365-62244	Bank Charges	\$ 116,000	\$ 96,000
		01-10-295-42180-365-62417	Town PIL due to Region	\$ 20,400	\$ 19,400
		01-10-295-42180-365-62420	Caledon Hydro Debt Repayment	\$ 463,638	\$ -
		01-10-295-42180-365-62421	Collection Fees	\$ 1,000	\$ 2,000
		01-10-295-42180-365-62422	Tax Adjustments	\$ 300,000	\$ 280,000
		01-10-295-42180-365-62429	Caledon Hydro Debt Principal	\$ 2,179,000	\$ -
Expense Total				\$ 3,080,038	\$ 397,400
Total Corporate Accounts-Financial Expense				\$ 3,080,038	\$ 397,400
Corporate Accounts-Other Revenue	Revenue	01-10-375-42200-365-50575	Penalty/Interest-Taxes	\$ (1,375,000)	\$ (1,400,000)
		01-10-375-42200-365-50580	Interest Earned	\$ (1,669,757)	\$ (1,219,757)
	Revenue Total			\$ (3,044,757)	\$ (2,619,757)
Total Corporate Accounts-Other Revenue				\$ (3,044,757)	\$ (2,619,757)
Corporate Accounts-Grants-Unconditional	Revenue	01-10-415-42230-365-50952	General Support Grant	\$ (1,147,400)	\$ (1,121,800)
	Revenue Total			\$ (1,147,400)	\$ (1,121,800)
	Expense	01-10-415-42230-365-62251	Grants-DC Exemptions/Discounts	\$ 100,000	\$ 100,000
	Expense Total			\$ 100,000	\$ 100,000
Total Corporate Accounts-Grants-Unconditional				\$ (1,047,400)	\$ (1,021,800)

TOWN OF CALEDON
2017 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/Expense	Account Number	Account Description	2017 Budget	2016 Budget
Corporate Accounts-Reserves	Expense	01-10-485-40010-365-62420	Interest Earned on Reserves	\$ 550,000	\$ 280,000
		01-10-485-40010-365-62437	Contribution to Reserves	\$ 215,000	\$ 85,000
		01-10-485-40010-365-62438	Capital exp. (tax levy)	\$ 14,820,586	\$ 13,517,807
		01-10-485-40010-365-62440	Contribution to Broadband Levy	\$ 300,000	\$ 300,000
	Expense Total			\$ 15,885,586	\$ 14,182,807
Total Corporate Accounts-Reserves				\$ 15,885,586	\$ 14,182,807
Corporate Accounts-Taxation	Revenue	01-10-505-42210-365-50932	PIL-Canada	\$ (28,000)	\$ (27,000)
		01-10-505-42210-365-50934	PIL-Ontario	\$ (75,850)	\$ (75,850)
		01-10-505-42210-365-50944	Other Municipalities	\$ (92,800)	\$ (91,800)
		01-10-505-42210-365-50946	PIL - Other	\$ (105,000)	\$ (103,000)
		01-10-505-42240-365-50923	Cdn Pacific Railway	\$ (110,000)	\$ (109,000)
		01-10-505-42260-365-50900	Current Levy-Res/Farm	\$ (49,178,006)	\$ (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 Forest	\$ (53,571)	\$ (53,571)
		01-10-505-42260-365-50907	Supplementary-Res/Farm	\$ (803,214)	\$ (778,214)
		01-10-505-42260-365-50915	Broadband Tax Levy	\$ (300,000)	\$ (300,000)
	Revenue Total			\$ (59,476,318)	\$ (55,719,986)
	Expense	01-10-505-42250-365-62551	Elderly Tax Assistance	\$ 54,550	\$ 52,250
	Expense Total			\$ 54,550	\$ 52,250
Total Corporate Accounts Taxation				\$ (59,421,768)	\$ (55,667,736)
Total for Corporate Accounts				\$ (46,009,646)	\$ (44,096,557)

TOWN OF CALEDON
2017 CAPITAL BUDGETS - FINANCE AND INFRASTRUCTURE

Department	Project #	Project Name	Division	Total Project Budget
Finance & Infrastructure Services	17-025	Works Yard Renovation and Expansion Phase 1	Capital Project & Property Management	\$ 1,986,518
	17-026	Town Hall HVAC Replacement Phase 3 of 3		\$ 2,473,855
	17-028	Town Hall Modifications / Improvements		\$ 50,000
	17-033	OPP Equipment		\$ 150,000
	17-035	Caledon Village Town Hall Roof Replacement		\$ 44,451
	17-111	Southfields OPP Community Sub Office		\$ 464,450
	17-170	Feasibility Study - Town Hall Expansion		\$ 100,000
	17-151	Energy and Environment Projects	Energy & Environment	\$ 116,000
	17-038	Enhanced Roads Program	Engineering Services	\$ 4,100,000
	17-046	Roads Rehabilitation & Reconstruction Program		\$ 1,924,406
	17-047	Crack Sealing Program		\$ 182,500
	17-048	Humber Station Road Reconstruction & Retaining Wall		\$ 816,000
	17-049	New Sidewalks & Curbs Program 1. Innis Lake Road - Just south of Old Church Road on the west side - approximately 240m 2. Patterson Sideroad - Highway 50 to Darrowby Crescent - approximately 145m		\$ 420,000
	17-050	Road Engineering Design and Environmental Assessment		\$ 480,000
	17-101	Growth-related Roads Program 1. Old Church Road - Highway 50 to Mount Hope Road 2. Old Church Road - Mount Hope Rd to Mount Pleasant Road 3. Old School Road - Winston Churchill Blvd to Heritage Road 4. Old School Road - Mississauga Rd to Creditview Road 5. Old School Road - Creditview Rd to Chinguacousy Road		\$ 7,741,060
	17-114	Tormina Acoustic Fence Replacement Phase 1 of 6		\$ 364,900
	17-118	Bridge Construction Program 1. Centreville Creek Road Bridge - 1.2 km south of Old Church Road		\$ 1,171,000

TOWN OF CALEDON
2017 CAPITAL BUDGETS - FINANCE AND INFRASTRUCTURE

Department	Project #	Project Name	Division	Total Project Budget
Finance & Infrastructure Services	17-119	Non-OSIM Structures Construction Program 1. The Grange Side Road (Culvert) - 0.7km west of Mountainview Road 2. Finnerty Side Road (Culvert) - 0.3km west of The Gore Road	Engineering Services	\$ 1,406,700
	17-120	Bridge Design Program 1. Mill Street - 0.2 km west of Creditview Road 2. Creditview Road - 0.1 km north of Station Road 3. Boston Mills Road - 0.02 km west of Chinguacousy Road 4. Olde School Road - 0.8 km west of Airport Road 5. Humberlea Road - 0.02 km north of King Street 6. Caledon Trailway - 0.37 km south of Olde Baseline Road 7. Caledon Trailway - 0.3 km north of Isabella Street 8. Caledon Trailway 0.15 km north of Isabella Street		\$ 370,000
	17-150	Stormwater Management Program		\$ 1,478,126
	17-153	Drainage Studies & Designs		\$ 200,000
	17-154	Railway Crossing Asphalt Repairs		\$ 51,600
	17-167	Antrim Court Deficiency Works		\$ 350,000
	17-122	Grader	Road & Fleet Services	\$ 427,392
	17-123	Single Axle Truck		\$ 300,000
	17-127	Mobile Column Lift		\$ 85,000
	17-128	Roadside Brushing Head Attachment		\$ 25,000
	17-155	Resurfacing Gravel Roads		\$ 100,000
	17-157	Water Tank for Parks Vehicle		\$ 10,000
	17-163	Sidewalk Repair & Rehabilitation Program		\$ 215,000
	17-168	Two Electric Fleet Vehicles (Town Hall)		\$ 82,000
	17-174	Drainage at Gray Park and Sneath Road		\$ 110,000
	17-113	Traffic Calming	Traffic	\$ 56,000
	17-116	Traffic Studies & Counts		\$ 60,000
	17-121	Road Safety Program		\$ 525,000
	17-161	Traffic Signalization - Healey Rd at Holland Dr/Simpson Rd		\$ 200,000
Finance & Infrastructure Total				\$ 28,636,958

Baseline	Description	Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources							Total Funding
		2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debenture	Other	
Baseline	Bridge Program	\$ 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	\$ 3,500,000	\$ 33,500,000	\$ 2,087,379	\$ -	\$ -	\$ 31,412,621	\$ -	\$ -	\$ 33,500,000
	Fleet Service Level Replacement Program	\$ 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	\$ 1,000,000	\$ 10,000,000	\$ 3,240,000	\$ 6,760,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000
	Roads Program	\$ 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	\$ 2,000,000	\$ 20,700,000	\$ 14,047,823	\$ -	\$ -	\$ 2,354,369	\$ -	\$ 4,297,809	\$ 20,700,000
	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
	Traffic Studies & Count	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000
Baseline Total		\$ 6,160,000	\$ 6,460,000	\$ 6,460,000	\$ 6,960,000	\$ 6,960,000	\$ 7,460,000	\$ 7,460,000	\$ 6,960,000	\$ 6,960,000	\$ 6,960,000	\$ 68,800,000	\$ 23,975,201	\$ 6,760,000	\$ -	\$ 33,766,990	\$ -	\$ 4,297,809	\$ 68,800,000
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
	Acoustic Fencing Program	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,825,000	\$ 2,095,000	\$ 730,000	\$ -	\$ -	\$ -	\$ -	\$ 2,825,000
	Annual OPP Repair & Equipment	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000
	Bridge Design Environmental Assessment	\$ 140,000	\$ 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
	Building Condition Assessment		\$ 200,000					\$ 200,000				\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
	Capital Projects and Property Management (General)					\$ 500,000	\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
	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	\$ 3,500,000	\$ 35,000,000	\$ 10,000,000	\$ -	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 35,000,000
	Energy and Environmental	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 116,000	\$ 1,160,000	\$ 1,160,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,160,000
	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	\$ 4,100,000	\$ 41,000,000	\$ 36,900,000	\$ -	\$ -	\$ -	\$ 4,100,000	\$ -	\$ 41,000,000
	Facility Energy Reduction		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
	Fire Adminstration	\$ 108,935										\$ 108,935	\$ 108,935	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 108,935
	Fire Adminstration - Front Entrance Replacement	\$ 86,650										\$ 86,650	\$ 86,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 86,650
	Fire Adminstration Generator Connection	\$ 77,000										\$ 77,000	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 77,000
	Fleet - New Equipment Replacement	\$ 500,000	\$ 500,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 5,800,000	\$ 4,509,493	\$ -	\$ 1,290,507	\$ -	\$ -	\$ -	\$ 5,800,000
	LED Streetlight Retrofit		\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000						\$ 4,000,000	\$ 1,000,000	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000
	LEED Project, Town Hall Window Replacement		\$ 150,000	\$ 350,000								\$ 500,000	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	Melville Roof Replacement			\$ 48,450								\$ 48,450	\$ 48,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,450
	Public Works New Operation Centre - Yard 4 - Phase 1	\$ 2,500,000										\$ 2,500,000	\$ 1,171,539	\$ -	\$ 1,328,461	\$ -	\$ -	\$ -	\$ 2,500,000
	Public Works New Operation Centre - Yard 4 - Phase 2		\$ 1,875,000	\$ 1,875,000	\$ 1,875,000	\$ 1,875,000						\$ 7,500,000	\$ 3,514,616	\$ -	\$ 3,985,384	\$ -	\$ -	\$ -	\$ 7,500,000
	Road Design and Environmental Assessment	\$ 350,000	\$ 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
	Sidewalk and Curb Rehabilitation 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
	Stormwater Management Pond	\$ 500,000	\$ 500,000									\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
	Tax System	\$ 525,000										\$ 525,000	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 525,000
	Town Hall Expansion		\$ 3,515,625	\$ 3,515,625	\$ 3,515,625	\$ 3,515,625						\$ 14,062,500	\$ 14,062,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,062,500
	Traffic Calming	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 56,000	\$ 560,000	\$ 560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 560,000
	Yard 1 Expansion/Fuel System Expansion	\$ 1,000,000					\$ 1,703,482					\$ 2,703,482	\$ 1,266,893	\$ -	\$ 1,436,589	\$ -	\$ -	\$ -	\$ 2,703,482
	Yard 2 Expansion		\$ 375,000	\$ 375,000	\$ 375,000	\$ 375,000						\$ 1,500,000	\$ 702,923	\$ -	\$ 797,077	\$ -	\$ -	\$ -	\$ 1,500,000
	Yard 2 Salt Dome Expansion		\$ 237,500	\$ 237,500	\$ 237,500	\$ 237,500						\$ 950,000	\$ 445,185	\$ -	\$ 504,815	\$ -	\$ -	\$ -	\$ 950,000
Above Baseline Total		\$ 14,399,585	\$ 17,180,125	\$ 17,178,575	\$ 16,630,125	\$ 17,080,125	\$ 11,790,482	\$ 10,362,000	\$ 10,212,000	\$ 10,162,000	\$ 10,212,000	\$ 135,207,017	\$ 90,791,684	\$ 4,230,000	\$ 34,585,333	\$ -	\$ 4,100,000	\$ 1,500,000	\$ 135,207,017
Grand Total		\$ 20,559,585	\$ 23,640,125	\$ 23,638,575	\$ 23,590,125	\$ 24,040,125	\$ 19,250,482	\$ 17,822,000	\$ 17,172,000	\$ 17,122,000	\$ 17,172,000	\$ 204,007,017	\$ 114,766,886	\$ 10,990,000	\$ 34,585,333	\$ 33,766,990	\$ 4,100,000	\$ 5,797,809	\$ 204,007,017

* Other Funding - Aggregate Levy, Region of Peel and OCIF

2017

ANNUAL BUDGET FISCAL YEAR 2017

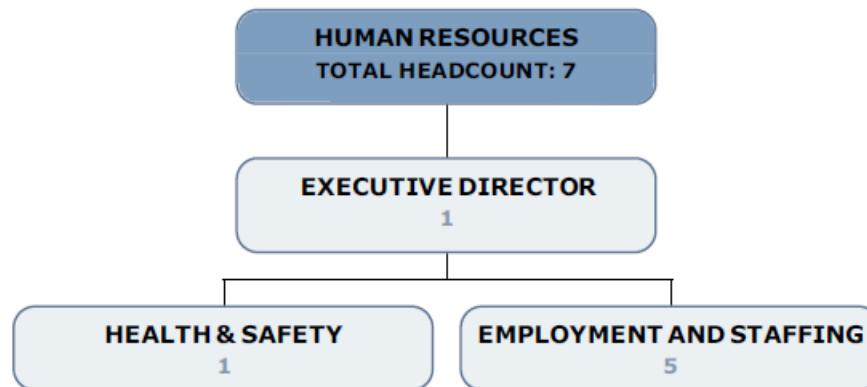
Human Resources



2017 Business Plan - Human Resources

1. 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.



(Note: Headcount does not include 2 positions for Knowledge Transfer as required)

In 2016, a corporate realignment was implemented consolidating divisions within five Departments to better meet the organization's current and future requirements.

Human Resources' contribution is based on the following priorities:

Building Capacity and Capability

- Implementing programs and processes to attract, motivate and retain staff that will enable the departments to deliver on their objectives.
- Maintaining a focus on enhancing knowledge, skills and competencies of employees, and increasing leadership benchstrength, providing learning and career development opportunities for professional and personal growth – acting assignments, classroom and on-line training, performance management, developmental projects/assignments.

Promoting Organizational Excellence

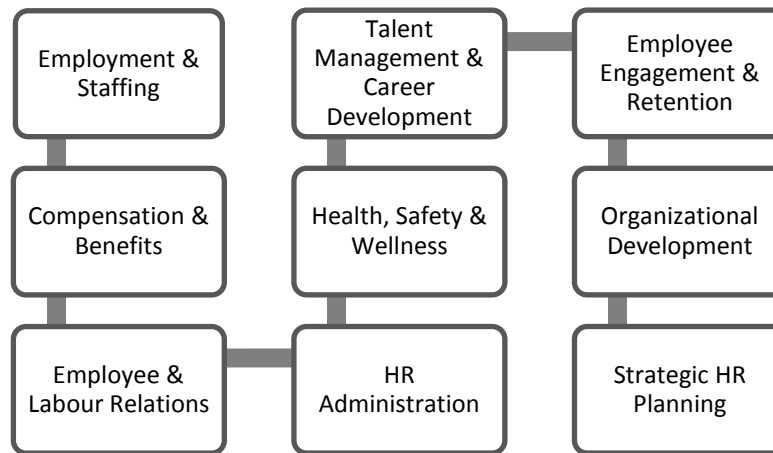
- Leveraging opportunities to assess and revise organizational structure, resources and accountabilities resulting in improved workplace effectiveness and customer service delivery.
- Enhancing HR service delivery capabilities through HR skills development, comprehensive data management, and technology to provide a “best-in-class” partnering, administrative 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.

2017 Business Plan - Human Resources

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



2. MAJOR CUSTOMERS OR CLIENTS

Internal Clients	External Clients
✓ Town Staff	✓ Job Applicants/Volunteers/Co-op Interns
✓ Local CUPE representatives	✓ Benefit Providers/Vendors/Consultants
✓ Local CPFFA representatives	✓ Government Agencies/ Ministries/ Municipalities
✓ Council	✓ National Union & Association Representatives

3. 2016 ACHIEVEMENTS

Recruitment, Selection, Orientation & Retention

- Facilitated over 300 recruitment interviews
- Implemented key elements of the retention strategy including bringing together and engaging a cross-functional, inter-departmental employee liaison group, developed and launched the Employee Value Proposition, facilitated staff sessions to determine division-specific retention and engagement priorities, enhanced employee communication through “Let’s Talk” sessions on key HR topics
- Revised the corporate onboarding program to reflect the changes in the corporate structure

Talent Management and Development

- Developed a blended leadership learning strategy, partnering with Mohawk College Enterprise to launch a customized program for all corporate managers
- Developed a revised and enhanced Performance Management format
- Participation by employees in over 2,600 on-line and in-person training modules/ sessions in safety, wellness, and enhancing skill sets

HR Programs & Initiatives

- Developed and communicated a revised compensation structure for non-union full-time staff through “Let’s Talk – Compensation” workshops
 - Completed contract negotiations with the Canadian Union of Public Employees (CUPE) and managed implementation activities
 - Partnered with departments in planning, managing and implementing corporate and departmental reorganization and restructuring initiatives and related transition activities

2017 Business Plan - Human Resources

- Sourced and launched a new and enhanced Employee and Family Assistance Program (EAP)
- Implemented revised HR procedures to ensure legislative compliance and to provide greater clarity and accountability
- Launched staff training sessions for Mental Health Awareness

4. SIGNIFICANT TRENDS AND CHALLENGES

Trends	Challenges
<p>The HR department has identified the following key focus areas:</p> <ul style="list-style-type: none">• Competition for talent – attracting the right skills and fit for the organization• Employee engagement and retention• Learning and career development opportunities <p>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 strategic people solutions.</p>	<p>Enabling staff and the organization as a whole to build resiliency, agility, and adaptability to change</p> <p>Communicating the Town's "employee value proposition"</p> <p>Improving the effectiveness of disability management, including manager involvement</p> <p>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</p> <p>Attraction and retention of staff in a highly competitive environment</p> <p>Resourcing for planning and implementing HR technology improvements to maximize effectiveness</p>

2017 Business Plan - Human Resources

5. 2017 PRIORITIES

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.

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan								Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
1	Develop and launch a formal communication/education program for staff highlighting HR's accountabilities, purpose, profile and division of responsibilities (HR vs Management staff)	Base Operating Budget												
2	Focus on HR department efficiencies, clarifying role responsibilities, documenting standard operating procedures	Base Operating Budget												
3	Develop and deliver a sustainable, blended learning strategy and organizational development model	Base Operating Budget												
4	Fully implement and sustain the employee retention strategy	Base Operating Budget & 2017 Change in Service Level												

2017 Business Plan - Human Resources

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
5	Review and evaluate feasibility of a comprehensive employee recruitment strategy focusing on community college/university partnerships, internships, and co-op programs	Base Operating Budget												
6	Review job evaluation process and forms – evaluating process efficiencies, partnering with departments to update job descriptions	Base Operating Budget & 2017 Change in Service Level												
7	Review compensation structure and philosophy for positions classified as “casual/seasonal”	Base Operating Budget & 2017 Change in Service Level												
8	Review and recommend changes to improve record retention and data management for HR-related documentation	Base Operating Budget												
9	Monitor, evaluate and action ongoing HR-related legislative changes and initiatives	Base Operating Budget & 2017 Change in Service Level												
10	Enable and support people-related priorities in the Council and Corporate Work plans	Base Operating Budget												

TOWN OF CALEDON
2017 OPERATING BUDGET - HUMAN RESOURCES

Division	Cost Centre/ Program	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget			
Human Resources	Human Resources	Expense	01-06-325-48020-365-61510	Salaries-Permanent	\$ 634,905	\$ 554,816			
			01-06-325-48020-365-61513	Benefits-Permanent	\$ 183,040	\$ 151,108			
			01-06-325-48020-365-61520	Wages-Casual Temporary	\$ 61,400	\$ 51,200			
			01-06-325-48020-365-61523	Benefits-Casual Temporary	\$ 11,662	\$ 10,333			
			01-06-325-48020-365-62011	Office Supplies	\$ 2,000	\$ 2,000			
			01-06-325-48020-365-62018	Operating Supplies	\$ 3,300	\$ 3,300			
			01-06-325-48020-365-62114	Small Equip Repair/Purchase	\$ 500	\$ 500			
			01-06-325-48020-365-62223	Floral Tributes/In Memory	\$ 2,000	\$ 2,250			
			01-06-325-48020-365-62225	Staff Recognition/Appreciation	\$ 17,158	\$ 22,900			
			01-06-325-48020-365-62243	Health & Wellness Initiatives	\$ 22,290	\$ 16,740			
			01-06-325-48020-365-62305	Computer Services	\$ 4,350	\$ 4,500			
			01-06-325-48020-365-62310	Training/Development/Seminars	\$ 9,490	\$ 6,490			
			01-06-325-48020-365-62311	Memberships/Dues	\$ 3,010	\$ 2,250			
			01-06-325-48020-365-62314	Mileage	\$ 2,000	\$ 1,500			
			01-06-325-48020-365-62315	Printing & Advertising	\$ 1,845	\$ 1,845			
			01-06-325-48020-365-62318	Legal Services	\$ 38,000	\$ 38,000			
			01-06-325-48020-365-62334	Service Contracts	\$ 35,592	\$ 51,700			
			01-06-325-48020-365-62396	Mobile Phones / Pagers	\$ 642	\$ 642			
			01-06-325-48020-365-62412	Special Charges	\$ 23,445	\$ 18,525			
			01-06-325-48020-365-62510	Corporate Training/Development	\$ 64,275	\$ 64,275			
			Expense Total					\$ 1,120,904	\$ 1,004,874
			Human Resources Total					\$ 1,120,904	\$ 1,004,874
	Total for Human Resources					\$ 1,120,904	\$ 1,004,874		

2017

ANNUAL BUDGET FISCAL YEAR 2017

Strategic Initiatives



2017 Business Plan – Strategic Initiatives

- Agriculture and Food Liaison with agricultural community and associations
- Program support for agriculture
- Advocacy and Consultation regarding Infrastructure – Roads, Broadband, Natural Gas, Services
- Agri-tourism - Product Development
- Workforce Development
- Startup / Entrepreneurship and Small Business
- Federal/Provincial Programs
- Mentorship/Partnerships
- Innovation

Communications, Marketing and Creative Services

- Provide strategic consultation for issues management, and alerts to opportunities and challenges
- Instills confidence in Town activities through professional, engaging communications
- Maintains, grows and updates branding, identity and graphic standards, and protects the corporate brand
- Implements and maintains online strategy and communications, including website, social media and emerging digital channels
- Proactively seeks editorial opportunities
- Manages Emergency Information and response coordination under the Community Emergency Response Plan

Corporate Projects

Corporate Events

- Manage and deliver existing corporate events
- Utilize and leverage cross-event opportunities in strategic manner
- Standardize event process and resourcing

Corporate Partnerships

- Responsible for the management and administration of the Corporate Partners program (identification of assets, tracking, lead generation, execution of campaigns)
- Identify contacts within Corporation to ensure program details are fulfilled
- Oversee and manage all advertising sales

Grant Program

- Manage centralized Corporate Grant Program to identify and track Grants applied for and monitor success rate

Corporate Analysis

- Direct and champion the Town's long-term strategic planning, corporate policy development, organization reviews and service initiatives
- Serve as a project/program manager responsible for implementing all aspects of project work
- Manage and coordinate all corporate, departmental or divisional projects that have a cross-department or corporate scope, or long-range planning horizon
- Provide direction, plans, recommendations and implementation strategies to meet the goals of the corporate strategy
- Develop business cases, including policy and issue analysis
- Monitor and report on emerging trends and opportunities

2017 Business Plan – Strategic Initiatives

Library

As a liaison to the Caledon Public Library, the Executive Director, Strategic Initiatives, provides corporate support from the Town. Under the direction of the CEO/Chief Librarian, the Caledon Public Library is responsible for:

- Public service to the entire community via its physical 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.
- Limiting the impact of the digital divide by administering a network of over 90 public workstations and 35 staff stations along with specialized Integrated Library Software (ILS) and wireless connectivity at all branch locations.
- Supporting life-long learning and digital literacy
- 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 within the Town of Caledon and community groups and stakeholders.
- Formalizing policies and practices that promote library use, limit barriers to access and reinforce accountability to funders and stakeholders.
- Employing staff that are knowledgeable, well trained and able to meet the needs of library users.

2. MAJOR CUSTOMERS OR CLIENTS

Economic Development

- 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

Communications, Marketing and Creative Services

- Members of Council and its committees
- Town staff
- Residents and businesses in the municipality
- Visitors and other partner stakeholders
- Media

2017 Business Plan – Strategic Initiatives

Corporate Projects

- Members of Council and its committees
- Town staff
- Residents and businesses in the municipality
- Visitors and other partner stakeholders

Library

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 and other technologies 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

3. 2016 ACHIEVEMENTS

Economic Development

- Business Employment Survey and update of Caledon Business Directory
- Six Village Community Improvement Plan
- Caledon Business Report Newsletter – Monthly publication to 2,498 subscribers
- Business Retention & Expansion Research Project
- Competitive Analysis Update
- Food Sector Investments– Mars Canada, Agrocrop Exports Ltd., Heatherlea Farms
- Headwaters Food and Farming Alliance Food Charter – Partner
- Golden Horseshoe Food and Farming Alliance Asset Mapping Project – Partner
- Rural/Agricultural Municipal Economic Development Forum – Host
- Developed Strategic Action Plan for the Economic Development Department
- Initialized transition of the Caledon Small Business Enterprise Centre to the Town
- Connected the culinary arts programs of most local high schools to the event management team organizing the Mayor's Luncheon in Fall
- Partnered to establish a film policy for the Town of Caledon
- Partnered with workforce development agencies (Peel Halton Workforce Development Group and Peel Employment Working Group)
- Strengthened relationship with Research Innovation Commercialization (RIC) Centre and Peel ONE network

2017 Business Plan – Strategic Initiatives

Communications, Marketing and Creative Services

- Launched e-news version of weekly Town page newspaper ad, in response to survey findings for alternative formats
- Distributed “Have Your Say” comment boxes as another outreach for citizen feedback
- Ongoing media management for promotional matters, day-to-day business, and controversial issues
- Increase usage of Ping Street app – up 60% from 2015
- Spearheaded the launch of the Customer Service Strategy and successfully positioned Customer Service as a 2017 corporate project
- Enhanced the Recreation Guide with better layout, specialized insert pull-out sections, and a robust focus on 55+ programs
- Completed a number of branding and marketing materials including Fall Colours, tourism, new swim program, fitness membership campaign
- Participant and creative lead on civic property signage capital projects

Corporate Projects

- Successfully added more corporate partners to the Caledon Day sponsor roster
- Successful transition of the Caledon Council Charity Golf Tournament
- Successful delivery of partnership obligations in the Tour de Headwaters event
- Partner in and exhibitor at the inaugural Small Business Summit
- Plan, connect and deliver the Mayor’s Fall Forum – Culinary Caledon
- Created and implemented the Caledon Municipal Partnership Policy, Procedure and Program
- Successful transfer of corporate events: Walk of Fame, Christmas Luncheon, Employee Service Awards, Volunteer Recognition Awards
- Ongoing negotiations regarding temporary community space in Southfields Village

Library

2016 was a year of considerable change and focused planning, with concerted efforts to ensure that the Library is meeting the current needs of Caledon residents, reflecting best practices in exceptional library services, and effectively positioned to respond to changing expectations and pursue innovative services and solutions moving forward.

- The following performance measures reflect library usage during the first three quarters of 2016:
 - Over 315,000 library items were accessed, with downloads of electronic titles accounting for 10% of total use.
 - Over 10,000 participated in library programs, an increase of 6.3% over the same period in 2015.
 - Over 800 new members joined the library and 13,270 new items were added to our collections.
 - Our online resources and digital research tools were accessed more than 156,000 times – an increase of 19.9%.
 - 78.5% increase in visitors who accessed our wireless networks.
- The Library Board and staff have initiated a new Strategic Plan which will direct library services for the period from 2017-2020
- A comprehensive Master Plan was undertaken to review services and facilities and provide recommendations to ensure that we are able to meet the needs of a growing Caledon.
- A 10-month pilot project to reduce hours of operation and review community use of our Belfountain Branch was completed and resulted in a recommendation to re-envision services to the hamlet.
- The Library Board completed a comprehensive review of all existing and previously overlooked policies.

2017 Business Plan – Strategic Initiatives

- The extension of the Public Sector Network (PSN), resulted in dramatically improved connectivity to the Caledon East, Albion Bolton and Margaret Dunn Valleywood branches.
- The Library continued to grow our digital collections, introducing two new online tools in support of life-long learning – Mango Languages and Gale Courses.
- As a member of the Ontario Library Consortium, CPL launched Blue Cloud Visibility, supporting improved discovery of and access to library materials and collections through commonly used Internet search engines. These improvements will also soon support 24/7 online registration for library memberships.
- A new online calendar of events was launched, empowering library members to self-register for library programs.
- Supported by funding from the WWF Go Wild Community Fund, the Library purchased binoculars to be loaned from all branch locations.
- Increased efforts to identify and access new funding sources included a recent application to the Ontario 150 Community Celebration Program.

4. 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 2017 and beyond are as follows:

Economic Development

Trends	Challenges
<ul style="list-style-type: none">• Declining availability of smaller (5-10 acres) land parcels to accommodate the retention and expansion of existing business and new investment• Greater Toronto Area has experienced positive growth for its industrial sector in comparison to the rest of Canada however Canada's export market continues to underperform.	<ul style="list-style-type: none">• Land use policy restrictions• Rising costs for land and fees associated with construction• Land supply due to outside factors (i.e. GTA West Corridor, OMB Hearing)• Ability to obtain Federal and/or Provincial funding

Communications, Marketing and Creative Services

Trends	Challenges
<ul style="list-style-type: none">• Further reach and expectations to do wider communication outreach continues to grow, yet resources and budget does not• Increasing need for two-way engagement, especially as the municipality grows• Complex issues that require ongoing messaging and 'plain-language' translations• Increase in digital communications – both in how public accesses information and opportunities for the municipality to output information• Increase in 'citizen journalists' meaning information is shared by anyone with a digital device	<ul style="list-style-type: none">• Local media opportunities are limited and broadband internet service levels are a challenge to communication opportunities• Changing the corporate perception that Communications, Marketing and Creative Services is a "Kinko's" service and elevating business delivery to strategic partner• Demand for ongoing internal communications• Potential for several online communication channels to broaden services and reach, however corresponding demands on creative, editorial and management needs for these outlets• Public expectation that online/social media means 24/7 engagement

2017 Business Plan – Strategic Initiatives

Corporate Projects

Trends	Challenges
<ul style="list-style-type: none"> • Increase acceptance – and expectations – regarding public/private partnerships • Increase in community attendance at municipal events. Corporate events (ticketed and/or invitation only) continue to grow as well. • Steady increase in community-led initiatives and proposals which will require concentrated analysis for decision-makers 	<ul style="list-style-type: none"> • Slow progress due to factors such as internal processes, private sector competing demands and requests • Staff resources to fully execute corporate events is limited • Need to develop and launch a robust 'marketing campaign' for P3 program

Library

Trends	Challenges
<ul style="list-style-type: none"> • The public's evolving expectation of what a library should be and the demand to lessen the impact of the digital divide and support lifelong learning through the provision of technologies and related support of and training in their use. This includes support for small businesses, maker technologies such as 3D printers, and the loaning of wireless hotspots. • A growing focus on the library as community partner and hub highlights the expectation of more and increasingly diverse program offerings and the need for neutral and flexible public space. • The prevalence of mobile devices and smart phones has significantly impacted, and will continue to direct, the manner in which residents access library services and expectations for improved ease of remote access moving forward. • Innovations in the delivery of library materials through self-serve access to books and DVDs within shared community spaces. 	<ul style="list-style-type: none"> • Lack of space dedicated to programming, meetings, quiet study and technology hinder our ability to satisfy current resident needs and evolve library services. Efforts are also hindered by the inability to consolidate and centralize the library's leadership team. • Population growth as reflected in the soon to be released 2016 census will have an immediate impact on annual subscription costs of the Library's digital resources and eBook access. Fees are based on population served and new census data will prompt increased rates to maintain existing service levels. • The pace at which technologies and relatedly, library services, are shifting and expanding, has significant implications on the skills required of library staff. A significant and long-term commitment in support of staff training is required to address this gap. • Due to cuts to their provincial funding, Southern Ontario Library Service (SOLS) has recently communicated that connectivity funding for libraries serving communities with populations in excess of 20,000 will be cut by 50-60% in 2016. Costs of Internet connectivity to all Library locations has long been supported by grants from SOLS and it is expected that anticipated revenues of \$18,000 will no longer be available past 2016. • The Ministry of Tourism, Culture and Sport recently announced a planned review of the provincial funding provided in support of public libraries. Any shift in priorities within the limitations of existing funding levels will likely result in increased funding to some and reduced funding to others. It remains unclear how this may impact

2017 Business Plan – Strategic Initiatives

	Caledon's Public Library Operating Grant (PLOG) of \$58,200, which has remained unchanged for many years.
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2017 Business Plan – Strategic Initiatives

5. 2017 PRIORITIES

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. The following is a prioritized list of the 2017 departmental priorities that the department intends to undertake with the 2017 Operating and Capital Budget requested as part of this Business Plan:

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan								Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
ECONOMIC DEVELOPMENT														
1	Increase consultations/engagement with business, schools, key socio-economic stakeholders, industry partners, & non-profit/non-governmental agencies to promote business development & growth	Base Operating Budget												
2	Partnership – investigate feasibility of entering into the Toronto Global network for foreign direct investment in the GTA	TBD												
3	In partnership with Corporate Services, develop & implement Caledon's High Speed Internet Strategy	Broadband Tax Levy												
4	Update/develop 2017-2018 Economic Development Action Plan (strategy) by implementing the recommendations of the Business Retention & Expansion Report & the Competitive Analysis	Base Operating Budget												

2017 Business Plan – Strategic Initiatives

2017 PRIORITIES														
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan		
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together
5	Tourism Strategy Implementation - partner with Parks & Recreation to provide enhanced tourism information & infrastructure including a wayfinding strategy, proactive campaign on “How to plan your visit to Caledon”, enhance mobile app for trails & destinations & resourcing of tourism & culture function.	Capital Budget (PREC)												
6	Small Business and Entrepreneurship Plan: lead the transformation of support to Caledon's small businesses & entrepreneurs from a sole focus on small business assistance to one that involves creating & fostering entrepreneurship and Small Medium Enterprises, & stimulates innovation in process & product/service improvement/development in business	Base Operating Budget												
7	Revise the communication & engagement channels of the Economic Development Division to help build consensus & participation in the Town's efforts to grow & build a strong & vital community	Base Operating Budget												
8	Work with planning staff to identify opportunities for employment areas as part of Official Plan comprehensive review	Base Operating Budget												

2017 Business Plan – Strategic Initiatives

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
COMMUNICATIONS, MARKETING, CREATIVE SERVICES															
1	In response to statically-valid survey results, a growing number of citizens access town services via a mobile device. A more mobile-friendly website will be completed in 2017	2016 Capital Budget													
2	Continue the shift from paper-dependency to introduce more online services (burn permit applications, for example)	Base Operating Budget													
3	Continue developing & implementing enhanced online channels to coincide with customer service excellence	Base Operating Budget													
4	Formalize & elevate the services and business model of Communications, Marketing and Creative Services to a planning/strategic advisory/consultant role, & implement Communications Plans & Deliverables for key campaigns	Base Operating Budget													
5	Formalize media relations and media flow	Base Operating Budget													
6	Further enhancements to corporate publications	Base Operating Budget													
7	Review advertising spending & explore other accessible communication channels	Base Operating Budget													
8	Develop a strategy for outdoor LED signs for civic properties.	Base Operating Budget													

2017 Business Plan – Strategic Initiatives

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
CORPORATE PROJECTS															
1	Fully develop and execute Municipal Sponsorship program – complete with collateral material, dedicated online presence, & established process to create additional partnership & sponsorship opportunities & act as a revenue generator	Base Operating Budget													
2	Fully implement services of Senior Analyst, Strategic Initiatives to ensure departments are utilizing this new resource	Base Operating Budget													
3	Customer Service Strategy – concentrated focus on developing strategy & customer service model, including but not limited to staff training, education campaign, top five workflow processes & policies & metrics incorporated into the performance assessment process	2016 Capital Budget													
4	Fully develop Corporate Events program – including identifying events, budget & resources, including an Events Caledon marketing strategy	Base Operating Budget													
5	Develop a Sports Tourism Strategy including a wayfinding strategy for municipal sport-tourism assets, investigating grants & partnerships, encouraging repurposing of aggregate pits for sport tourism use & assessing the need for indoor field facility & potential partners	Base Operating Budget													

2017 Business Plan – Strategic Initiatives

2017 PRIORITIES															
Priority	Strategic Actions/Major Initiatives	Funding Source	Council Work Plan									Corporate Strategic Plan			
			Customer Service	Communications	Growth	Senior's Housing	Recreation	Infrastructure	Protection of Rural Env't	Broadband Internet	Tourism & Sports	Top Employer	Exceptional Cust. Serv.	All Innovating Together	Managing Growth
LIBRARY															
1	Ensure a strong foundation of core library services, technologies & facilities on which to build a dynamic library system for a growing community	Tax levy; Development Charges													
2	Work collaboratively, within the library & the Town, & develop partnerships with other agencies & groups to enhance our expertise in delivering exceptional service.	Tax levy													
3	Provide highly skilled, well trained & supportive staff who function as part of an effective customer service team	Tax levy													
4	Expand outreach capabilities to deliver services beyond the walls of the library	Tax levy													

TOWN OF CALEDON
2017 OPERATING BUDGET - STRATEGIC INITIATIVES - BY LOCATION

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Caledon Public Library - Alton Bolton Union Community Centre	Lending Services	Expense	01-07-365-41010-405-61510	Salaries-Permanent	\$ 104,470	\$ -	
			01-07-365-41010-405-61513	Benefits-Permanent	\$ 31,340	\$ -	
			01-07-365-41010-405-61520	Wages-Casual Temporary	\$ 146,800	\$ 178,600	
			01-07-365-41010-405-61523	Benefits-Casual Temporary	\$ 26,204	\$ 27,065	
			01-07-365-41010-405-62017	Caretaking Supplies	\$ 1,600	\$ 1,600	
			01-07-365-41010-405-62018	Operating Supplies	\$ 1,600	\$ 3,400	
			01-07-365-41010-405-62312	Insurance	\$ 2,725	\$ 5,790	
			01-07-365-41010-405-62321	Rental-Facility	\$ 80,122	\$ 78,551	
			01-07-365-41010-405-62335	Contracted Services	\$ 20,000	\$ 20,000	
		01-07-365-41025-405-62397	Telephone	\$ 3,730	\$ 3,130		
		Expense Total				\$ 418,591	\$ 318,136
		Lending Services Total				\$ 418,591	\$ 318,136
	Alton Bolton Union Community Centre Total				\$ 418,591	\$ 318,136	
Caledon Public Library - Alton Community Centre	Lending Services	Expense	01-07-365-41010-410-61510	Salaries-Permanent	\$ 57,822	\$ 56,918	
			01-07-365-41010-410-61513	Benefits-Permanent	\$ 19,727	\$ 17,075	
			01-07-365-41010-410-61520	Wages-Casual Temporary	\$ 15,300	\$ 14,300	
			01-07-365-41010-410-61523	Benefits-Casual Temporary	\$ 1,899	\$ 1,757	
			01-07-365-41010-410-62018	Operating Supplies	\$ 150	\$ 350	
			01-07-365-41010-410-62312	Insurance	\$ 350	\$ 744	
			01-07-365-41010-410-62321	Rental-Facility	\$ 20,123	\$ 19,728	
			01-07-365-41010-410-62335	Contracted Services	\$ 350	\$ 350	
			01-07-365-41025-410-62397	Telephone	\$ 1,550	\$ 1,300	
		Expense Total				\$ 117,271	\$ 112,522
		Lending Services Total				\$ 117,271	\$ 112,522
		Alton Community Centre Total				\$ 117,271	\$ 112,522
	Caledon Public Library - Belfountain Library	Lending Services	Expense	01-07-365-41010-415-61520	Wages-Casual Temporary	\$ 22,200	\$ 49,000
01-07-365-41010-415-61523				Benefits-Casual Temporary	\$ 2,863	\$ 5,207	
01-07-365-41010-415-62018				Operating Supplies	\$ 200	\$ 400	
01-07-365-41010-415-62312				Insurance	\$ 85	\$ 181	
01-07-365-41010-415-62321				Rental-Facility	\$ -	\$ 4,100	
01-07-365-41010-415-62335				Contracted Services	\$ 150	\$ 300	
01-07-365-41025-415-62397				Telephone	\$ 650	\$ 1,300	
Expense Total					\$ 26,148	\$ 60,488	
Lending Services Total				\$ 26,148	\$ 60,488		
Belfountain Library Total				\$ 26,148	\$ 60,488		
Caledon Public Library - Caledon East Library	Lending Services	Expense	01-07-365-41010-435-61520	Wages-Casual Temporary	\$ 64,900	\$ 74,700	
			01-07-365-41010-435-61523	Benefits-Casual Temporary	\$ 12,231	\$ 11,979	
			01-07-365-41010-435-62018	Operating Supplies	\$ 200	\$ 400	
			01-07-365-41010-435-62312	Insurance	\$ 938	\$ 1,992	
			01-07-365-41010-435-62335	Contracted Services	\$ 200	\$ 200	
			01-07-365-41025-435-62397	Telephone	\$ 2,800	\$ 2,800	
		Expense Total				\$ 81,269	\$ 92,071
	Lending Services Total				\$ 81,269	\$ 92,071	
Caledon East Library Total				\$ 81,269	\$ 92,071		
Caledon Public Library - Caledon Village Place	Lending Services	Expense	01-07-365-41010-440-61510	Salaries-Permanent	\$ 57,822	\$ 56,918	
			01-07-365-41010-440-61513	Benefits-Permanent	\$ 19,727	\$ 17,075	
			01-07-365-41010-440-61520	Wages-Casual Temporary	\$ 25,600	\$ 26,810	
			01-07-365-41010-440-61523	Benefits-Casual Temporary	\$ 3,735	\$ 3,663	
			01-07-365-41010-440-62018	Operating Supplies	\$ 200	\$ 350	
			01-07-365-41010-440-62312	Insurance	\$ 272	\$ 579	
			01-07-365-41010-440-62321	Rental-Facility	\$ 35,961	\$ 35,256	
			01-07-365-41010-440-62335	Contracted Services	\$ 350	\$ 350	
		01-07-365-41025-440-62397	Telephone	\$ 2,400	\$ 2,400		
	Expense Total				\$ 146,067	\$ 143,401	
Lending Services Total				\$ 146,067	\$ 143,401		
Caledon Village Place Total				\$ 146,067	\$ 143,401		
Caledon Public Library - Inglewood Community Centre	Lending Services	Expense	01-07-365-41010-445-61520	Wages-Casual Temporary	\$ 60,300	\$ 57,800	
			01-07-365-41010-445-61523	Benefits-Casual Temporary	\$ 11,669	\$ 9,867	
			01-07-365-41010-445-62018	Operating Supplies	\$ 200	\$ 350	
			01-07-365-41010-445-62312	Insurance	\$ 136	\$ 290	
			01-07-365-41010-445-62321	Rental-Facility	\$ 28,614	\$ 28,053	
			01-07-365-41010-445-62335	Contracted Services	\$ 350	\$ 350	
			01-07-365-41025-445-62397	Telephone	\$ 1,300	\$ 1,300	
	Expense Total				\$ 102,569	\$ 98,010	
Lending Services Total				\$ 102,569	\$ 98,010		
Inglewood Community Centre Total				\$ 102,569	\$ 98,010		

TOWN OF CALEDON
2017 OPERATING BUDGET - STRATEGIC INITIATIVES - BY LOCATION

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget	
Caledon Public Library - Margaret Dunn Library & Community Room	Lending Services	Expense	01-07-365-41010-455-61510	Salaries-Permanent	\$ 57,821	\$ 56,917	
			01-07-365-41010-455-61513	Benefits-Permanent	\$ 19,727	\$ 17,075	
			01-07-365-41010-455-61520	Wages-Casual Temporary	\$ 26,300	\$ 27,600	
			01-07-365-41010-455-61523	Benefits-Casual Temporary	\$ 3,894	\$ 3,063	
			01-07-365-41010-455-62018	Operating Supplies	\$ 200	\$ 400	
			01-07-365-41010-455-62312	Insurance	\$ 556	\$ 1,182	
			01-07-365-41010-455-62321	Rental-Facility	\$ 24,854	\$ 24,367	
			01-07-365-41025-455-62397	Telephone	\$ 1,400	\$ 1,400	
	Expense Total				\$ 134,752	\$ 132,004	
	Lending Services Total				\$ 134,752	\$ 132,004	
Margaret Dunn Library & Community Room Total					\$ 134,752	\$ 132,004	
Caledon Public Library - Administration	Lending Services	Revenue	01-07-365-40010-365-50050	Miscellaneous Revenue	\$ (3,000)	\$ (3,000)	
			01-07-365-40010-365-50125	Merchandise Sales	\$ (3,000)	\$ -	
			01-07-365-40010-365-50319	Grants/Subsidies	\$ (58,200)	\$ (58,200)	
			01-07-365-40010-365-50570	Donations	\$ (1,000)	\$ (1,000)	
			01-07-365-40010-365-50705	Fines/Fees	\$ (40,000)	\$ (40,000)	
			01-07-365-40010-365-50715	Programs	\$ (3,500)	\$ (1,500)	
			01-07-365-40010-365-50725	Grant Internet - SOLS	\$ -	\$ (18,000)	
			01-07-365-40010-365-50750	Book Sales	\$ (500)	\$ (200)	
		Revenue Total				\$ (109,200)	\$ (121,900)
		Expense	01-07-365-40010-365-61510	Salaries-Permanent	\$ 131,067	\$ 125,042	
			01-07-365-40010-365-61513	Benefits-Permanent	\$ 32,626	\$ 30,360	
			01-07-365-40010-365-61520	Wages-Casual Temporary	\$ 35,700	\$ 36,700	
			01-07-365-40010-365-61523	Benefits-Casual Temporary	\$ 7,644	\$ 6,690	
			01-07-365-40010-365-62018	Operating Supplies	\$ 760	\$ 760	
			01-07-365-40010-365-62113	Maint & Repairs-A/V Equip	\$ 3,660	\$ 400	
			01-07-365-40010-365-62114	Small Equip Repair/Purchase	\$ 500	\$ 500	
			01-07-365-40010-365-62253	Lib. Board Education & Exp.	\$ 5,650	\$ 5,650	
			01-07-365-40010-365-62310	Training/Development/Seminars	\$ 21,900	\$ 20,900	
			01-07-365-40010-365-62311	Memberships/Dues	\$ 13,000	\$ 13,000	
			01-07-365-40010-365-62314	Mileage	\$ 14,000	\$ 14,000	
			01-07-365-40010-365-62317	Audit	\$ 4,284	\$ 4,200	
			01-07-365-40010-365-62322	Postage	\$ 750	\$ 750	
			01-07-365-40010-365-62335	Contracted Services	\$ 2,800	\$ 2,800	
			01-07-365-41010-365-61510	Salaries-Permanent	\$ 90,131	\$ 88,792	
			01-07-365-41010-365-61513	Benefits-Permanent	\$ 24,658	\$ 23,353	
			01-07-365-41010-365-62346	Courier	\$ 34,000	\$ 30,000	
			01-07-365-41015-365-61510	Salaries-Permanent	\$ 142,592	\$ 135,110	
			01-07-365-41015-365-61513	Benefits-Permanent	\$ 43,339	\$ 38,352	
			01-07-365-41015-365-61520	Wages-Casual Temporary	\$ 49,900	\$ 78,500	
			01-07-365-41015-365-61523	Benefits-Casual Temporary	\$ 6,194	\$ 12,427	
			01-07-365-41015-365-62018	Operating Supplies	\$ 1,120	\$ 1,120	
			01-07-365-41015-365-62058	Online Databases	\$ 56,000	\$ 50,200	
			01-07-365-41025-365-61510	Salaries-Permanent	\$ 160,895	\$ 158,508	
			01-07-365-41025-365-61513	Benefits-Permanent	\$ 45,494	\$ 42,961	
			01-07-365-41025-365-62018	Operating Supplies	\$ 7,160	\$ 6,160	
			01-07-365-41025-365-62304	Automation	\$ 18,000	\$ 18,000	
			01-07-365-41025-365-62305	Computer Services	\$ 15,000	\$ 15,000	
			01-07-365-41025-365-62335	Contracted Services	\$ 2,000	\$ 2,000	
			01-07-365-41025-365-62397	Telephone	\$ 920	\$ 620	
			01-07-365-41025-365-63037	Software License Subscription	\$ 14,000	\$ 12,500	
			01-07-365-41030-365-61510	Salaries-Permanent	\$ 266,060	\$ 252,613	
			01-07-365-41030-365-61513	Benefits-Permanent	\$ 79,974	\$ 73,262	
			01-07-365-41030-365-62018	Operating Supplies	\$ 1,000	\$ 1,000	
			01-07-365-41030-365-62414	Special Programs	\$ 12,800	\$ 12,800	
			01-07-365-41035-365-61510	Salaries-Permanent	\$ 214,529	\$ 209,486	
			01-07-365-41035-365-61513	Benefits-Permanent	\$ 62,934	\$ 58,879	
			01-07-365-41035-365-61520	Wages-Casual Temporary	\$ 60,800	\$ 62,200	
			01-07-365-41035-365-61523	Benefits-Casual Temporary	\$ 12,524	\$ 11,320	
			01-07-365-41035-365-62018	Operating Supplies	\$ 4,300	\$ 1,800	
			01-07-365-41035-365-62304	Automation	\$ 6,000	\$ 6,000	
			01-07-365-41035-365-62315	Printing & Advertising	\$ 12,900	\$ 12,900	
			01-07-365-41035-365-62335	Contracted Services	\$ 7,400	\$ 7,400	
			01-07-365-41035-365-62414	Special Programs	\$ 12,500	\$ 10,500	
			01-07-365-41040-365-61510	Salaries-Permanent	\$ 270,349	\$ 266,370	
			01-07-365-41040-365-61513	Benefits-Permanent	\$ 80,808	\$ 75,961	
			01-07-365-41040-365-62018	Operating Supplies	\$ 6,160	\$ 6,160	
			01-07-365-41040-365-62335	Contracted Services	\$ 300	\$ 300	
		Expense Total				\$ 2,097,082	\$ 2,044,306
	Lending Services Total				\$ 1,987,882	\$ 1,922,406	
	Caledon Public Library - Administration Total					\$ 1,987,882	\$ 1,922,406

TOWN OF CALEDON
2017 OPERATING BUDGET - STRATEGIC INITIATIVES - BY LOCATION

Location	Division	Revenue/ Expense	Account Number	Account Description	2017 Budget	2016 Budget
Town Hall	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	\$ (1,007)	\$ (1,007)
		Revenue Total			\$ (21,007)	\$ (21,007)
		Expense	01-03-235-45020-365-61510	Salaries-Permanent	\$ 317,957	\$ 325,745
			01-03-235-45020-365-61513	Benefits-Permanent	\$ 97,536	\$ 94,678
			01-03-235-45020-365-62011	Office Supplies	\$ 500	\$ 500
			01-03-235-45020-365-62010	Training/Development/Seminars	\$ -	\$ 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
			01-03-235-45020-365-62331	Transit	\$ 50,923	\$ 50,923
			01-03-235-45020-365-62357	Marketing & Events	\$ 66,000	\$ 66,000
			01-03-235-45020-365-62379	Partnership Agreements	\$ 141,825	\$ 141,825
			01-03-235-45020-365-62396	Mobile Phones / Pagers	\$ 805	\$ 805
			01-03-235-45020-365-62658	Public Relations	\$ 10,000	\$ 10,000
		Expense Total			\$ 691,696	\$ 704,476
	Economic Development Total			\$ 691,696	\$ 704,476	
Economic Development Total				\$ 670,689	\$ 683,469	
Town Hall	Corporate Communications	Expense	01-05-195-47020-365-61510	Salaries-Permanent	\$ 234,493	\$ 228,246
			01-05-195-47020-365-61513	Benefits-Permanent	\$ 72,817	\$ 68,335
			01-05-195-47020-365-61520	Wages-Casual Temporary	\$ 47,000	\$ 16,650
			01-05-195-47020-365-61523	Benefits-Casual Temporary	\$ 5,834	\$ 2,166
			01-05-195-47020-365-62011	Office Supplies	\$ 1,000	\$ 1,000
			01-05-195-47050-365-62310	Training/Development/Seminars	\$ -	\$ 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	\$ 142,083	\$ 157,083
			01-05-195-47020-365-62335	Contracted Services	\$ 50,500	\$ 19,500
			01-05-195-47020-365-62357	Marketing & Promotion	\$ 5,500	\$ 5,500
			01-05-195-47020-365-62396	Mobile Phones / Pagers	\$ 720	\$ 720
			01-05-195-47020-365-63037	Software Licence Subscription	\$ 5,500	\$ 5,500
		Expense Total			\$ 567,547	\$ 515,300
		Corporate Communications Total			\$ 567,547	\$ 515,300
	Corporate Communications Total				\$ 567,547	\$ 515,300
Town Hall	Administration	Expense	01-12-115-40010-365-61510	Salaries - Permanent	\$ 320,592	\$ 359,483
			01-12-115-40010-365-61513	Benefits - Permanent	\$ 88,514	\$ 86,876
			01-12-115-40010-365-62011	Office Supplies	\$ 1,000	\$ 1,000
			01-12-115-40010-365-62310	Training/Development/Seminars	\$ 22,350	\$ 6,000
			01-12-115-40010-365-62311	Memberships/Dues	\$ 3,000	\$ 3,000
			01-12-115-40010-365-62314	Mileage	\$ 1,000	\$ 1,000
			01-12-115-40010-365-62335	Contracted Services	\$ 2,500	\$ -
			01-12-115-40010-365-62396	Mobile Phones/Pagers	\$ 720	\$ 720
		Expense Total			\$ 439,676	\$ 458,079
	Administration Total			\$ 439,676	\$ 458,079	
Administration Total				\$ 439,676	\$ 458,079	
Total for Strategic Initiatives				\$ 4,692,461	\$ 4,535,886	

TOWN OF CALEDON
2017 CAPITAL BUDGETS - STRATEGIC INITIATIVES

Department	Project #	Project Name	Division	Total Project Budget
Strategic Initiatives	17-141	Library Collections and Materials	Lending Services	\$ 425,000
	17-142	Belfountain Community Smart Lockers		\$ 51,700
	17-143	Library IT Equipment		\$ 63,000
	17-144	Library Signage - Albion Bolton and Caledon East		\$ 5,000
Strategic Initiatives Total				\$ 544,700

Town of Caledon
2018-2027 Total Capital Projects Details and Funding Sources
Department Strategic Initiatives

		Term of Council	Term of Council				Term of Council				Term of Council	Total 10 Year Funding Sources				
Baseline	Description	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Project Cost	Tax Levy	Reserves	Development Charges	Total Funding
Baseline	IT & Buildings	\$ 100,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,450,000	\$ 1,450,000	\$ -	\$ -	\$ 1,450,000
	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	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 5,450,000	\$ 5,450,000	\$ -	\$ -	\$ 5,450,000
Above Baseline	Bolton Branch - Major Refurbishment	\$ 400,000										\$ 400,000	\$ 122,553	\$ -	\$ 277,447	\$ 400,000
	Materials & Equipment (Top Up)	\$ 25,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000	\$ 975,000	\$ 975,000	\$ -	\$ -	\$ 975,000
	Mayfield West Branch - Materials	\$ 250,000			\$ 250,000							\$ 500,000	\$ 153,192	\$ -	\$ 346,808	\$ 500,000
	Mayfield West Library Branch		\$ 1,237,500	\$ 1,237,500	\$ 1,237,500	\$ 1,237,500						\$ 4,950,000	\$ 1,618,064	\$ -	\$ 3,331,936	\$ 4,950,000
Above Baseline Total		\$ 675,000	\$ 1,287,500	\$ 1,287,500	\$ 1,587,500	\$ 1,337,500	\$ 100,000	\$ 125,000	\$ 125,000	\$ 150,000	\$ 150,000	\$ 6,825,000	\$ 2,868,809	\$ -	\$ 3,956,191	\$ 6,825,000
Grand Total		\$ 1,175,000	\$ 1,837,500	\$ 1,837,500	\$ 2,137,500	\$ 1,887,500	\$ 650,000	\$ 675,000	\$ 675,000	\$ 700,000	\$ 700,000	\$ 12,275,000	\$ 8,318,809	\$ -	\$ 3,956,191	\$ 12,275,000



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)

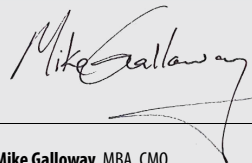
The Work Plan was co-ordinated by staff including one project lead, 15 staff facilitators at two Special Council Meetings and engagement of over 70 staff across the Town, plus your members of Council. Together, just over 80 actions across nine approved priority areas have been identified for completion 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 
<i>To provide high speed Internet access to each home (1 gigabit/second)</i>	<i>To provide direct, timely and strategic communications to citizens in appropriate, desired and cost-effective ways</i>	<i>To adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices</i>
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

Recreation 	Seniors' Housing 	Tourism & Sports 
<i>To establish and implement a collective community vision for the allocation of parks, facilities and recreation in the Town.</i>	<i>To provide aging in place options for residents</i>	<i>To explore Caledon's sport tourism potential and what the Caledon-model could look like</i>
2015		
<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
2016 (proposed)		
<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"
2017-2018 (proposed)		
<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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Town of Caledon
Long-Term Strategic Financial Plan – September 2009

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

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

- 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.

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

- 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

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

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.

Town of Caledon

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.

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

- 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.

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

- 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.

Town of Caledon

Long-Term Strategic Financial Plan – September 2009

- 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.

Town of Caledon

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
2017 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

UNAVOIDABLE BUDGET INCREASES/(DECREASES)												
Revenue or Expense	2016 Budget	2016 Budget Changes	2017 Base Budget	Mandatory - Legislation	Employee Compensation	Annualization - New Staff	Annualization - Services	Inflationary	Utilities	Revenues	Previously Approved Council Initiatives	2017 Adjusted Base Budget
	(A)	(B)	(C) = (A)+(B)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)	(L) = (C) TO (K)
Revenues			\$0									\$0
Expenses			\$0									\$0
Net Exp./(Rev.)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

RECOMMENDED BUDGET REDUCTIONS				
Service Delivery Efficiencies	New Fees/Revenues	Fee Rate Increases	Total Base Budget Reductions	2017 Budget to be Presented to Council (Excl. Other Needs)
(M)	(N)	(O)	(P) = (M) to (O)	(Q) = (L) + (P)
			\$0	\$0
			\$0	\$0
			\$0	\$0
\$0	\$0	\$0	\$0	\$0

Tax Increase/(Decrease) compared to "base budget" (C)
 % Increase/(Decrease)

\$0

Team Caledon Plan

In 2016, a facilitator led Town staff through a series of sessions to provide input on a new corporate strategic plan.

The result of this feedback is Team Caledon.

Team Caledon sets out a **vision** to become “one of Canada's most livable and sustainable rural/urban communities.”

It sets out the framework for **who we are** as “a team of officials, staff and volunteers committed to providing exceptional customer service, managing strategically and encouraging innovation in order to enhance quality of life in our community.”

It's built on four pillars:



Top Employer is about ensuring the Town continues to recruit, develop and retain outstanding staff to serve our residents. This involves consistently applying corporate policies, encouraging a positive corporate culture and encouraging knowledge sharing and collaboration.

Exceptional Customer Service is about providing quality services to the community in an efficient and effective way. A key action under this pillar is to develop a Customer Service Strategy to improve the overall service experience.

All Innovating Together is about looking at different ways of providing service, including improving relationships with community partners and neighbouring communities.

Managing Growth Strategically is about ensuring all aspects of growth in our community — the infrastructure, the finances, the amenities, the services we provide — are anticipated and managed in a responsible and effective way.

Launched in early February 2017, the Team Caledon plan will guide staff priorities for the remainder of this term of Council and well into the future. The alignment with the 2017 business plans is highlighted beside each activity.

BUILDING SERVICES		2016	
What method does your municipality use to determine total construction value?		Applicant's Declared Value	
		\$	
Total Value of Construction Activity based on permits issued		\$262,629,710	
	Number of Building Permits	Total Value of Building Permits	
Residential properties	587	\$116,966,080	
Multi-Residential properties	275	\$54,796,717	
All other property classes	167	\$90,866,913	
	1,029	\$262,629,710	
Note 1: 2015 Residential properties and Multi-Residential properties were restated to segregate the numbers and value of Multi-residential properties from Residential properties.			
Review of Complete Building Permit Applications: Median number of working days to review a complete building permit application and issue a permit or not issue a permit, and provide all reasons for refusal (by Category):		Median Number of Working Days	
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres) Reference: provincial standard is 10 working days		5	
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres) Reference: provincial standard is 15 working days		10	
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional) Reference: provincial standard is 20 working days		15	
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications (Note 2) Reference: provincial standard is 30 working days		20	
Note 2: 20 working days in 2016 in Category 4 is related to the TOC's Bolton Firehall.			
	Number of Complete Applications	Number of Incomplete Applications	Total Number of Complete and Incomplete Applications
a) Category 1: Houses (houses not exceeding 3 storeys/600 square metres)	862	0	862
b) Category 2: Small Buildings (small commercial/industrial not exceeding 3 storeys/600 square metres)	134	0	134
c) Category 3: Large Buildings (large residential/commercial/industrial/institutional)	32	0	32
d) Category 4: Complex Buildings (post disaster buildings, including hospitals, power/water, fire/police/EMS), communications (Note 2)	1	0	1
Subtotal	1,029	0	1,029

2015			
Applicant's Declared Value			
\$			
\$421,728,785			
Number of Building Permits	Total Value of Building Permits		
953	\$264,148,769	Note 1	
300	\$83,078,228	Note 1	
181	\$74,501,788		
1,434	\$421,728,785		
Median Number of Working Days			
5			
5			
10			
0			
Number of Complete Applications	Number of Incomplete Applications	Total Number of Complete and Incomplete Applications	
1,253	0	1,253	
81	0	81	
100	0	100	
0	0	0	
1,434	0	1,434	

2016 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

PLANNING AND DEVELOPMENT			2016
Land Use Planning			
	RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS	TOTAL RESIDENTIAL UNITS	
Number of residential units in new detached houses (using building permit information)	204	252	
Number of residential units in new semi-detached houses (using building permit information)	2	2	
Number of residential units in row houses (using building permit information)	257	258	
Number of residential units in new apartments/condo apartments (using building permit information)	0	0	
Subtotal	463	512	
Land Designated for Agricultural Purposes			
	DATA	UNITS	
Hectares of land designated for agricultural purposes in the Official Plan as of December 31, 2016	37,048	Hectares	
<i>Note 3: Number of hectares in 2015 was restated using GIS mapping. Decrease of 140 hectares from 2015 to 2016 was due to ROPA 28 (expansion of the Bolton Rural Service Centre Boundary).</i>			

2015		
	RESIDENTIAL UNITS WITHIN SETTLEMENT AREAS	TOTAL RESIDENTIAL UNITS
	242	285
	80	80
	97	97
	0	0
	419	462
	DATA	UNITS
	37,188	Hectares
<i>Note 3</i>		

RECREATION SERVICES			2016
Trails			
	DATA	UNITS	
Total kilometres of trails (owned by municipality and third parties)	185	KM	
Indoor Recreation Facilities			
	DATA	UNITS	
Square metres of indoor recreation facilities (municipally owned)	34,637	m ²	
Outdoor Recreation Facilities			
	DATA	UNITS	
Square metres of outdoor recreation facility space (municipally owned)	438,551	m ²	
<i>Note 4: Number of square metres of indoor recreation facilities in 2015 was restated to reflect the Palgrave Community Centre completed in 2015.</i>			

2015		
	DATA	UNITS
	185	KM
	DATA	UNITS
	34,637	m ²
	DATA	UNITS
	438,551	m ²
<i>Note 4</i>		



2016 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

TRANSPORTATION SERVICES		2016
Paved Roads		
Roads: Total Paved Lane KM		1,360 KM
Condition of Roads : Number of paved lane kilometres where the condition is rated as good to very good		504 KM
Has the entire municipal road system been rated?.		Yes
Indicate the <i>rating system</i> used and the <i>year the rating was conducted</i>		Pavement Condition Index 2016
Note 5: Number of kilometers in 2015 was restated to reflect lane KM's.		
Unpaved Roads		
Roads: Total Unpaved Lane KM		241 KM
Winter Control		
Total Lane KM maintained in winter		1,596 KM
Transit		
Total number of regular service passenger trips on conventional transit in service area		4,600
Population of service area		1,234
Bridges and Culverts		
Bridges and Culverts : Total Square Metres of Surface Area on Bridges and Culverts		20,422 m ²
Have all bridges and culverts in the municipal system been rated?		Yes
Indicate the rating system used and the year the rating was conducted		Bridge Condition Index and Deferral Cost Analysis - 2016
	Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
	52	60
	51	73
	103	133
Subtotal		

2015	
1,351 KM	Note 5
652 KM	
Yes	
Pavement Condition Index 2015	
241 KM	
1,592 KM	
6,688	
1,234	
20,422 m ²	
Yes	
Bridge Condition Index and Deferral Cost Analysis - 2015	
Number of structures where the condition of primary components is rated as good to very good, requiring only repair	Total Number
33	60
14	73
47	133



2016 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

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ENVIRONMENTAL SERVICES		2016
Storm Water Management		
Urban Storm Water Management: Total KM of Urban Drainage System plus (0.005 KM times No. of Catch basins) (Note 6)		235 KM
Rural Storm Water Management: Total KM of Rural Drainage System plus (0.005 KM times No. of Catch basins)		1,221 KM
Note 6: Updated storm mapping drawing was implemented in 2016 which resulted in improved accuracy.		

2015
183 KM
1,221 KM

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

AVL – Automatic Vehicle Locator

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

BRES – Bolton Residential Expansion Study

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.

CCC – Caledon Community Complex

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.

CCRW – Caledon Centre for Recreation and Wellness

CDM – Conservation and Demand Management

CEO – Chief Executive Officer

CFO – Chief Financial Officer

CLASS – On-line Registration Management Software

CPL – Caledon Public Library

CPFFA - Caledon Professional Firefighters Association

CSA – Canadian Standards Association

CUPE – Canadian Union of Public Employees

CVC – Credit Valley Conservation

CWP – Council Work Plan

DART – Development Application Review Team

Debt Servicing Costs – Annual principal and interest payments on contracted debt.

Glossary

Department – A major administrative division of the Town that has overall management responsibility for an operation within a functional area.

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.

ECDM – Energy Conservation and Demand Management Plan

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.

FF&E – Furniture, Fixtures & Equipment

FIR – Financial Information Return

FIS – Finance and Infrastructure Services

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

Glossary

GFOA – Government Finance Officers Association, established to enhance and promote the professional management of governments for the public benefit.

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

HR – Human Resources

HTA – *Highway Traffic Act*

HVAC – Heating Ventilation Air Conditioning

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.)

JFCC - Joint Fire Communications Center

KM – Kilometres

LEAR – Land Evaluation and Area Review

LED – Light Emitting Diode

LEED – Leadership in Energy and Environmental Design

LWCA – Lloyd Wilson Centennial Arena

MMS – Minimum Maintenance Standards

MPAC – Municipal Property Assessment Corporation.

MRC – Mayfield Recreation Complex

MTO – Ministry of Transportation

Municipal Act, 2001 – Legislation of the province for administering and regulating the activities of municipalities within Ontario

NEC – Niagara Escarpment Commission

NFPA – National Fire Protection Association

Glossary

Objective – Is a specific or well defined task or target that is measurable and achievable within a set period of time.

OCIF – Ontario Community Infrastructure Fund

OFM – Ontario Fire Marshal

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

OPP – Ontario Provincial Police

OSIM – Ontario Structure Inspection Manual

P-Card – Purchasing Card

PAFR – Popular Annual Financial Reporting

POA – *Provincial Offences Act*

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

PSN – Public Sector Network

Reserves and Reserve Funds – means funds set aside in a separate account for a specific purpose by by-law, 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

RFI – Request for Information

RIC Centre – Research Innovation Commercialization Centre

ROPA – Regional Official Plan Amendment

ROW – Right of Way

Glossary

Service Level – The amount of service provided during the fiscal year as indicated by one or more performance indicators.

SMT – Senior Management Team

SOLS– Southern Ontario Library Service

Surplus – means the excess of revenues over expenditures

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

TRCA – Toronto and Region Conservation Authority

Variances – Differences between actual revenues, expenditures, and performance indicators from those items targeted in the annual budget.

VCOM – Fire Department communications system