



TOWN OF CALEDON

ANNUAL BUDGET
FISCAL YEAR 2018



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, 2017

Christopher P. Morill

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, 2017. 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 2017, Town Council passed a measured and fiscally responsible 2018 Budget.

This budget balances the demand for more services as our community grows with the need to keep things affordable for our residents and businesses.

Here are some of this year's budget highlights:

- An artificial turf field and track at Humberview Secondary School, in partnership with the Peel District School Board
- BMX/scooter/skateboard track in the Village of Alton
- Designing the expansion of the Caledon East Community Complex and the Bolton Seniors Centre
- Investing \$16.9 million to enhance our roads and \$3.6 million for bridge and culvert improvements
- Improving our trail network, one of the features that makes Caledon so distinctive in the GTA
- Continuing the special broadband levy to improve internet access

I'm proud of our staff who every year meet a high standard of excellence in preparing the budget. This is the sixth year in a row our Finance Department has received the *Distinguished Budget Presentation Award*, which demonstrates our commitment to adopting best practices and overall transparency and accountability.

I'm confident that this budget will help us build a vibrant and prosperous Caledon.

Sincerely,



Mayor Allan Thompson

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Welcome to Caledon



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

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

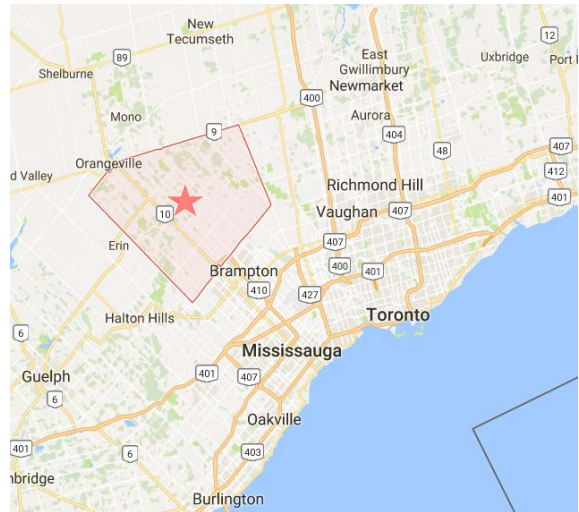
Today, the Town of Caledon offers many services and prospects for residents that help make Caledon a safe, active, healthy and enjoyable community to call home. For several years running, Caledon made the Maclean's magazine's annual rankings of "Canada's Safest Cities". Caledon was named by MoneySense 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.

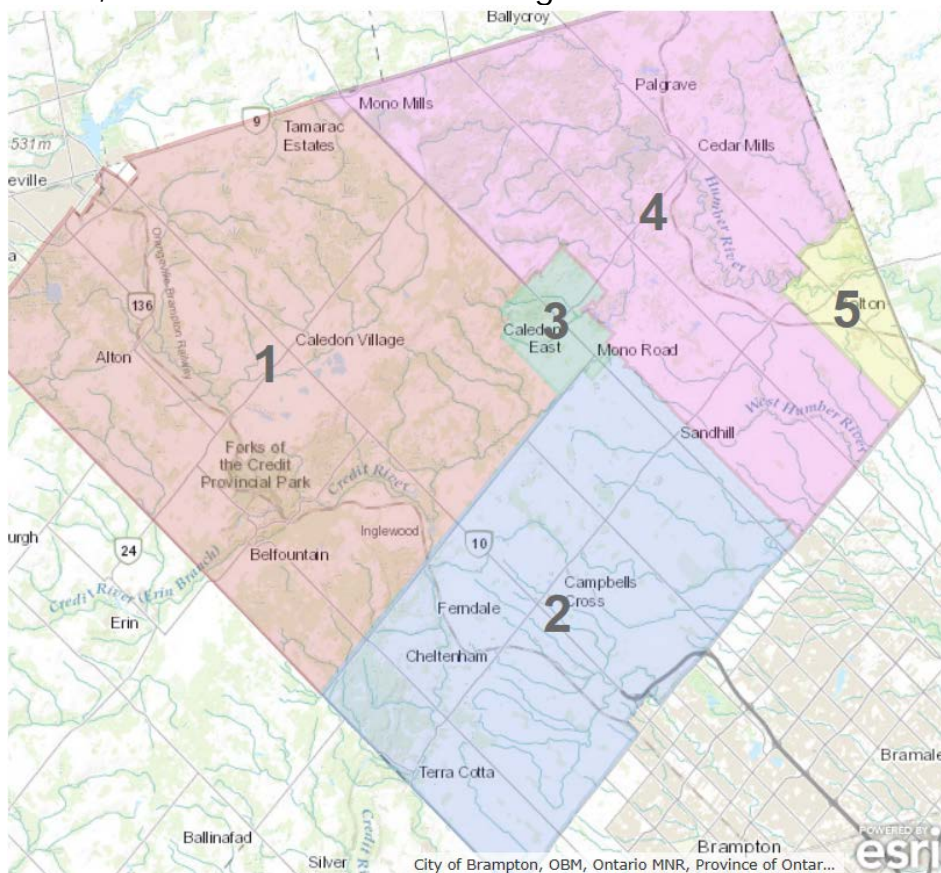
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

Welcome to Caledon

A vibrant community of 71,600 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).

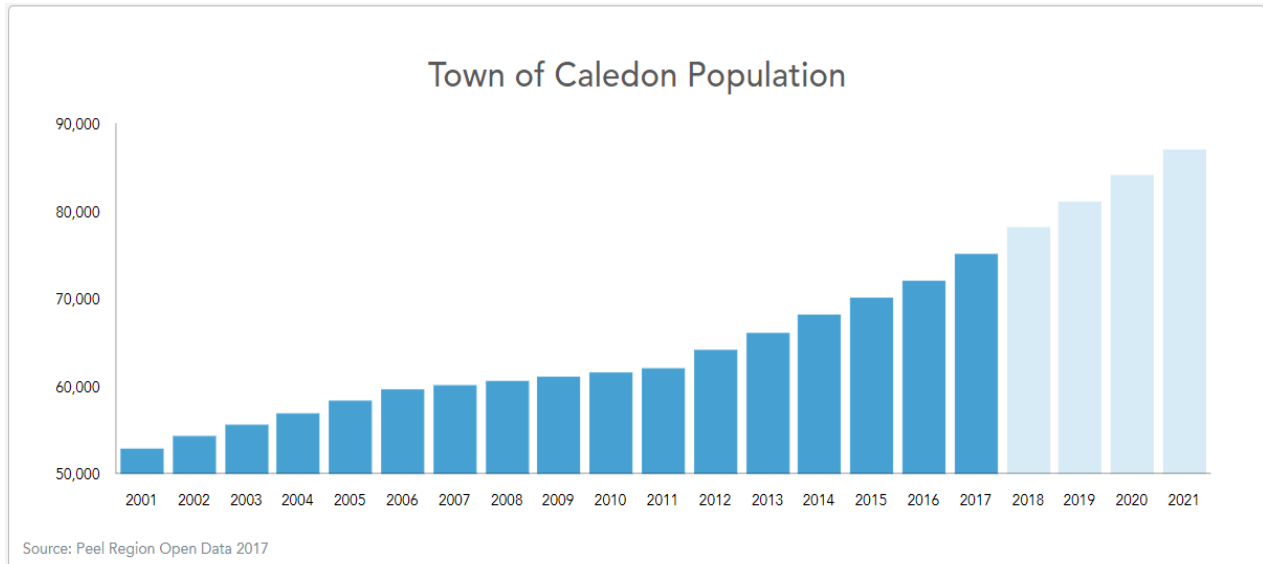
Rail

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

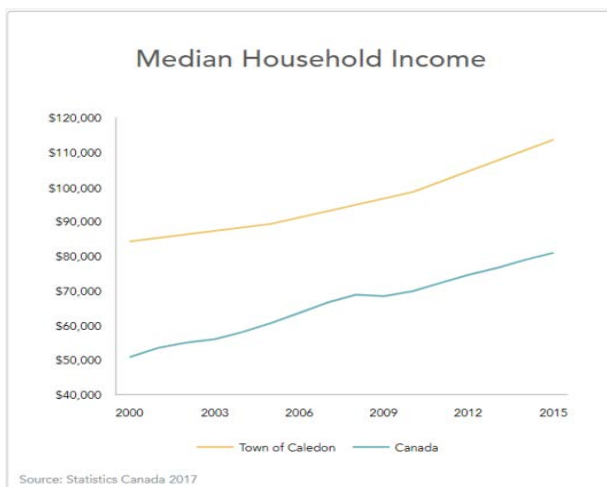
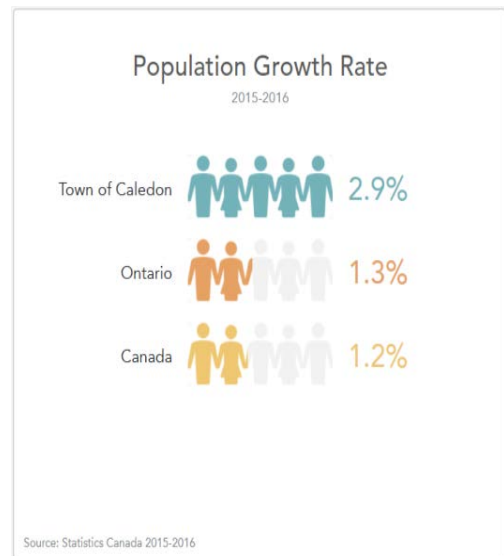
Air

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.

Welcome to Caledon



Over the last decade, the Town’s population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Program. The incredible development of the Town over the last decade has encouraged more residents of the GTA to choose Caledon as their new home. With 392 new home developments in 2016, the total dwellings in Caledon have risen to 21,255. This number is also on an upward trend, growing 1.84% annually.



Part of the Town’s growing population contributes to the strong and diverse labor force in Caledon, which was reported to be over 38,000 people in 2016. The average hourly wage is \$26.61, which is on par with most major cities in Ontario. However, the median household income, on average, has been 37% higher than the Canadian median since before 2000. This labor force is responsible for keeping over 1,700 businesses operational.

Senior Management Team

OFFICE OF THE CAO



Mike Galloway
CAO

STRATEGIC INITIATIVES

Communications
Corporate Projects
Corporate Partnerships & Events
Service Caledon
Economic Development

Human Resources
Tourism & Culture
Library Liaison
OPP Liaison



David Arbuckle
General Manager,
Strategic Initiatives

COMMUNITY SERVICES

Parks
Recreation
Planning & Development

Policy & Sustainability
Building & Support Services
Fire & Emergency Services



Peggy Tollett
General Manager,
Community Services

CORPORATE SERVICES

Legislative Services
Information Services
Legal Services
Information Technology

Provincial Offences Court
Regulatory Services/By-law
Council Support



Carey deGorter
General Manager,
Corporate Services
& Town Clerk

FINANCE & INFRASTRUCTURE SERVICES

Finance
Purchasing & Risk
Management
Roads & Fleet

Transportation
Engineering & Capital Projects
Energy & Environment
Facilities (Civic Properties)



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

The Town of Caledon is divided into the following departments:

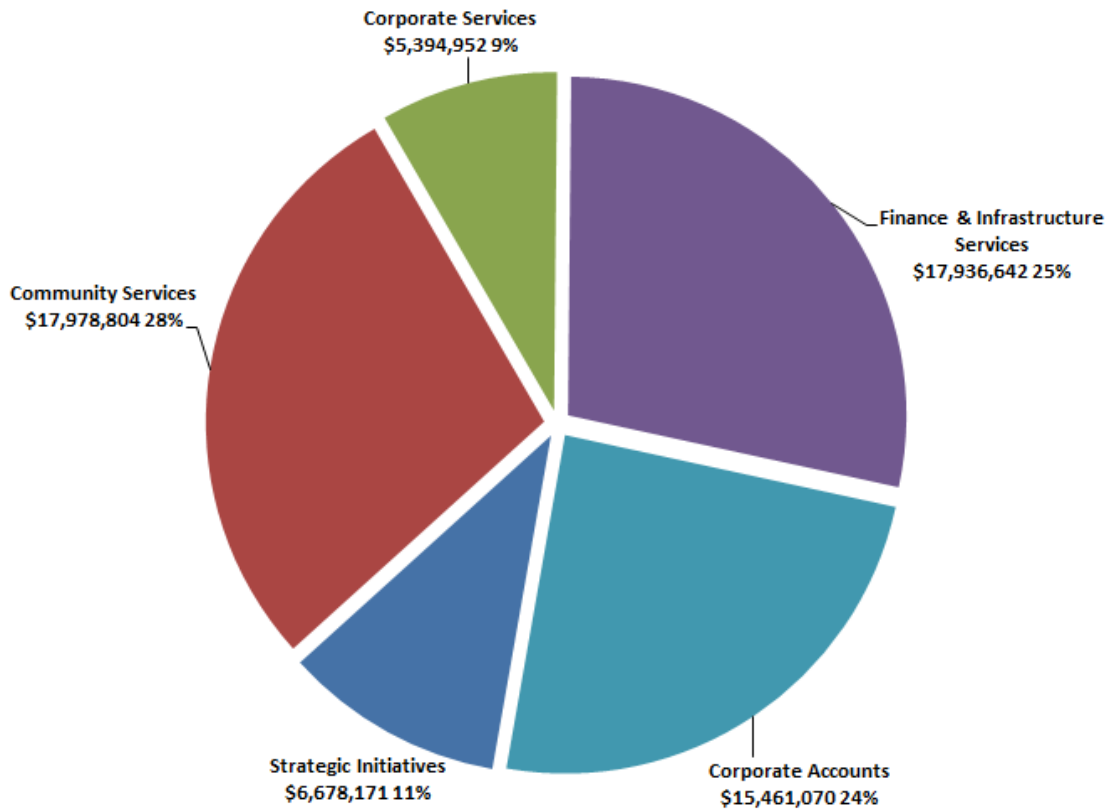


Chart is based on the 2018 Net Budget per Department and excludes Taxation Revenue.

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

Welcome to Caledon

permit application process. Bill 124 amended the *Building Code Act* by requiring that the fees collected by the municipality must not exceed the anticipated reasonable costs of the municipality to administer and enforce the Act which is why the Building 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.



Welcome to Caledon

3) Strategic Initiatives Department

The Strategic Initiatives department's mission is to engage in corporate and community building through service, planning, collaboration and advice. The department is comprised of the following teams: economic development, communications and creative services, corporate initiatives and partnerships and events, human resources, and Service Caledon. Economic development supports, promotes and enables business development and investment to enhance community prosperity, including tourism and culture. Communications and creative services educates, inspires and informs through collaboration, consistency and innovative internal and external outreach. Corporate initiatives and partnerships and events foster innovation, creativity and excellence in business delivery through exploration, affiliation, and collaboration. Human Resources supports organizational capability and effectiveness, delivers HR value-added programs and service excellence and strives to create a positive and enriching employee experience. Service Caledon, newly operational in 2018, is providing centralized service offerings to residents and stakeholders enhancing the effectiveness and efficiency of the service experience with the Town.

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

4) 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.

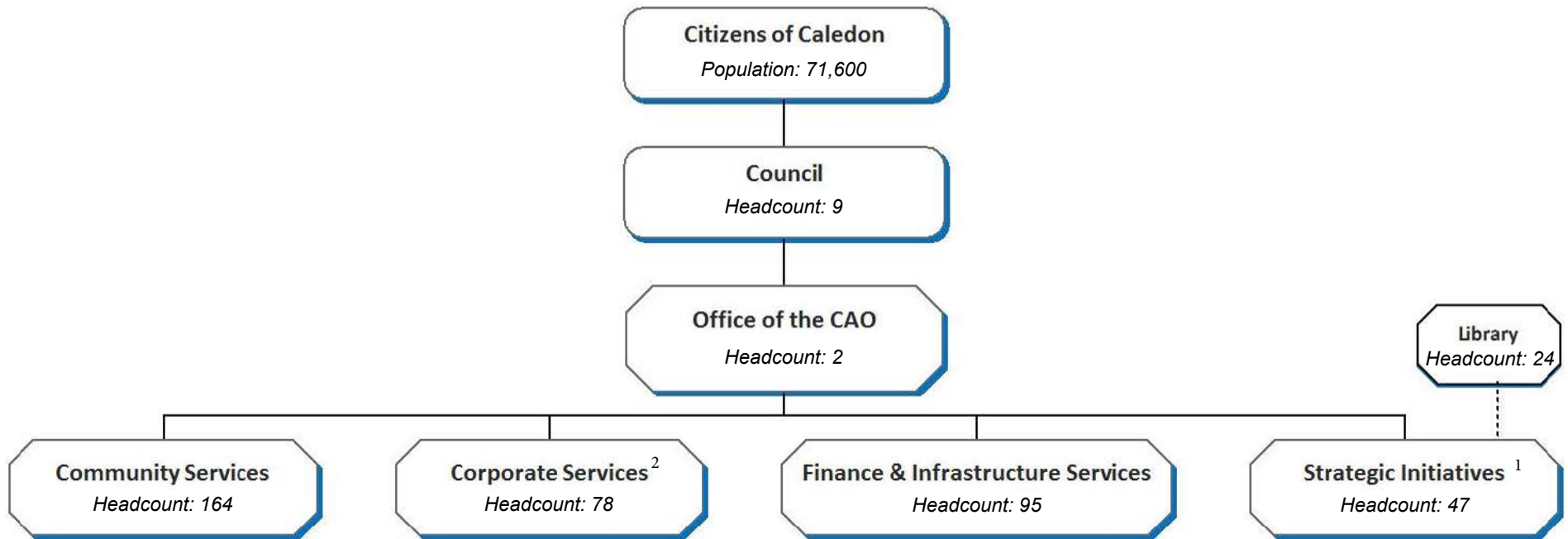
Finance and Infrastructure Services strives to be a recognized leader in the delivery of public services through diligent management of the Town's infrastructure (including roads, fleet, storm water management infrastructure, sidewalks and streetlights).

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



Page 19

- Parks
- Open Space Design
- Recreation
- Planning & Development
- Policy & Sustainability
- Building Services
- Fire & Emergency Services

- Legislative Services
- Information Services
- Legal Services
- Information Technology
- Provincial Offences Court
- Regulatory Services/By-law
- Council Support

- Finance
- Purchasing & Risk Management
- Roads & Fleet
- Transportation
- Engineering & Capital Projects
- Energy & Environment
- Facilities (Civic Properties)

- Communications
- Corporate Projects
- Corporate Partnerships & Events
- Customer Service
- Economic Development & Tourism
- Human Resources
- Library Liaison
- OPP Liaison

- Staff Complement is Full-time Only
- Details of divisions within each department available in Departmental Business tabs
- Total 2018 Approved Headcount 386 (includes two (2) full-time positions for knowledge transfer of retirees)
- Population taken from the Peel Data Centre 2017 (based on 2016 census)
- Police services are provided contractually through the Ontario Provincial Police and are not shown above
- ¹Strategic Initiatives Headcount includes Library's headcount
- ²Corporate Services Headcount includes the Office of the CAO and Council's Headcount

Town of Caledon Full-Time Headcount

DEPARTMENT	2016	2017	2018
Strategic Initiatives <ul style="list-style-type: none"> • Communications • Corporate Projects • Corporate Partnerships & Events • Service Caledon • Economic Development • Tourism & Culture • Library Liaison • OPP Liaison • Human Resources 	36*	41*	49*
Community Services <ul style="list-style-type: none"> • Parks • Recreation • Planning & Development • Policy & Sustainability • Building & Support Services • Fire & Emergency Services 	152	152	164
Corporate Services <ul style="list-style-type: none"> • Legislative Services • Legal Services • Information Technology • Provincial Offences Court • Regulatory Services/By-Law • Council Support • Information Services 	69	76	78
Finance and Infrastructure Services <ul style="list-style-type: none"> • Finance • Purchasing & Risk Management • Roads & Fleet • Transportation • Engineering & Capital Projects • Energy & Environment • Facilities (Civic Properties) 	96	97	95
Total Headcount	353	366	386

*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 2017, a corporate realignment was implemented consolidating divisions within four Departments to better meet the organization's current and future requirements.

Overview of Budget Processes and Policies

BUDGET INFLUENCES

The Town of Caledon's annual budgets are influenced by various long-term plans, Town policies, and external environmental factors. The following pages outline the guidelines and specific budget pressures that have shaped the 2018 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
Seniors' 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 2018 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 D) 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 2018 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 2018 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. In 2018, this also captures the financial impact of Provincial Legislation increasing minimum wage to \$14 as of January 1, 2018.
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 in this section.
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 in this section.
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 that have 2018 budget implications are included in the base 2018 budget as an unavoidable budget increase in this section.

Overview of Budget Processes and Policies

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 2017 but at a lower cost (e.g. lower usage, consumption, different way of doing things, etc.)
New Fees/Revenues	Incremental revenue impact of new fees or charges for a product, service or program that the Town has not charged for in the past.
Fee Rate Increases	Incremental revenue impact of proposed increases to existing fees in the fees by-law.

Short-term Inflationary Factors

Each year major items are reviewed and data is gathered on factors that could potentially influence the next year's budget. Short-term inflationary factors, such as rate changes for Town purchases, are projected and communicated to cost centre managers for incorporate into the 2018 budget, if applicable

Budget Assumptions

Consumer Price Index used for the 2018 budget is 2.0% based on Bank of Canada statement release on April 2017.

Insurance = 2% increase on 2017 Base Actuals

Minimum wage will increase to \$14 as of January 1, 2018 and increase to \$15 as of January 1, 2019.

Utilities:

Natural Gas = 7% rate increase over historical average of consumption and 2017 actual and projected costs; In addition, staff were asked to adjust the budget up or down based on projected volume for 2018 for factors like historical actuals, new energy efficient equipment recently installed and building changes;

Electricity = Rate increases and decreases were proposed based on the account type:

- General Service accounts (most facilities): 7% increase
- Smart Meter Accounts (smaller facilities and most fire halls): 5% decrease to account for the Ontario Fair Hydro Plan
- Streetlights: Increase of 12.4%

Staff made adjustments to volume changes first based on a historical average of consumption and accounting for building expansions and efficiencies, and then the rate increase was applied to 2017 actual and projected costs.

Water = 5.5% rate increase; adjusted for volume changes, if applicable.

Items that impact utility volumes include; new energy conservation equipment/initiatives implemented in 2017, new improved energy efficient equipment replacements in 2017 that will lower consumption/utility volumes in 2018. Staff were also provided with a utility worksheet that was prepared by the Town's Energy and Environment team using consumption history from the Town's energy management software to project future costs. The projections for 2018 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.

Overview of Budget Processes and Policies

Previously Approved Council Initiatives

Previously Approved Council Initiatives are:

1. Items from previous Council Reports that have 2018 budget implications are identified during the year and the 2018 budget implications are included in the base 2018 budget as an unavoidable budget increase in this section.
2. One-time expenditures in the 2017 budget that now should be removed from the base in the 2018 operating budget.
3. Capital Projects approved in the 2017 budget that have incremental operating budget impacts.

The list on page 24 identifies previously approved council initiatives that have an impact on the 2018 budget:

Overview of Budget Processes and Policies

UNAVOIDABLE BUDGET INCREASE/(BUDGET DECREASE) TO BE INCLUDED IN THE 2018 BASE OPERATING BUDGET

Department	Description	Annualized Amount
Strategic Initiative	Operating costs related to Belfountain Community Hall - locker vestibule, Capital project 17-142	\$7,660
Community Services	Annualization of Operating Costs for the New Bolton Fire Station - 2017 Change in Service Level #26	16,667
Community Services	Annualization of wages for Senior Development Engineer Coordinator - 2017 Change in Service Level #32	34,307
Community Services	Operating Costs for Bolton Camp - Baseball Diamond, Alton Village Square, Soccer Field Lighting and Argo Neighbor Park - Mayfield West net of park rental revenue	5,500
Community Services	Operating costs of Indoor Bocce Facility at RJA Potts Memorial Park (Staff Report 2017-78)	50,337
Community Services	Removal of one time funding for 2017 Canada Day 150th celebrations - 2017 Change in Service Level #27	(14,000)
Community Services	Removal of 6 months operating costs of contract Building Inspector, Enforcement - 2017 Change in Service Level #34	(39,321)
Community Services	Backfill wages & benefits related to Recreation Software Migration project (Staff Report 2017-87)	39,000
Corporate Services	Operating costs for enforcement contract position relating to Sign By-Law (Staff Report 2017-56)	86,163
Corporate Services	Removal of one Time costs for Computer & Furniture for new hires in 2017	(28,000)
Finance & Infrastructure	Revenue from Peel Region Paramedics Service Facility Rental net of Operating Costs - Nov 2017 Staff Report	(4,820)
Finance & Infrastructure	Operating costs for old Bolton Fire Station, since the operating budget for the New Fire Station assumed the sale of the old Bolton Fire Station	43,934
Finance & Infrastructure	Unavoidable budget increase for 2015/2016 Enhanced roads program debenture payments (Capital Project 18-057)	400,000
Finance & Infrastructure	Bell Mobility costs for GPS/AVL Fleet Vehicles per Staff Report PW 2015-73	15,000
Finance & Infrastructure	Decrease in internal Debt Repayment related to 2011 trackless purchases as per Staff Report CS-2011-029	(400,000)
Corporate Accounts	Budget transfer from Operating Budget to Capital relating to the Repayment of Internal Fleet Debenture as per Staff Report CS-2011-029	400,000
Corporate Accounts	Maintenance Costs of IT Capital Projects approved in 2017 (Capital Projects #17-173, 17-172, 17-171, 17-107, 17-104)	79,500
Corporate Accounts	License costs related to Recreation Software Migration project (Staff Report 2017-87)	48,845
Corporate Accounts	Maintenance costs related to Handheld Ticketing Devices (Staff Report 2017-14)	11,234
Corporate Accounts	Council approved indexing of Grant Assistance offered to Low Income Seniors and Low Income Persons with Disabilities	2,250
Net result of Unavoidable Budget Increases to be included in 2018 Budget		\$754,256

Overview of Budget Processes and Policies

BUDGET PROCESS

In July 2017, in preparation for the 2018 Budget, budget templates were available on the Town's Corporate Intranet and parameters were provided to the departments with instructions of how to complete the templates. A Financial Analyst was assigned to each department to provide budget assistance, including researching historical actuals beyond what was provided in templates and to provide general financial/budget advice for new managers. The instructions included discussion of Town-wide goals and objectives, budgeting guidelines for the operating and capital budgets, timelines, an overview of fiscal constraints, and resources available for allocation. The budget directives and instructions distributed were designed to assist the departments in preparing all budget requests and forms.

The budget templates provided to the departments include the following:

Operating Budget Template

The Operating Budget worksheet is intended to develop the Town's Base Operating Budget in a focused, transparent and understandable manner. The worksheet is pre-populated with 2016 actuals, 2016 budget, current year 2017 budget which is considered the base budget, as well as 2017 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 2018 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 2018 Budget.

A sample of the 2018 Operating Budget template is shown below and is also available in Appendix C.

TOWN OF CALEDON 2018 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

Revenue or Expense	2017 Budget (A)	2017 Budget Changes (B)	2018 Base Budget (C) = (A)+(B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)								Previous/Approved Council Initiatives (K)	2018 Adjusted Base Budget (L) = (C) + (K)
				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)	2018 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)					

Overview of Budget Processes and Policies

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 2018 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:

TOWN OF CALEDON 2018 OPERATING BUDGET			APPENDIX 5 - CHANGES IN SERVICE LEVELS			
				Number		
2018 CHANGES IN SERVICE LEVELS						
			Council Work Plan 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 2018 Budget only?			Salary Pay Grade if Applicable			
			No <input type="checkbox"/>			
		2018 Budget	# Months in 2018	Annualized Budget Impact (12 months)	# of Staff	GL Account
Revenues						
			0			
Total Revenues		\$0		\$0		
Expenses						
		\$0	0		0.0	
	Benefits (use 30% for full time staff & 12% for contract/part time)	\$0	0			
	Training/Seminars					
	Memberships/Dues					
	Uniforms/Protective clothing					
	Mileage					
	Furniture/Fixtures					01-09-155-43050-365-62378
	Computer					01-01-335-43080-365-62303
	Fleet Vehicle					Capital request required
Total Expenses		\$0		\$0	0.0	
Net Expense/(Revenue)		\$0		\$0		
						<i>Estimated Cost</i>
Furniture/Fixtures Required for new staff?						No <input type="checkbox"/> \$2,500
Computer Required for new staff?						No <input type="checkbox"/> \$4,000
Fleet Vehicle Required for new staff?						No <input type="checkbox"/> \$40,000

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 2018 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 2018 Fees changes and Fee By-law schedules are approved by Council at the same time as the 2018 Budget.

Recreation

In the 2016 and 2017 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 means that 54% of the Recreation division's costs are recovered by user fees (ie, user of recreation) and the balance, 46% is subsidized by a property taxpayers. 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 an overall tax subsidy of 46%. The 2018 Budget results in a Recreation Subsidy of 47% which is above the Tax Subsidy approved by Council of 46% mainly due to the increase in minimum wage which could not be fully offset by increasing recreation user fees and the phase in of the operating budget of the new community centre located in Southfields.

Headcount Information

Departments are provided with the current year (2017) employee information to be reviewed for the 2018 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

Overview of Budget Processes and Policies

Capital Budget Template

Capital Budget templates are provided to departments to submit capital projects to be considered in the 2018 Capital Budget.

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

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

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 2018 Capital budget will result in the estimated future unavoidable operating budget impact for 2019 as follows:

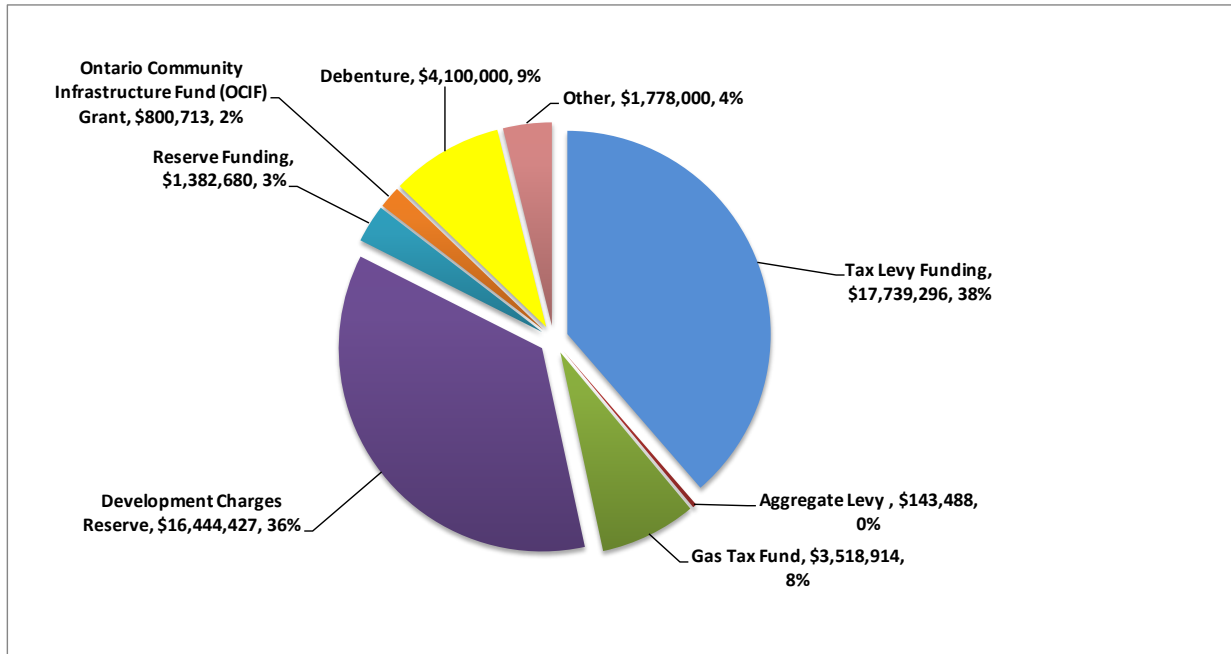
2019 Projected Unavoidable Operating Budget Increases related to Proposed 2018 Capital Projects

Project Details	Expense Type	2019 - \$
IT - Infrastructure Maintenance & Upgrades	Licence and Maintenance Cost	26,000
IT - AMANDA	Licence and Maintenance Cost	31,700
IT - Tax Management Software Replacement	Licence and Maintenance Cost	45,000
IT - Time Entry Management System Replacement	Licence and Maintenance Cost	44,500
IT - Application Maintenance and Upgrades	Licence and Maintenance Cost	12,920
IT - Public Sector Network Extension	Licence and Maintenance Cost	2,000
IT - Human Resources Management System Enhancement	Licence and Maintenance Cost	8,000
Bolton Gateway Park	Casual Wages and Maintenance	6,000
Alton Park Multipurpose Track	Casual Wages and Maintenance	6,000
Palgrave Community Trail	Casual Wages and Maintenance	6,000
Humberview Secondary School Turf Field/Track Facility	Rental Revenue	(15,000)
	Casual Wages and Maintenance	48,500
Challenger Baseball Diamond Lighting Phase 2	Rental Revenue	(2,000)
	Energy Consumption	7,000
Caledon Centre for Recreation and Wellness - Boiler Replacement	Energy Consumption Savings	(7,500)
Caledon Trailway Brush Clearing	Maintenance	20,000
2017 Enhanced Road Program	Debt Servicing Cost	350,000
Total		\$ 563,120

Overview of Budget Processes and Policies

The 2018 Capital budget totals \$45,907,518 and is funded from the following sources:

Tax Levy Funding	Aggregate Levy	Gas Tax Fund	Development Charges Reserve	Reserve Funding	Ontario Community Infrastructure Fund (OCIF) Grant	Debenture	Other	Total
\$17,739,296	\$143,488	\$3,518,914	\$16,444,427	\$1,382,680	\$800,713	\$4,100,000	\$1,778,000	\$45,907,518



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):

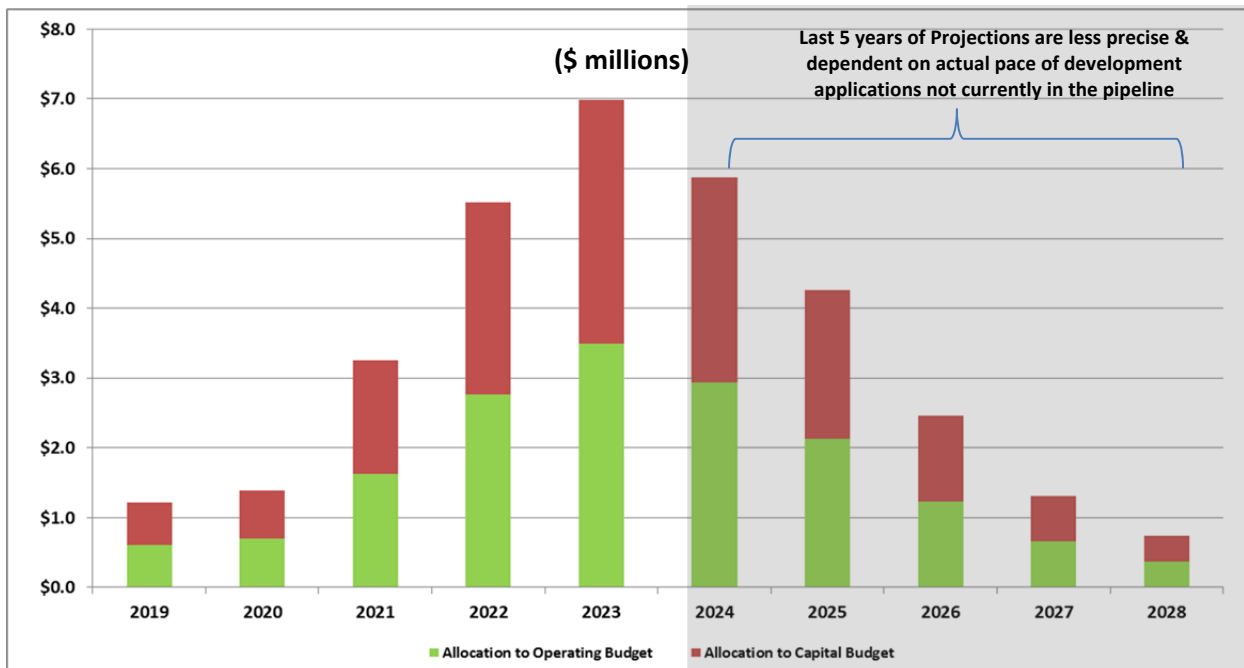
Incremental tax revenues from assessment growth is to be allocated to the tax levy funded Capital program annually equal to the greater of:

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

For 2018 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:

Projected Assessment Growth

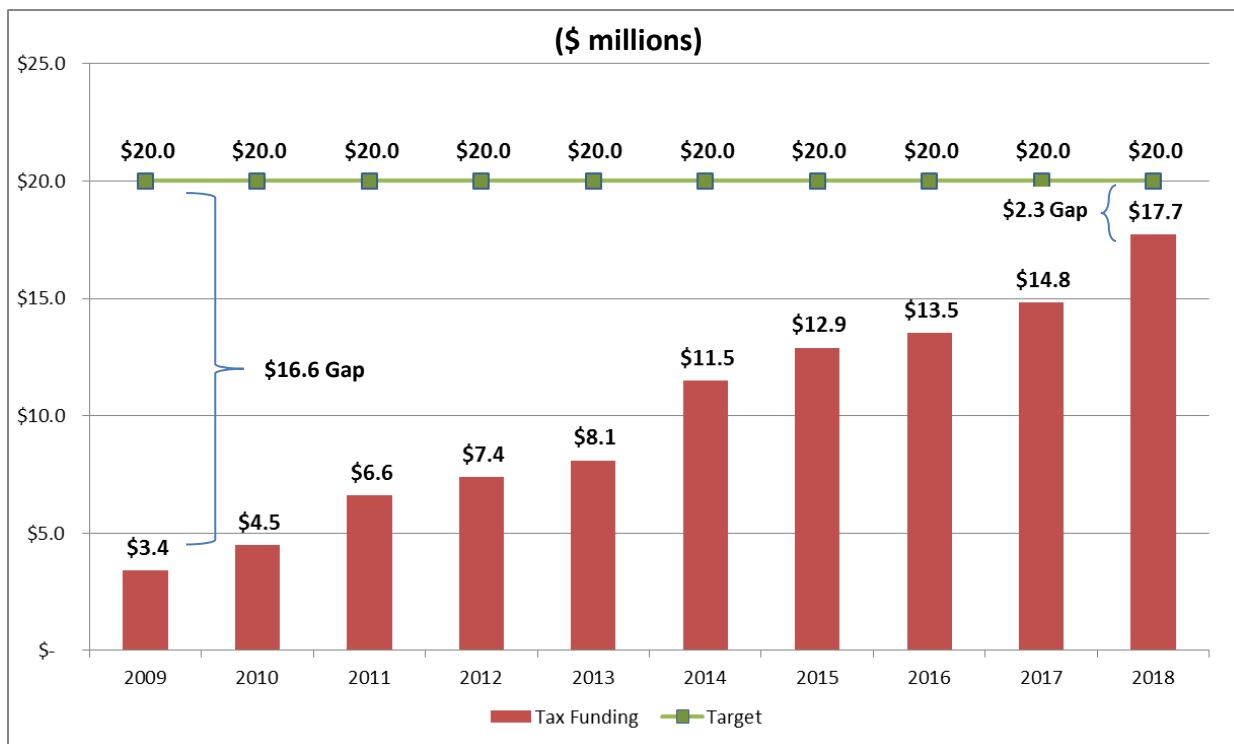


Overview of Budget Processes and Policies

The Town is working towards bridging the gap between Tax Funded Capital and 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 \$3.4 million and the Town amortization was \$20 million 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 \$20 million was established. The capital infrastructure funding gap in the 2008 capital program was \$16.6 million the gap has been reduced in the 2018 capital budget to \$2.3 million 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.

As the Town continues to work towards a comprehensive Asset Management Plan (AMP), the historical value will eventually be replaced with the replacement value from the AMP, and the infrastructure gap will be quantified. A new long-term strategy to fund the gap will be developed. This strategy will look at best practices to maintain assets using a proactive approach to avoid the large costly repairs that can occur when assets need to be completely replaced vs maintained.



Overview of Budget Processes and Policies

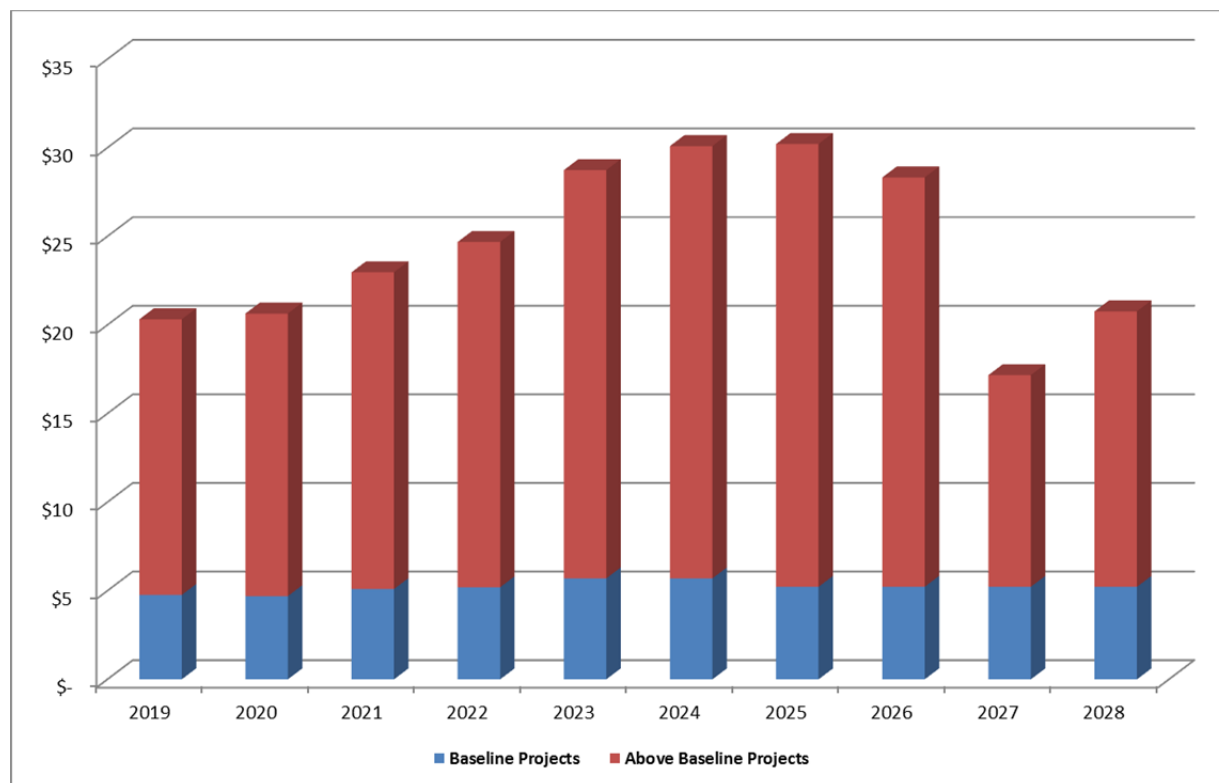
10-Year Capital Forecast Template

Departments were also provided the 10-year Capital forecast used in the 2017 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 2018 Capital Budget templates (e.g. capital requests for 2018)

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.



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.

Overview of Budget Processes and Policies

- 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.
- It was assumed the debt for the Enhanced Roads program would be phased out over the 2019-2023 term of council so that it will be funded solely by tax in 2023.

Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

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

2018 Budget Timelines

In June, departments were provided the 2018 headcount information that relates to salaries and benefits for all staff. Managers were required to return the headcount information to Finance by August 4th, 2017, with any changes or corrections. The Operating and Capital templates were available on the Town's budget software with a final deadline for input by departments set for September 1, 2017.

Over a period of three weeks the budgets/budget templates were reviewed by the Chief Financial Officer, the Treasurer, the Manager, Revenue and departmental General Manager 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 2018 Operating Budget and other recommended target reductions.

The 2018 approved Operating and Capital Budgets were presented to Council for review on November 14, 2017. The schedule of the Town's 2018 Budget process for Council following Town staff's internal budget preparation is outlined below:

2018 Budget Timeline

Nov 10 th – 30 th	Online Budget Survey ~ Have your Say!
Nov 14 th 9:30AM	Budget Introduction, Operating Budget Presentation and Proposed User Fee Changes
Nov 14 th 1:00PM	Capital Budget Presentation
Nov 21 st 7:00PM	Budget Drop in Open House ~ Have your Say!
Dec 5 th 1:00PM	General Committee Meeting 2018 Proposed Budget Deliberations
Dec 12 th 7:00PM	Council Budget Meeting Final Consideration of 2018 Proposed Budget and 2018 Proposed Fees By-Law

Overview of Budget Processes and Policies

A Town Council meeting was scheduled for November 14, 2017 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 21st for the public to meet with staff and ask questions regarding the 2018 Budget. Budget deliberations were held at the General Committee meeting on December 5th with the finalization and approval of the 2018 Budget held on December 12th.

Communications and Engagement in the 2018 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 2018 budget at Town Hall is scheduled for November 21st, 2017 for public questions and input in the budget process in advance of Council deliberations. New for the 2018 Budget is an online survey asking residents what infrastructure the Town should be investing tax dollars.

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.

Overview of Budget Processes and Policies

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 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;
 - 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.

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.

Overview of Budget Processes and Policies

BUDGET ACCOUNTING POLICY

As in prior years, the Town of Caledon's 2018 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 2018 Operating Budget of full accrual accounting adjustments prior to Council adopting the budget. The estimated impact of full accrual accounting on the 2018 Operating Budget figures for items listed below is disclosed in a report to Council with the approval of the 2018 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 2018 Budget prepared on the fund basis of accounting to an estimated \$26.0M surplus which will increase to the Town's accumulated surplus when preparing the 2018 financial statements in accordance with PSAB.

	<u>\$ Millions</u>	
2018 Proposed Budget - Fund Accounting		
2018 Proposed Operating Budget Revenues	\$94.1	
2018 Proposed Operating Budget Expenses	<u>(\$94.1)</u>	
2018 Operating Budget Surplus/(Shortfall) - Fund Accounting		\$0.0
Proposed 2018 Tangible Capital Asset Amortization	(\$14.9)	
2018 Proposed Budget Tax Levy Funded Capital Program	\$18.2	
2018 Proposed Capital Budget Items not considered TCA	(\$4.1)	
2018 Proposed Budget Transfer from Reserves considered		
Deferred Revenues & Other external Funding (e.g. grants)	<u>\$22.0</u>	
		<u>\$21.2</u>
Revised surplus/(shortfall) after accounting for TCA		\$21.2
Other Full Accrual Adjustments		
Net 2018 Budget Transfers to Reserves not considered as		
Expenses	\$1.1	
Long Term debt Principle Payment (External)	<u>\$3.7</u>	
		<u>\$4.8</u>
Estimated Impact on the ending 2018 Accumulated Surplus		<u>\$26.0</u>

As shown in the table above, the Tax Levy Funded Capital and Transfers from Reserves are the main drivers of the projected full accrual surplus. TCA amortization, at \$14.9M is a significant full accrual adjustment that historically has resulted in a full accrual budget deficit. For 2018 we have more transfers from reserves which is causing a \$26.0M 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 2018 Operating Budget Summary



















A summary of the 2018 Net Operating Budget Expense (Expenses less Revenue) by department is listed below with a comparison to the 2017 Budget.

DEPARTMENT	2017 BUDGET	2018 BUDGET
Strategic Initiatives	\$ 6,200,766	\$ 6,678,171
Community Services	\$ 16,652,260	\$ 17,978,804
Corporate Services	\$ 5,042,363	\$ 5,394,952
Finance & Infrastructure Services	\$ 17,556,723	\$ 17,936,641
Corporate Accounts	\$ (45,452,112)	\$ (47,988,569)
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 2018.


A summary of the 2018 approved Changes in Service Levels is listed on the next two pages. For the 2018 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

2018 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	2018 Net Budget \$	Full Time Headcount
Customer Service 	Corporate Services	IT	1	IT Administrative Support	\$69,395	
Customer Service 	Corporate Services	IT	2	IT Business Analyst	\$24,800	
Customer Service 	Corporate Services	Regulatory Services	3	Regulatory Services Coordinator	\$87,672	
Customer Service 	Strategic Initiatives	Service Caledon	6	Manager, Service Caledon	\$136,498	
Customer Service 	Community Services	Fire & Emergency Services	9	Data Management System Upgrade	\$20,000	
Customer Service 	Community Services	Fire & Emergency Services	10	Driver Certification Program for VFF	\$50,350	
Customer Service 	Community Services	Fire & Emergency Services	11	Fire Training Program for VFF	\$100,000	
Customer Service 	Community Services	Fire & Emergency Services	12	Scheduled On-Call VFF Service	\$54,600	
Customer Service 	Community Services	Recreation	14	Recreation Customer Service Administrator	\$62,296	
Customer Service 	Community Services	Building	15	Clerk, Building Services	\$0	
Customer Service 	Strategic Initiatives	Library Public Services	4	Caledon East Part Time Public Service Coordinator	\$29,800	
Customer Service 	Finance & Infrastructure Services	Finance	19	Financial Analyst Permanent Part-time Position, Provincial Offences Administration	\$18,080	

2018 Approved Changes in Service Levels

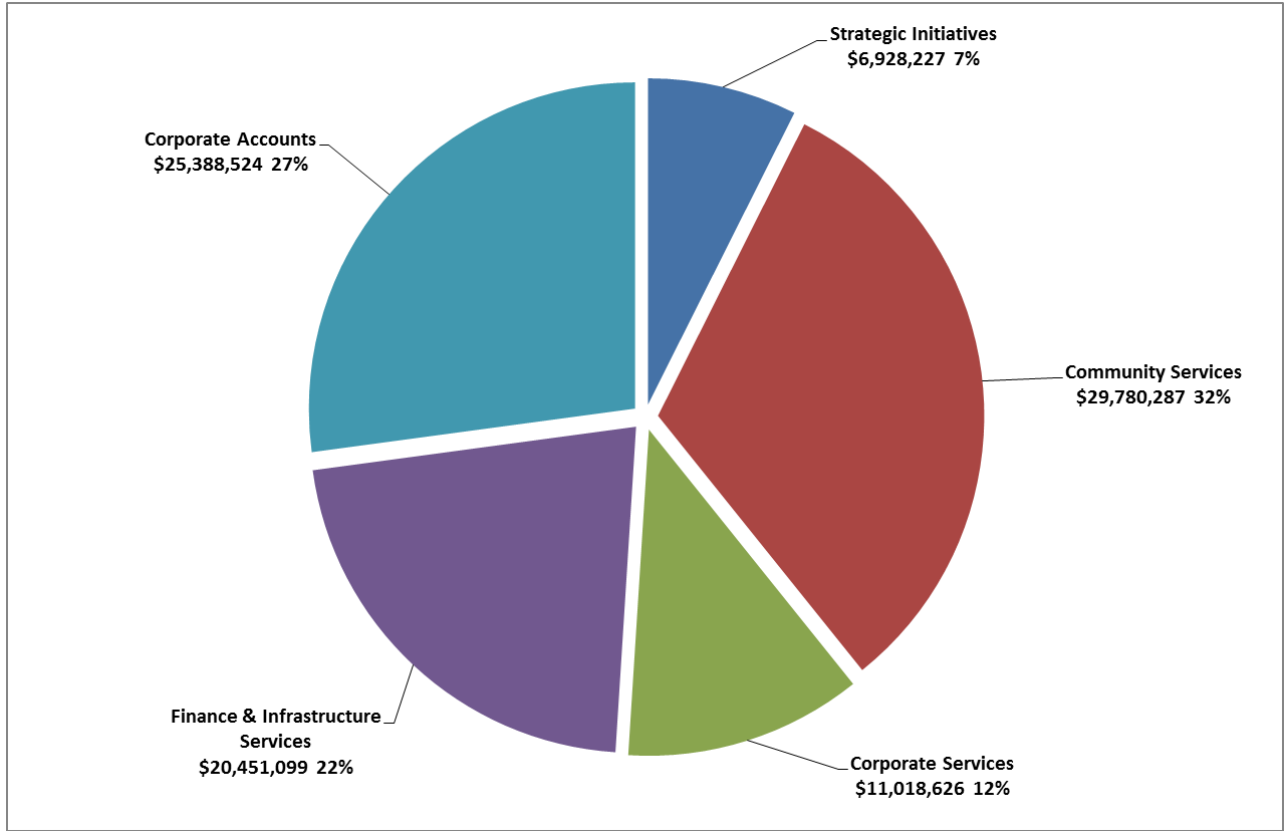
Changes requested to maintain service levels challenged by growth, to enhance customer service, to advance the Town's technology and efficiency or to support and retain staff.						
Council Work Plan Priorities	Department	Division	Reference #	Description	2018 Net Budget \$	Full Time Headcount
 Recreation	Community Services	Recreation/Library Public Services	13	Operating Budget for New Community Centre in Southfields - Phase in over 3 years	\$477,800	 X 11
 Infrastructure	Finance & Infrastructure Services	Finance	18	Corporate Asset Management Analyst	\$126,500	
 Infrastructure	Finance & Infrastructure Services	Engineering	20	Senior Project Manager for Stormwater	\$92,215	
 Infrastructure	Community Services	Parks	7	Lawn maintenance for the Alton cemetery	\$10,000	
 Growth	Community Services	Parks	8	Park Supervisor/Landscape Architect	\$118,425	
 Communications	Strategic Initiatives	Library Public Services	5	Caledon Public Library 150 Anniversary Events	\$8,650	
Total Approved Changes in Service Levels					\$1,487,081	

New Full-Time Headcount  20

* Budget requests associated with headcount include salary, statutory payroll deductions, computer equipment and training costs

2018 Operating Budget

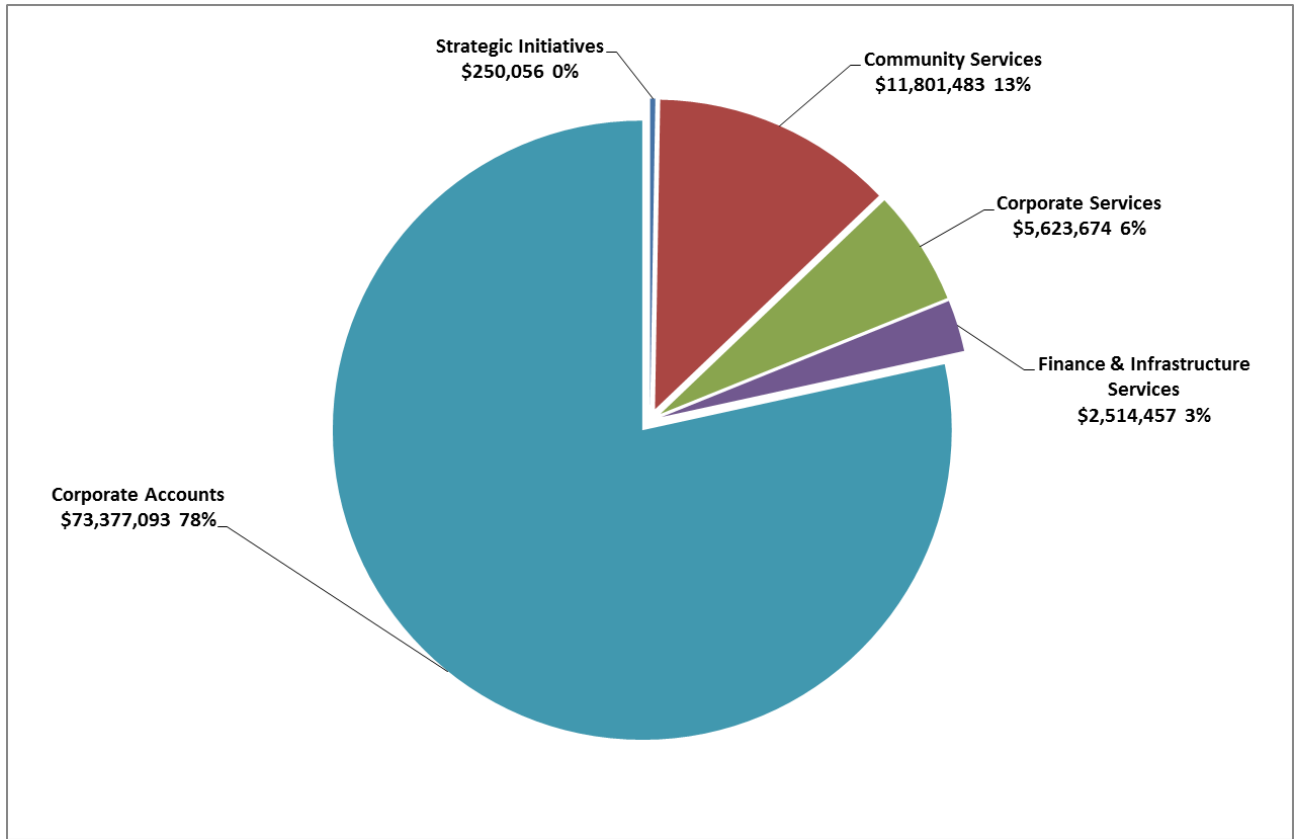
Expenditures by Department



Expenditures by Category	2016 Approved Budget	2017 Approved Budget	2018 Approved Budget
Salaries, Wages & Benefits	40,460,115	43,388,656	45,789,698
Transfer to Reserves/Capital	17,044,851	18,269,894	21,059,416
Services and Rents	7,419,551	7,447,027	8,049,004
Materials, Equipment & Supplies	4,584,095	4,733,753	5,051,512
Utilities	2,394,621	2,693,340	2,676,888
Other	7,138,283	10,107,010	10,940,245
Expenditures Total	\$79,041,516	\$86,639,680	\$93,566,763

2018 Operating Budget

Revenues by Department



Revenue By Source	2016 Approved Budget	2017 Approved Budget	2018 Approved Budget
Tax Revenue	55,801,086	59,532,318	65,165,461
Fines and Penalties	5,247,934	5,336,484	5,322,370
User Fees/Rentals	12,279,075	12,489,039	13,114,793
Transfer from Reserves	193,165	2,970,391	3,068,651
Interest	1,219,757	1,669,757	2,012,143
Grants	1,296,761	1,357,057	1,372,957
Sales	259,380	221,680	210,730
Other	2,744,358	3,062,954	3,299,658
Revenue Total	\$79,041,516	\$86,639,680	\$93,566,763

Major Revenue Sources and Trends

Tax Revenue - \$65,165,461

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 2018 is projected to increase by approximately 3.2%. The estimated projection added to the tax base is \$1,936,638 of assessment growth which will be split to fund the capital program and unmet need requests. The 2018 Budget required an additional \$3.6 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 - \$5,322,370

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 collects property taxes on behalf of the Region of Peel, School Boards and the Town. The Town is obligated to make these payments to the external agencies regardless of whether the taxpayers are late paying their property taxes. 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 - \$13,114,793

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 - \$3,068,651

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

Interest - \$2,012,143

Interest revenue included in the Operating Budget is projected to increase in 2018 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 - \$1,372,957

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 - \$210,730

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

Other – \$3,299,658

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.

2018 APPROVED CAPITAL BUDGET

The total approved capital budget for 2018 is \$45,907,518. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment	
Community Services	Emergency Operations & Fire Suppression	18-047	Pumper/Rescue Replacement	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-048	VCOM - Capital Plan Projects	\$ 205,000	\$ 205,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-050	Joint Fire Communications Center - Computer Aided Dispatch Equipment Replacement Phase 3	\$ 310,000	\$ 310,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-051	Personal Protective Equipment	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	Fire Equipment Reserve
		18-052	Large Fire Equipment Replacement	\$ 70,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	Fire Equipment Reserve
		18-005	Resurfacing Various Fire Halls - Phase 2	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ -	Facility Repairs and Reinvestment
	Parks Operations	18-084	Caledon Trailway Bridge Replacement - Centreville Creek Road	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-085	Parks Picnic Tables	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-086	Saint John Paul Backstop Replacement/North Hill Fencing	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-087	Alton Ball and Sid Coburn Infields and Warning Track Rehabilitation	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-088	Edelweiss Park Goals/Fencing and Caledon Soccer Complex Goal Replacements	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-089	Ellwood and Victoria Parks Tennis Court Rehabilitation	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-090	Caledon East Soccer Complex Improvements	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-091	Parks Signage Replacements	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-092	Park Building Roof Replacements - Palgrave Ball Park Picnic Shelter - Caledon East Soccer Complex Remaining Half of Roof	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-093	Park Washrooms Accessibility Improvement Design - Palgrave Ball Park - North Hill Park - Ted Houston Park - Caledon Fairgrounds	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-095	Bolton Gateway Park	\$ 350,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -	DC Parkland Development
		18-096	Alton Park Multipurpose Track	\$ 325,000	\$ 68,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 256,500	\$ -	DC Parkland Development
		18-097	Palgrave Community Trail Phase 2	\$ 100,000	\$ 23,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 76,500	\$ -	DC Parkland Development
		18-101	Challenger Baseball Diamond Lighting Phase 2	\$ 225,000	\$ 22,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 202,500	\$ -	DC Parkland Development
		18-104	Westview Park Accessibility Improvements	\$ 85,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000	Palgrave Rotary Partnership
		18-108	Caledon East Tennis Court Resurfacing	\$ 60,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	Caledon East Tennis Club Contribution
		18-110	Caledon Trailway Brush Clearing	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-112	Asphalt Path Reconstruction Queensgate Boulevard to Landsbridge Street	\$ 40,000	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-116	Street Tree Replacements	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-142	Humberview Secondary School Turf Field/Track Facility	\$ 1,800,000	\$ 171,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 729,000	\$ 900,000	Peel District School Board, DC Parkland Development
	Policy & Sustainability	18-045	Aggregate Rehabilitation Master Plan Phase 2	\$ 250,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	Region of Peel
		18-133	Official Plan Aggregate Policy Review	\$ 80,000	\$ 20,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,400	\$ 40,000	Region of Peel, DC Studies
		18-135	Alton Village Heritage Conservation District Plan & Guidelines	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-136	Heritage Designation Studies	\$ 30,000	\$ 8,175	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 21,825	\$ -	DC Studies
		18-137	Pioneer Cemetery Restoration	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-138	Heritage Signage	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-144	Official Plan 5 Year Review	\$ 100,000	\$ 51,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,500	\$ -	DC Studies
	Facilities & Operations	18-024	Recreation - Accessibility	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-025	Recreation - Furniture Fixtures & Equipment	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-027	Alton - Library and Recreation Centre Exterior LED Lighting	\$ 8,000	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-028	Caledon Village Place - Septic System	\$ 55,000	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-033	Caledon East Community Complex - Arena Flooring	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-035	Caledon East Community Complex - Arena Spectator Heaters, Heating Ventilation and Air Conditioning, Electrical	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-036	Caledon East Community Complex - Expansion Design Work	\$ 400,000	\$ 58,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 342,000	\$ -	DC Recreation
		18-077	Mayfield Recreation Complex - Foundation Repairs	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-078	Caledon Centre for Recreation and Wellness - Hot Tub Replacements	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-083	Caledon East Community Complex - Ice Resurfacer	\$ 130,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	\$ -	Ice Resurfacer Reserve
		18-098	Albion Bolton Union Community Centre - Auditorium Upgrades	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	18-099	Mayfield Recreation Centre - Front Entrance and Accessible Path	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

2018 APPROVED CAPITAL BUDGET

The total approved capital budget for 2018 is \$45,907,518. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment	
Community Services	Facilities & Operations	18-100	Caledon Centre for Recreation and Wellness - Outdoor Rink Rooftop Units Relocation and Lighting	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-102	Caledon Centre for Recreation and Wellness - Boiler Replacements	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-103	Mayfield Recreation Centre - Heating Ventilation and Air Conditioning and Electrical Panel Replacement	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-105	Caledon Centre for Recreation and Wellness - Roof Covering Replacement	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-107	Caledon Centre for Recreation and Wellness - Family Changeroom Tile and Washroom Partition Replacement	\$ 125,000	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-109	Albion Bolton Union Community Centre - Minor Roof Repairs	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-115	Albion Bolton Union Community Centre - Exterior Window Replacement	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-117	Albion Bolton Union Community Centre - Flooring Replacement	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-120	New Community Centre in Southfields	\$ 5,550,000	\$ 832,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,717,500	\$ -	DC Recreation
		18-121	Rotary Place Expansion Design Phase 2 Additional Funding	\$ 95,000	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-122	Mayfield Recreation Centre - Pool Exterior Doors and Frames	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-123	Mayfield Recreation Centre - Arena Painting/Sandblasting and Upgrades	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-129	Recreation Electronic Road Sign Program Mayfield Complex and Caledon East Community Complex	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Programs & Community	18-145	Recreation - Aquatic Safety Audit	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Community Services Total				\$ 13,958,000	\$ 5,889,275	\$ -	\$ -	\$ -	\$ 285,000	\$ 6,683,725	\$ 1,100,000		
Corporate Services	Information Technology	18-066	IT - Personal Computer Refresh	\$ 430,000	\$ 408,500	\$ -	\$ -	\$ -	\$ 21,500	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-067	IT - Infrastructure Maintenance and Upgrades	\$ 210,000	\$ 187,500	\$ -	\$ -	\$ -	\$ 22,500	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-068	IT - AMANDA	\$ 411,000	\$ 259,250	\$ -	\$ -	\$ -	\$ 151,750	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-069	IT - Microsoft Enterprise Agreement	\$ 250,000	\$ 237,500	\$ -	\$ -	\$ -	\$ 12,500	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-070	IT - Project Management	\$ 40,000	\$ 30,000	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-071	IT - Tax Management Software Replacement	\$ 570,000	\$ 570,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-072	IT - Time Entry Management System Replacement	\$ 100,000	\$ 95,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-073	IT - Application Maintenance and Upgrades	\$ 88,600	\$ 79,170	\$ -	\$ -	\$ -	\$ 9,430	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-076	IT - Broadband Internet	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000	Operating Contribution	
		18-079	IT - Enterprise Application Requirements and Analysis	\$ 80,000	\$ 76,000	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-125	IT - Public Sector Network Extension	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-147	IT - Service Caledon Customer Relationship Management Solution	\$ 300,000	\$ 285,000	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	Building Permit Stabilization Reserve	
		18-148	IT - Human Resources Management System Enhancement	\$ 40,000	\$ 38,000	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	Building Permit Stabilization Reserve	
Corporate Services Total				\$ 3,019,600	\$ 2,465,920	\$ -	\$ -	\$ 253,680	\$ -	\$ 300,000			
Finance & Infrastructure Services	Capital Project & Property Management	18-001	Ontario Provincial Police Equipment	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000	Region of Peel	
		18-002	Fire Administration Entrance Replacement	\$ 111,818	\$ -	\$ -	\$ -	\$ -	\$ 111,818	\$ -	\$ -		
		18-003	Yard 1 Expansion - Phase 2	\$ 1,770,600	\$ 830,057	\$ -	\$ -	\$ -	\$ -	\$ 940,543	\$ -	DC Public Works	
	Energy & Environment	18-132	Town Hall Improvements	\$ 325,000	\$ 325,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-055	Energy and Environment Consultants	\$ 67,000	\$ 67,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-056	Corporate Energy Plan and Training	\$ 54,400	\$ 54,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Engineering Services	18-057	Enhanced Roads Program Comprehensive list of roads can be located attached to detail sheet	\$ 4,100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,100,000	Debenture	
		18-058	Crack Sealing Program Comprehensive list of roads can be located attached to detail sheet	\$ 191,600	\$ 48,112	\$ -	\$ 143,488	\$ -	\$ -	\$ -	\$ -		
		18-059	Growth-related Roads Program - Castlederg Sideroad from The Gore Road to Humber Station Road - Castlederg Sideroad from Humber Station Road to Duffy's Lane - Old School Road from McLaughlin Road to Rail Line RR - Old School Road from Rail Line RR to Hurontario Street - Old School Road from Heritage Road to Mississauga Road	\$ 6,204,800	\$ 930,720	\$ -	\$ -	\$ -	\$ -	\$ 5,274,080	\$ -	DC Roads	
		18-060	Roads Rehabilitation & Reconstruction Program - Albert St (James Street to John Street) - Quarry Drive - Region of Peel has agreed to cost share \$200,000 towards this project - Mount Hope Road (Cedar Meadows Lane to 300m South of Hunsden Sideroad) - George Bolton Parkway (Nixon Road to Coleraine Drive)	\$ 2,315,825	\$ 28,658	\$ 2,087,167	\$ -	\$ -	\$ -	\$ -	\$ 200,000	Region of Peel	
		18-061	Road Engineering Design and Environmental Assessment Comprehensive list of roads can be located attached to detail sheet	\$ 3,958,500	\$ 840,527	\$ -	\$ -	\$ -	\$ -	\$ 3,117,973	\$ -	DC Roads	
		18-062	Railway Crossing Asphalt Repairs	\$ 51,600	\$ 51,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-063	Stormwater Management Program	\$ 1,500,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

2018 APPROVED CAPITAL BUDGET

The total approved capital budget for 2018 is \$45,907,518. The following table summarizes the approved projects, the project budget, and funding sources.

Department	Division	Project #	Project Name	Total Project Budget	Tax Levy Funding	Gas Tax Fund	Aggregate Levy	Ontario Community Infrastructure Fund	Reserve Funding	DC Reserve	Other	Funding Comment	
Finance & Infrastructure Services	Engineering Services	18-074	Bridge & Culvert Construction Program - Shaws Creek Road (0.45km North of Charleston Sideroad) - Innis Lake Road (200m South of Finnerty Sideroad) - Kennedy Road (2.4km South of Highpoint Sideroad) - Centreville Creek Road Bridge	\$ 2,322,235	\$ 890,488	\$ 1,431,747	\$ -	\$ -	\$ -	\$ -	\$ -		
		18-075	Bridge & Culvert Design Program Comprehensive list of all bridges and culverts can be located attached to the detail sheet	\$ 488,400	\$ 488,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-119	Tomina Acoustic Fence Replacement Phase 2 of 7	\$ 376,065	\$ 376,065	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-127	The Grange Road Bridge Rehabilitation	\$ 818,163	\$ 17,450	\$ -	\$ -	\$ 800,713	\$ -	\$ -	\$ -	\$ -	Ontario Community Infrastructure Fund
		18-140	Alton Storm Drainage Study - Phase 2	\$ 77,000	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-141	Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.)	\$ 36,682	\$ -	\$ -	\$ -	\$ -	\$ 36,682	\$ -	\$ -	\$ -	Comprehensive Adaptive Management Plan Reserve
		18-143	Implementation of Recommendations from Alton Drainage Study Phase 1	\$ 286,230	\$ 286,230	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Finance	18-023	Development Charge (DC) Background Study	\$ 200,000	\$ 49,334	\$ -	\$ -	\$ -	\$ -	\$ 150,666	\$ -	\$ -	DC Studies
		18-146	Asset Management Plan Policy	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Purchasing & Risk Management	18-134	Procurement Contracts Updating	\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-009	Replacement of Light Duty Vehicles	\$ 225,000	\$ 112,500	\$ -	\$ -	\$ -	\$ 112,500	\$ -	\$ -	\$ -	Equipment Reserve
	Road & Fleet Services	18-010	Cargo Van (Animal/By-Law)	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Equipment Reserve
		18-011	Tandem Axle Dump Truck Replacement	\$ 700,000	\$ 298,000	\$ -	\$ -	\$ -	\$ 402,000	\$ -	\$ -	\$ -	Equipment Reserve
		18-012	Front End Loader Replacement	\$ 275,000	\$ 275,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-014	Electric Fleet Vehicle (Town Hall)	\$ 41,000	\$ -	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -	\$ -	Building Permit Stabilization Reserve
		18-015	Two Post Hoist (Yard 2) Replacement	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	Equipment Reserve
		18-016	Parks Mowers	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -	Equipment Reserve
		18-017	Roadside Mower Attachment	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	Equipment Reserve
		18-019	Resurfacing Centreville Creek Gravel Road	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		18-020	Sidewalk Repair & Rehabilitation Program	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		Traffic	18-064	Traffic Data Collection Program	\$ 74,000	\$ 74,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	18-065		Traffic Calming	\$ 156,000	\$ 156,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	18-080		Road Safety Program Comprehensive list of roads can be located attached to the detail sheet	\$ 400,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	18-081		Cycling Program	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Finance & Infrastructure Services Total				\$ 27,946,918	\$ 8,706,541	\$ 3,518,914	\$ 143,488	\$ 800,713	\$ 844,000	\$ 9,483,262	\$ 4,450,000	
	Strategic Initiatives	Economic Development	18-159	Arts and Culture Feasibility Study - Alton Historical School House	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	Peel District School Board
		Lending Services	18-037	Library Collections and Materials	\$ 425,000	\$ 425,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18-038			Library IT Equipment	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
18-039			Library Furnishing Replacement	\$ 30,000	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
18-040			New Community Centre in Southfields Library Branch - Opening Day Collection	\$ 400,000	\$ 122,560	\$ -	\$ -	\$ -	\$ -	\$ 277,440	\$ -	\$ -	DC Library
18-042			Library - Chrome Book Lending	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 13,000	Improving Library Digital Services Grant
18-043	Library Website Redesign and Improvement	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			
Strategic Initiatives Total				\$ 983,000	\$ 677,560	\$ -	\$ -	\$ -	\$ -	\$ 277,440	\$ 28,000		
Grand Total Town of Caledon - 2018				\$ 45,907,518	\$ 17,739,296	\$ 3,518,914	\$ 143,488	\$ 800,713	\$ 1,382,680	\$ 16,444,427	\$ 5,878,000		

Town of Caledon Details of Major Capital Projects for 2018

The total 2018 capital budget for the Town of Caledon is \$45,907,518. Additional details regarding some of the significant projects to be undertaken are as follows:

Community Services

Project 18-120 – New Community Centre in Southfields Budget \$5,550,000

This is Year 4 of the funding allocation for the New Community Centre in Southfields. Construction is estimated to be \$27 million funded over 2016-2018 with construction to commence in 2017. There is a parcel of land located at the southeast corner of Kennedy Road and Dougall Avenue dedicated to this project. The new Community Centre will include a Library and an OPP Extended Service Office.

Project 18-142 – Humberview Secondary School Turf Field/Track Facility Budget \$1,800,000

Peel District Board of Education (PDSB) met with town staff to discuss a partnership opportunity to build an artificial turf field and rubberized track facility. PDSB is ready to replace and refurbish Humberview Secondary School outdoor sports field and track. The PDSB is partnering with the Town 50/50 on the project. The Town will have permitting rights to this complex during the school year Monday to Friday from 6pm to 11pm and all day Saturday and Sunday, and full permitting rights for both facilities when school is not in session. The Town will contribute \$900,000 towards the project.

Project 18-047 – Pumper/Rescue Replacement Budget \$700,000

Pumper/Rescue will replace a 1998 Pumper; this replacement apparatus is a modern piece of 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 in order to maintain the Town's Fire Protection Grading with Fire Underwriters Survey.

Project 18-036 – Caledon East Community Complex – Expansion Design Work Budget \$400,000

This Project would initiate design work for the expansion to the Caledon East Community Complex phases 3 and 4 as identified in the Town's recreation master plan.

Corporate Services

Projects 18-066 to 18-148 – Information Technology Capital Request Budget \$3,019,600

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 2018 are:

- Personal Computer Refresh
- Infrastructure Maintenance and Upgrades
- AMANDA
- Microsoft Enterprise Agreement
- Project Management
- Tax Management Software Replacement
- Time Entry Management System Replacement
- Application Maintenance and Upgrades
- Broadband Internet / Library Wireless Internet Hotspot Lending Program
- Enterprise Application Requirements and Analysis
- Public Sector Network Extension
- Service Caledon Customer Relationship Management Solution
- Human Resources Management System Enhancement

Town of Caledon Details of Major Capital Projects for 2018

Finance & Infrastructure Services

Project 18-074 - Bridge & Culvert Construction Program

Budget \$2,322,235

The objective of the Bridge & Culvert Construction Program is to ensure that the Town's bridges and culverts (Ontario Structures Inspection Manual/Non-Ontario Structures Inspection Manual) are maintained and operating in a state of good repair so as to uphold usability and safety for all users. The Town has a full inventory of Bridges and Culverts as per legislated requirements, most of which are in need of minor maintenance, rehabilitation, or in some cases complete replacement. Through a qualified consultant as well as in house work, Engineering undertakes a bi-annual inspection of these structures as required under law and within best practices. The results of these inspections lead to the Bridge & Culvert Design Program, and ultimately to construction costs such as contract administration, project management fees, maintenance and inspection. The following structures are to be rehabilitated/reconstructed in 2018:

- Bridges - Shaws Creek Road (0.45km North of Charleston Sideroad)
- Centreville Creek Road Bridge
- Conservation Authority requirements
- Culverts - Innis Lake Road (200m South of Finnerty Sideroad), Kennedy Road (2.4km South of Highpoint Sideroad)

Project 18-060 – Roads Rehabilitation & Reconstruction Program

Budget \$2,315,825

This program is comprised of the Town's roads to be rehabilitated and reconstructed in 2018 that are not debt funded. The program consists of fixing severely deficient roadways in conjunction with their associated Pavement Condition Index (PCI's), traffic volumes, and in coordination with Regional water/wastewater projects. The following roadways to be rehabilitated and reconstructed in 2018 are:

- Albert St (James Street to John Street)
- Quarry Drive
- Mount Hope Road (Cedar Meadows Lane to 300m South of Hunsden Sideroad)
- George Bolton Parkway (Nixon Road to Coleraine Drive)

Project 18-063 – Stormwater Management Program

Budget \$1,500,000

The Stormwater Management Program consists of rehabilitating stormwater facilities, particularly ponds to ensure that they will operate as designed. Items such as removal of sediment and vegetation controls are primary maintenance activities for ponds to ensure that stormwater is managed and reduces risk of flooding in areas of installation. Maintenance of storm inlets, channels, sewers, and outlets are also required. The Stormwater Management Program also includes all necessary soils, design/EA's and implementation studies including non-Ontario Structure Inspection Manual inspections required to complete the required rehabilitations for the following:

- Loring Ct Pond
- Jaffries Creek Stabilization
- George Street and McFaul Street
- Closed Circuit Television (CCTV) of Mannington Subdivision storm sewer in Caledon East
- Pond Designs for future construction/maintenance works
- **Provisional if favourable tender pricing - CCTV of additional existing storm sewers and Sediment Disposal Study

Town of Caledon Details of Major Capital Projects for 2018

Project 18-057 – 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 as well as other factors included into the 5 year roads forecast. The focus of this program is to rehabilitate the roadways by making minor structural improvements that are part of the resurfacing methodology. Staff identify roadways through the Pavement Condition Index (PCI) in coordination with other factors such as traffic volumes, cost, and long term roadway strategic goals. 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 - Improves pavement profile and removes major pavement distresses while improving overall road structure & recycles many materials within the process.
2. "Shave & Pave" (Where there is sufficient asphalt present).
3. Surface Treatment for low volume rural roadways.

Below is the list of roads for the 2018 enhanced program which includes an allocated \$500,000 towards "small roads" that are less than 300 Average Daily Traffic (ADT) and typically generated from residential traffic. The list includes additional roads that Engineering intends to address should the Town receive favourable tender pricing. Provisional roads are included in the detailed listing. The Provisional roads are dependent upon tender prices for nonprovisional roads on the list.

The full list of roads is listed below:

Street Name	From Location	To Location
Queensgate Blvd	Queen St S	Landsbridge St
Shaws Creek Rd	Highpoint Side Rd	Caledon East Garafraxa Tl
Boston Mills Rd	McLaughlin Rd	Hurontario St
Bramalea Rd	Boston Mills Rd	Olde Base Line Rd
Chinguacousy Rd	Olde Base Line Rd	Boston Mills Rd
Chinguacousy Rd	End	Olde Base Line Rd
Hardwick Rd	Healey Rd	Healey Rd
McGregor Dr	Heart Lake Rd	Foy Cir
McGregor Dr	Foy Cir	End
Simcoe St	Holmes Dr	Richmond St
Simcoe St	Richmond St	End
Simcoe St	Hwy 9	Holmes Dr

Small Roads

Polenta Cres	Piercey Rd	End
Farmers Ln	King St E	End
Compton Crt	Whitbread Ave	End
Foy Cir	McGregor Dr	End
Pillsworth	George Bolton Pkwy	200m South of George Bolton Pkwy

Provisional

Ridge Rd	Ellwood Dr W	End
Ridgewood Cres	Ridge Rd	End
Ridgebank Crt	Ridge Rd	End
Marconi Crt	Holland Dr	End

Town of Caledon Details of Major Capital Projects for 2018

Project 18-059 – Growth-related Roads Program

Budget \$6,204,800

This project involves the reconstruction of mainly rural collector roadways to accommodate growth and funded primarily through development charges. For 2018, Old School Road will require a full engineering design, while Castleberg Sideroad design was already completed in 2017. Segments that do not encounter any design issues will be constructed in 2018 if possible. However, depending on design works required and utility/conservation approvals physical construction for some segments could take place in 2019. The list of roads to be designed and reconstructed are:

- Castleberg Sideroad from The Gore Road to Humber Station Road
- Castleberg Sideroad from Humber Station Road to Duffy's Lane
- Old School Road from McLaughlin Road to Rail Line RR
- Old School Road from Rail Line RR to Hurontario Street
- Old School Road from Heritage Road to Mississauga Road

Project 18-003 – Yard 1 Expansion – Phase 2

Budget \$1,770,600

Complete the renovation of the Yard 1 site. Project includes site grading, storm water management, salt water management, fuel system upgrades, gate, fence and security upgrades, floor treatment for the garage bays and maintenance bays and installation of the generator.

Strategic Initiatives

Project 18-037 – Library Collections and Materials

Budget \$425,000

Purchase of Library books (both print and electronic), magazine subscriptions and audiovisual materials for lending to the public.

Project 18-040 – New Community Centre in Southfields Library Collection

Budget \$400,000

Acquisition of a shelf-ready opening day collection of print, audiovisual and periodical titles for the new library branch in the New Community Centre located in Southfields. The planned initial collection of 20,000 titles will provide a foundation for future collection development.

2019-2028 Tax Levy Baseline & Above Baseline Capital Expenditure Forecast

As part of the 2018 budget process, the Town has developed a ten year capital forecast. The portion of the capital expenditure to be tax funded is summarized by department as follows:

Baseline	Department	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Grand Total
Baseline	Community Services	1,935,450	1,935,450	1,935,450	2,035,450	2,035,450	2,035,450	2,060,450	2,060,450	2,060,450	2,060,450	20,154,500
	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	1,277,030	1,211,310	1,610,810	1,610,810	2,110,810	2,110,810	1,610,810	1,610,810	1,610,810	1,610,810	16,374,823
	Strategic Initiatives	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	550,000	5,500,000
Baseline Total		4,762,480	4,696,760	5,096,260	5,196,260	5,696,260	5,696,260	5,221,260	5,221,260	5,221,260	5,221,260	52,029,323
Above Baseline	Community Services	3,328,615	2,405,898	2,432,642	3,145,325	9,743,194	11,574,039	12,316,536	10,941,389	1,964,625	5,362,500	63,214,762
	Corporate Services	105,000				259,011	807,086	807,086	291,896			2,270,080
	Finance & Infrastructure Services	11,595,958	13,439,361	15,043,045	16,218,045	10,850,723	10,861,844	10,711,844	10,661,844	9,682,000	9,881,334	118,945,996
	Strategic Initiatives	512,553	400,000	400,000	125,000	2,185,148	1,154,516	1,154,516	1,204,516	300,000	300,000	7,736,249
Above Baseline Total		15,542,126	16,245,258	17,875,687	19,488,370	23,038,076	24,397,485	24,989,982	23,099,645	11,946,625	15,543,834	192,167,088
Grand Total		20,304,607	20,942,019	22,971,947	24,684,630	28,734,336	30,093,745	30,211,242	28,320,905	17,167,885	20,765,094	244,196,411

Note: The Town of Caledon's 2018 base tax funded capital program is \$17.7 million

Assumptions:

Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

TOWN OF CALEDON

2019-2028 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	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	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	\$ 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

Assumptions:

Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

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 2017 Annual Repayment Limit statement from the Province states that the Town is utilizing 4.11% 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:

	2017 ARL Statement	2017 Updated
	(in millions)	
Caledon Hydro External Debt	\$ 2.6	\$ 2.6
Non-Material Leases	\$ 0.1	\$ 0.1
fire Aerial Debt	\$ 0.0	\$ 0.0
Bolton Arterial Route Debt	\$ 0.3	\$ 0.0
Concrete Road East	-	\$ 0.0
Road Enhancement Program	-	\$ 0.4
Caledon Equestrian Park	-	\$ 0.1
Fleet Debenture	-	\$ 0.3
Total	\$ 3.0	\$ 3.5

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 2017).

Town of Caledon Debt and Long Term Debt Limit

The projected shortfall between the debt retirement reserve fund and the Town's external long-term debt repayments is planned to be covered from the Town's other reserve funds. The Town of Caledon plans to use an existing internal reserve fund that has accumulated sufficient funds to cover the projected 2017-2019 shortfall of approximately \$8.2M in the Debt Retirement Fund.

Bolton Arterial Route Debenture (2010)

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

Caledon East Concrete Road (2010)

In 2010, Council approved funding the Caledon East Concrete Road Project from Debt. Town staff allocated surplus funds from the BAR debenture in lieu of a separate Caledon East Concrete Road debenture. Annual Debt repayments are 0.3M per year.

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 (2016)

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 2018 financing will be obtained for the completed 2015 and 2016 Enhanced Road Programs. 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 internal annual repayment limit but not as part of the provincial 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 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. In the 2018 Operating Budget since the debenture has been repaid, \$400,000 of the \$640,000 was added to the Tax funded capital program which has been reflected in the 2018 Budget as Council directed in 2012. The remaining amount of \$240,000 was contributed towards the Fleet replacement reserve.

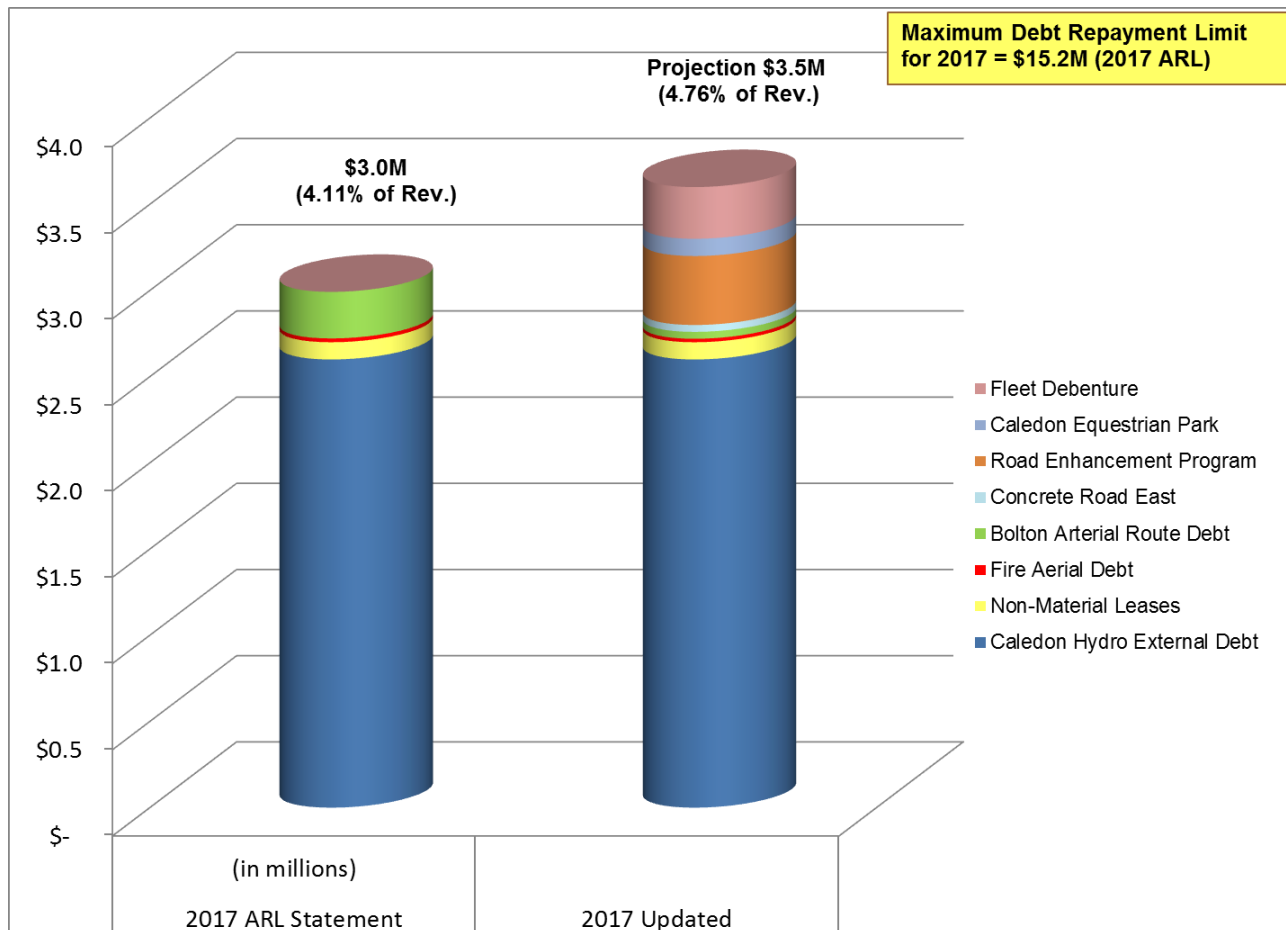
Town of Caledon Debt and Long Term Debt Limit

Annual Repayment Limit (ARL)

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

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403/02 of Section 401 of the Municipal Act 2001, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2017 is based on its analysis of data contained in the 2015 Financial Information Return (FIR). The Town of Caledon's 2017 ARL statement report indicates that the Town has net debt charges of \$3.0M or approximately 4.11% of the Town's net revenues. This leaves a balance of 20.89% (25% - 4.11%) or approximately \$15.2M of the ARL available.

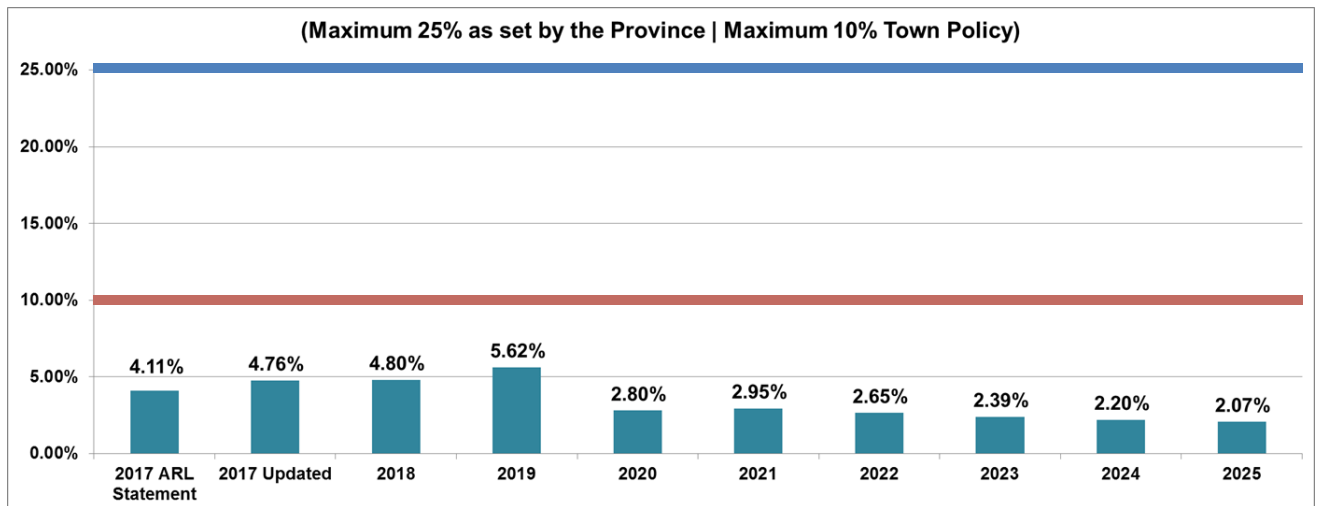
The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures and projections are included in the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



Town of Caledon Debt and Long Term Debt Limit

The chart below shows an adjusted 2017 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 internal debt) payment of \$0.09M - 2017
 - 2014 Caledon East Concrete Road payment of \$0.03M - 2017
 - 2014 Reconstruction and Rehabilitation Roads Project (Enhanced) \$3.1M -2017
 - 2015 to 2018 Enhanced Road Project \$4.1M each year beginning in 2018
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2019 to 2025 based on the same assumptions used in the 2018 budget

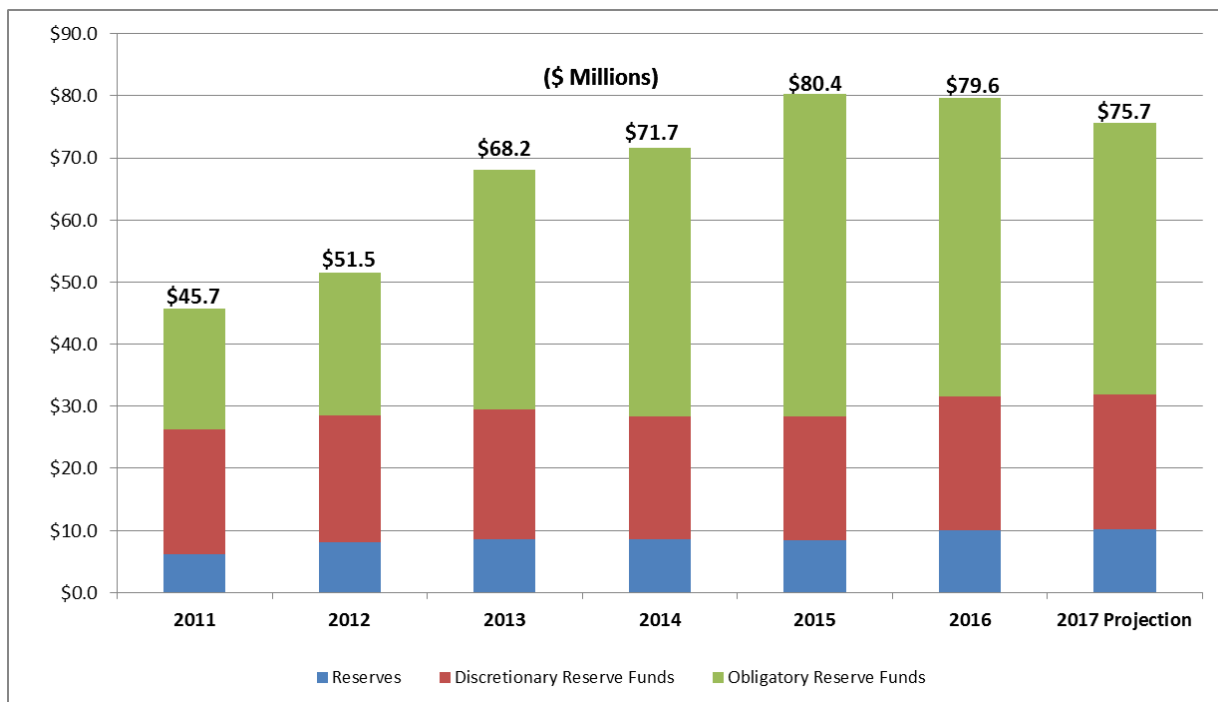


Reserves and Reserve Funds

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 2017.



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, 2016**, the Town had available the following reserves for operating and capital budget allocation:

<u>Reserves</u>	<u>2016</u>
Working Funds	\$1,299,647
Contingencies	\$4,093,613
Equipment	\$530,220
Caledon Community Development Fund	\$0
Accessibility (previously tax rate stabilization)	\$21,383
Corporate Energy	\$176,724
Capital Tax Levy	\$2,968,998
Bridge Replacement	\$861,759
Go Transit	\$72,803
Animal Shelter	\$90,187
Animal Shelter Facility	\$28,395
Fitness Equipment Replacement	\$61,503
Reserves Total	<u>\$10,205,232</u>

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 (2016)
Operating Contingency	To be used to stabilize the tax rate	\$1,458,692
Fire Equipment	To be used for Fire Equipment	\$28,592
Facility Repairs & Reinvestment	To provide funding for equipment replacement	\$751,089
Self-Insured Loss	To offset major insurance claims	\$623,702
Surplus Land Sales	Purchase of Town properties	\$862,361
Economic Development	To encourage economic development	\$47,148
Ice Resurfacers	To provide funding for Recreation Equipment	\$79,019
Animal Shelter	Animal Shelter Donations	\$88,000
Records Management	For software purchase	\$35,010
Election	To finance future elections	\$120,000
Total		\$4,093,613

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, 2016**, the balances in the Town's discretionary reserve funds are as follows:

<u>Discretionary Reserve Funds</u>	<u>2016</u>
Winter Maintenance	\$1,468,058
Cash in Lieu of Parking	\$97,500
Capital Asset Replacement Fund (previously Caledon Hydro)	\$16,373,496
Community Improvement Plan	\$438,757
Debt Retirement	\$413,743
Roads Capital	\$70,780
CAMP Agreement	\$191,617
Development Approvals Stabilization	\$1,865,690
Group Benefit Stabilization	\$337,491
Development Charge Exemptions & Discounts	\$200,000
Northwest Caledon Indoor Recreation Facility	\$384,380
Broadband Levy	\$4,974
Discretionary Reserve Funds Total	<u>\$21,846,487</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*,

Reserves and Reserve Funds

Obligatory reserve funds are to be used solely for the purpose prescribed for them by Statute. As at **December 31, 2016**, the balances in the following accounts are:

<u>Obligatory Reserve Funds</u>	<u>2016</u>
Federal Gas Tax	\$1,811,809
Building Permit Stabilization	\$3,560,968
Payment In Lieu of Parkland	\$4,414,084
Development Charges	\$71,021,346
Heritage Property	\$22,464
Obligatory Reserve Funds Total	<u>\$80,830,669</u>
Less: Balance Committed to Active Capital Works Projects	<u>(\$30,432,461)</u>
Obligatory Reserve Funds Remaining	<u>\$50,398,208</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.

Reserves and Reserve Funds

Development Charges

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

Animal Control	\$	11,724
Fire	\$	3,277,841
Library	\$	3,552,353
POA Court Facilities	\$	386,692
Works Department	\$	2,257,243
Recreation	\$	19,708,662
Roads & Related	\$	40,415,927
Studies	\$	935,631
Storm Water Pond	\$	475,272
Total Development Charges	\$	71,021,345
Less: Balance Committed to Active Capital Works	\$	(30,432,461)
Revised 2016 Balance after Commitments	\$	40,588,884

Heritage Property Reserve Fund

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

ANNUAL BUDGET FISCAL YEAR 2018

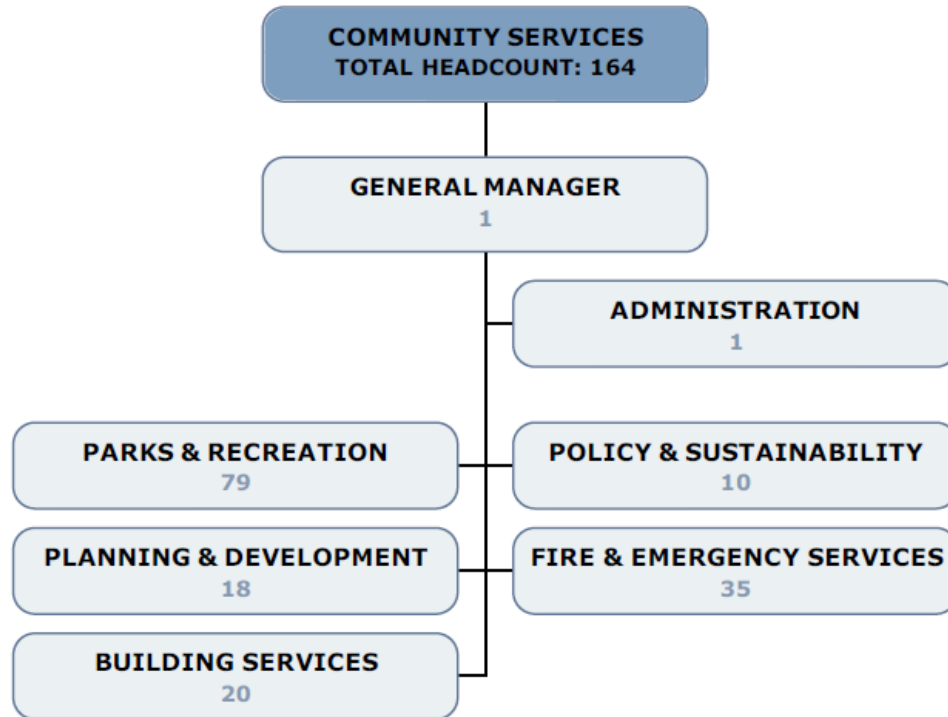
Community Services

2018



2018 Business Plan – Community Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



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

Building Services

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

Building Administration and Plans Review

- Providing the staffing support necessary to process and review permit applications in accordance with mandatory timeframes as legislated through the *Building Code Act* and Ontario Building Code.
- Processing and review of:
 - pool enclosure permits for compliance with the Town's Pool Enclosure By-law;
 - permanent ground and wall sign permits for compliance with the Town's Sign By-law;
 - all permits for any construction, demolition, change of use, and/or the installation, alternation, or repair of on-site sewage systems, for compliance with the Building Code Act, Ontario Building Code, the Town's Zoning By-law, and other Applicable Law;
- Ensuring other relevant approvals related to a building permit are obtained prior to issuance through the appropriate internal and external agencies, including, but not limited to site plan control through the Town's Planning and Development Division, Conservation Authority approvals, Ministry of Transportation, Ministry of Environment, Niagara Escarpment Commission, and the Region of Peel.
- Providing comments through development applications to communicate minimum Building Code requirements related to site plans.
- Providing Building Code clearance for special occasion permits and liquor license applications through the Alcohol and Gaming Commission of Ontario.

2018 Business Plan – Community Services

Building Inspections

- Conducting mandatory inspections and enforcement requirements of the *Building Code Act*, Ontario Building Code, Town of Caledon's Pool Enclosure By-law, and Sign By-law.
- Conducting site reviews of buildings related to special occasion permits and liquor license applications.
- Enforcement of outstanding/inactive permit applications and orders.

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*.

Emergency Operations

- Provides the personnel, apparatus and equipment, including mutual aid, required to provide effective, safe, and professional emergency services. This includes training, firefighting, rescue and the delivery of emergency care to our residents.
- Delivers Emergency Operations in accordance with Public Fire Safety Guidelines, Ontario Fire Marshall/Emergency Management Academic Standards and Education (OFMEM/ASE), Section 21 Guidance Notes (Ministry of Labour), industry standards and best practices.
- Develops, maintains and provides direction on standard operating procedures, requisite service delivery, training and incident management in proactive response to dynamic change.
- Ensures Training is delivered in accordance with the requirements of the Ontario Fire Marshall/Emergency Management Academic Standards and Education (OFMEM/ASE), Section 21 Guidance Notes (Ministry of Labour), National Fire Protection Association (NFPA) Standards and industry 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 and fire cause determinant.
- 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.

2018 Business Plan – Community Services

Parks & Recreation

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 to meet 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.

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.

- Oversee and support department initiatives focused on centralizing, strengthening, and seeking community, stakeholder and corporate partnerships.
- Supporting local non-profit and resident groups to increase their service delivery capacity.
- Indoor and outdoor facility rentals; one stop shop for event bookings.
- On-line program registration system; business analytics (dashboards).
- Marketing all department programs, services and events town-wide.
- Lease, facility use and reciprocal agreements; recruiting community hub partners.
- Design and implement departmental strategic direction based on Council Work Plan, Parks and Recreation Master Plan and the Facility Needs Assessment.

2018 Business Plan – Community Services

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)
- Preliminary Meetings
- Urban design & engineering review services
- Preparation of community improvement plans
- Processing all development applications
 - Official Plan amendments
 - Zoning by-law amendments & temporary use by-laws
 - Site plan control
 - Draft plans of subdivision and condominium
 - Part lot control
 - Telecommunication towers
- Committee of Adjustment (minor variance and consent)
- Providing comments on Development Applications as circulated from adjacent municipalities, and for 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
- Administer the Town's Municipal Numbering By-law

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 policy planning and environmental assessment (roads)
- Intergovernmental planning initiatives, e.g. the GTA West Corridor EA, Provincial plan review, affordable housing, and transit planning

2018 Business Plan – Community Services

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)

3. 2017 ACHIEVEMENTS

Building Services

- Improved and maintained customer service, sustaining review times and reductions in the number of resubmissions processed.
- Updated the Town's Sign By-law in collaboration with the Regulatory Services Division, Planning & Economic Development.
- Increased collaboration efforts across all Departments to align Division processes, including the return of processing conditional permit agreements through the Town's Legal Services Division, and streamlining enforcement practices with both Regulatory Services and Fire & Emergency Services.
- A review of the building permit process as it's related to fees, to ensure revenue collected through the Division is coordinated with the Town's Finance Division.

Fire & Emergency Services

Fire Administration

- Completed the Fire Master Plan.
- Completed an Annualized Comprehensive Training Plan.
- Completed construction for the new Bolton Fire Station.
- Completed the design phase for the Fire Training Facility.

Emergency Operations

- Response to approximately 2,700 emergency incidents.
- Recruited and trained thirty five volunteer firefighters and promoted 10 volunteer firefighters to officer positions.
- Reviewed and authorized changes to Initial Apparatus Dispatch Assignments.
- Completed approximately 3000 hours (180 weeks) of additional Fire/Rescue/Medical training beyond regular bi-weekly skills maintenance training required to conduct fire/rescue/medical emergency operations.

2018 Business Plan – Community Services

Fire Support Services

- Introduced a new burning by-law which includes open-air, recreational and agricultural fires.
- Revamped the on-line burn permit system with 75% on residents now purchasing burn permits on-line.
- Modernized our existing “After the Fire” program
- Performed 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

Parks

- Playground replacements at Hubert Corless Park.
- Partnership with Alton Village Association for new junior playground in Alton Ballpark.
- Mayfield West Neighbourhood Park construction.
- Challenger Ball Diamond Construction at Bolton Camp.
- Replacement of about 300 urban street trees removed in 2016.
- Reconstruction of the Inglewood Tennis Courts.

Recreation Programs and Facilities

- Continued with accessibility improvements in recreation facilities.
- Successful delivery of various capital projects such as:
 - Mayfield Arena revitalization including new arena slab, boards, condenser, rubberized flooring and other improvements.
 - Lloyd Wilson Arena LED lighting retrofit and refrigeration room upgrades (funded partially by Federal Grants).
 - Caledon Community Complex - Kitchen and washroom improvements.
 - Caledon Centre for Recreation Wellness - New running track in gym area.
 - Albion Bolton Union Community Centre - Replacement of Humicons.
- Camp program registrations increased by 7% in 2017 with almost 2,500 registered participants.
- Skating lessons increased by 27% with over 600 registrants from 2016 to 2017.
- Aquatic registrations increased significantly to over 8,500 registrants.
- Completion of the Facility Needs Assessment that will outline a strategy to help guide investment upcoming new builds and planned expansions for the next 10 years.
- Finalizing design, formal groundbreaking ceremony and initiating construction for the upcoming New Community Centre in Southfields.
- Hosted Regional inclusion Staff Training Forum for all camp counsellors.

Recreation Support Services and Community Development

- Implemented *Roadmap to Recreation – A Guide to Parks and Recreation Principles*, based on strategic sessions with full time staff.
- Launched Cheers Caledon: Craft Beer and Cider Festival; surpassed participation and financial targets.
- Secured a Recreation System Management Software Solution; replacement and started the implementation stage.
- Secured five stakeholders to lease space in the New Community Centre in Southfields; and established lease rates based on industry standards.
- Executed user group agreement with the Peel District School Board for the use of St. John Paul baseball diamond.
- The Caledon Celebration on the Great Trail event commemorated the Caledon Trailway being the first official part of the TCT (1995), and the Caledon Pavilion being the first one built in the county (1996) and brought current and retired members of council and other former stakeholders together.

2018 Business Plan – Community Services

- Implemented advanced on-line resident only registration to meet the growing demand for Caledon residents as identified in the Recreation & Parks Master Plan.
- Hosting OSRCF Board Boot Camp. Helped to build knowledge and capacity to 19 affiliated/not for profit organization by hosting 3 workshops on best practices.

Planning & Development

- Completion of draft Comprehensive Town-wide Design Guidelines for review and comment.
- Assisting the transitioning from updating planning software called AMANDA from version 6 to 7 and 7 to 7.2.
- Continued work on revised and new development process manuals.
- Completion of first phase of Town wide Comprehensive Zoning By-law update for industrial and commercial properties to align the Official Plan policies with the Zoning By-law.

Policy & Sustainability

- OPA 222 (Mayfield West Phase 2) approved by the OMB.
- Participated in Peel Region’s Official Plan Review and growth management discussions.
- Initiated Terms of Reference for the Aggregate Rehabilitation Master Plan.
- Two (2) visioning sessions held to seek public input on the “Whitebelt” and “Preservation of the Rural Community Character and Infill Policy review”.
- Palgrave Estates Residential Area Policy review discussion paper completed.
- Designated 3 properties and listed 12 properties under the *Ontario Heritage Act*.
- Cultural Heritage Landscapes Community Awareness & Engagement Strategy final report completed.
- Alton Heritage Conservation District Study commenced.
- Archaeological Management Plan completed.
- Updated Greenbelt Key natural heritage feature & key hydrological feature mapping.
- Completed Housing and Age Friendly discussion papers.

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:

Building Services

Trends	Challenges
<ul style="list-style-type: none"> • New edition of the Code to be released by end of 2018, which will include updates to residential construction requirements and energy efficiency requirements. • <i>Ontario Clean Water Act</i> – the Minister has tabled the proposed sewage maintenance program on all on-site sewage systems, expect those governed through the Ontario Clean Water Act. The Town must develop and implement an internal re-inspection program, including staff training and developments, prior to deadline of 2020. 	<ul style="list-style-type: none"> • Staying current and communicating to external clients any changes to the Ontario Building Code as they are implemented by the Ministry. • Mobile application of AMANDA and associated hardware for inspections staff to eliminate the requirement for paper record of inspection and order notes and updates. • Work to improve AMANDA functionality to reduce permit processing times, accurately convey pertinent information electronically within file folders, and update business rules in preparation for a future web portal, including an immediate need for the creation

2018 Business Plan – Community Services

	<p>of Sign Variance, functional Certified Model, and Sewage Maintenance Folders.</p> <ul style="list-style-type: none"> • Maintaining service levels with staffing shortages and available experience within the Division.
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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 documentation. <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. • Technological change in building materials and systems, motor vehicle construction, and safety systems. • 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> <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 	<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. • Mentoring and officer development programming. <p>Support Services</p> <ul style="list-style-type: none"> • Increased 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 continues to evolve, additional resources will be required in order to ensure compliance with the <i>Emergency Management and Civil Protection Act</i>. • Increased volunteer recruitment and training to meet NFPA standards.

2018 Business Plan – Community Services

or Retirement Home; require routine fire inspections, training and fire drill assessment.	
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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, and 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. • Increased street tree inventory requires significant resources to mitigate, remove and replace tree loss due to environmental factors, disease and pests such as Emerald Ash Borer, Aphids and threat of Asian Long-Horned Beetle. • Accessibility requirements need significant resources to address accessibility deficiencies in parks in accordance with the accessibility audit reports.

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

2018 Business Plan – Community Services

<ul style="list-style-type: none"> Mandatory minimum wage increases will impact our existing wage schedules. 	<ul style="list-style-type: none"> and participation of Town facilities. Competition from private industry with Town funded programs.
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Recreation Support Services and Community Development

Trends	Challenges
<ul style="list-style-type: none"> Increase in collaborative impact. Local organizations are joining forces to create systemic change. Example: collectively addressing isolation of youth by offering inexpensive programs across all organizations. Decline in volunteer commitment within affiliate organizations. Changes in service delivery and program type based on increased cultural diversity. 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. Increasing demands on renters, user groups and registrants with limited resources available. Lack of progressive board governance in affiliate groups, due to lack of volunteer time and knowledge.

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 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. There is a desire within existing communities to provide a variety of housing types to meet the needs of seniors and first time home buyers. General increase in the complexity of planning applications due to multiple provincial plans, policies and guidelines Impacts on staff resources and timing of application review resulting from projected growth.

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 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 	<ul style="list-style-type: none"> Limited transit services in Bolton and Mayfield West community 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

2018 Business Plan – Community Services

<p>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.</p>	<p>received. This corridor will significantly influence land use planning in the Town's "White belt" area as to which lands can be developed.</p>
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2018 Business Plan – Community Services

5. 2018 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, and growth and customer service) be evaluated for inclusion in the 2016 budget. The following is a list of the 2018 priorities that Community Services intends to undertake with the 2018 Operating and Capital Budget requested as part of this Business Plan:

2018 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	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												
2	Annual updates with the full department to discuss changes in each division and communicate Town News.	Base Operating Budget												
BUILDING SERVICES														
1	Update building folders in AMANDA in preparation for future electronic application processes within a functional web portal for Building Services.	Base Operating Budget												

2018 Business Plan – Community Services

2018 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
2	Providing technical training for all staff to meet the needs of the Division.	Base Operating Budget												
FIRE AND EMERGENCY SERVICES														
1	FIRE ADMINISTRATION: Complete an implementation strategy of the operational recommendations contained within the Fire Master Plan to ensure we are properly positioned to meet the needs of the community in the future.	Base Operating Budget												
2	FIRE ADMINISTRATION: Implement an Annual Training Program.	Base Operating Budget												
3	FIRE ADMINISTRATION: Replace aging fire apparatus, vehicles and equipment.	Capital Budget												
4	FIRE ADMINISTRATION: Continue to recruit and train Volunteer Firefighters to replace existing vacancies.	Base Operating Budget												
5	EMERGENCY OPERATIONS: Start constructing a multi-disciplined fire training facility.	Capital Budget												

2018 Business Plan – Community Services

2018 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
4	RECREATION PROGRAMS & FACILITIES: In 2017 Facility Needs Assessment completed with plan aligned with 10 year forecast. Designs for Caledon Community Complex Phase 3 to be initiated.	Capital Budget												
5	RECREATION PROGRAMS & FACILITIES: New Community Centre in Southfields design will be completed with construction continuing throughout 2018.	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: Lead the CLASS software migration project, including the Recreation Software Working Group to assist with and build, develop, train and implement an entirely new recreation software system.	Operating Budget												
8	RECREATION SUPPORT SERVICES & COMMUNITY DEVELOPMENT: Negotiate and complete lease agreements for five diverse stakeholders to offer services in the New Community Centre in Southfields.													

2018 Business Plan – Community Services

2018 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	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												
6	Complete prequalifying control architect procedure.	Base Operating Budget												
POLICY AND SUSTAINABILITY														
1	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; Implementing the Town-wide Archaeological Management Plan; and completing Key Natural Heritage Feature and Key Hydrologic Feature Mapping.	Capital Budget												
2	Complete the "White belt" visioning exercise.	Capital Budget												

2018 Business Plan – Community Services

2018 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 the Alton Heritage Conservation District Study.	Capital Budget												
4	Develop a "Preservation of Rural Community Character and Infill Policy Review" Discussion Paper.	Capital Budget												
5	Complete the Municipal Class Environmental Assessment Study for the Spine Road in Mayfield West Phase 2.	Capital Budget												
6	Initiate Secondary Plan for Mayfield West Phase 2, Stage 2 lands.	Capital Budget												
7	Representing the Town's interests at the Ontario Municipal Board regarding the Town's ROPA application for Bolton Residential Expansion Study (BRES).	Capital Budget												
8	Complete Bolton Queen Street Corridor Study to promote sustainable community building.	Capital Budget												
9	Complete the Commercial Fill Regulatory Framework.	Capital Budget												

**TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES**

SUMMARY

Division	2018 Budget	2017 Budget
Building Services	\$ -	\$ -
Planning, Development, Policy & Sustainability	\$ 1,429,871	\$ 1,355,428
Fire & Emergency Services	\$ 8,335,468	\$ 8,052,218
Parks & Recreation	\$ 8,213,465	\$ 7,244,614
Community Services Total	\$ 17,978,804	\$ 16,652,260

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
BUILDING SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Building and Support Services	Building & Support Services	Revenue	01-11-145-44010-365-50522 Copy Fees	\$ (8,000)	\$ (8,000)
			01-11-145-44010-365-50608 Sign Variances	\$ (1,300)	\$ (1,000)
			01-11-145-44010-365-50670 Building Permits	\$ (3,009,909)	\$ (3,053,958)
			01-11-145-44010-365-50672 Pool Permits	\$ (14,000)	\$ (6,000)
			01-11-145-44010-365-50844 Compliance Letters/Inquiries	\$ (18,000)	\$ (18,769)
			01-11-145-44010-365-50986 Reserve Fund To Revenue	\$ (84,881)	\$ -
			Revenue Total	\$ (3,136,090)	\$ (3,087,727)
		Expense	01-11-145-44010-365-61510 Salaries-Permanent	\$ 872,989	\$ 827,539
			01-11-145-44010-365-61511 Overtime-Permanent	\$ -	\$ 1,000
			01-11-145-44010-365-61513 Benefits-Permanent	\$ 264,614	\$ 258,156
			01-11-145-44010-365-62011 Office Supplies	\$ 3,500	\$ 2,500
			01-11-145-44010-365-62014 Uniforms/Protective Clothing	\$ 500	\$ 300
			01-11-145-44010-365-62306 Publications	\$ 6,000	\$ 2,500
			01-11-145-44010-365-62310 Training/Development/Seminars	\$ 24,500	\$ 21,742
			01-11-145-44010-365-62311 Memberships/Dues	\$ 6,687	\$ 5,200
			01-11-145-44010-365-62314 Mileage	\$ 1,750	\$ 1,750
			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	\$ 1,500	\$ 2,500
			01-11-145-44010-365-62396 Mobile Phones / Pagers	\$ 600	\$ 500
			01-11-145-44010-365-62416 Interdepartmental Charges	\$ 1,007,151	\$ 988,923
			01-11-145-44010-365-62437 Contribution to Reserves	\$ -	\$ 18,532
		Expense Total	\$ 2,193,953	\$ 2,135,304	
Building & Support Services Total				\$ (942,137)	\$ (952,423)
Building and Support Services Total				\$ (942,137)	\$ (952,423)
Regulatory Services	Building Inspectors	Expense	01-11-475-49020-365-61510 Salaries-Permanent	\$ 647,257	\$ 623,341
			01-11-475-49020-365-61513 Benefits-Permanent	\$ 192,110	\$ 192,589
			01-11-475-49020-365-61520 Wages-Casual Temporary	\$ 32,965	\$ 65,931
			01-11-475-49020-365-61523 Benefits-Casual Temporary	\$ 4,032	\$ 7,912
			01-11-475-49020-365-62014 Uniforms/Protective Clothing	\$ 3,600	\$ 3,650
			01-11-475-49020-365-62015 Inspection Supplies	\$ 1,000	\$ 1,000
			01-11-475-49020-365-62306 Publications	\$ 4,000	\$ 1,000
			01-11-475-49020-365-62310 Training/ Development/ Seminars	\$ 12,250	\$ 10,000
			01-11-475-49020-365-62311 Memberships/Dues	\$ 5,123	\$ 5,000
			01-11-475-49020-365-62314 Mileage	\$ 37,250	\$ 39,500
			01-11-475-49020-365-62396 Mobile Phones / Pagers	\$ 2,550	\$ 2,500
			Expense Total	\$ 942,137	\$ 952,423
		Building Inspectors Total			
Regulatory Services Total				\$ 942,137	\$ 952,423
Building Services Total				\$ -	\$ -

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Administration	Administration	Revenue	01-02-115-40010-365-50050 Miscellaneous Revenue	\$ (17,500)	\$ (17,500)		
			01-02-115-40010-365-50300 Internal Recoveries	\$ (17,244)	\$ (17,037)		
			01-02-115-40010-365-50328 Engineering Fee	\$ (479,508)	\$ (359,510)		
			01-02-115-40010-365-50355 Peer Review	\$ (3,000)	\$ (3,000)		
			01-02-115-40010-365-50520 Document Sales	\$ (500)	\$ (2,500)		
			01-02-115-40010-365-50826 Redlining	\$ (10,250)	\$ (5,125)		
			01-02-115-40010-365-50827 Legal Non-Conforming Certificate	\$ (1,746)	\$ (2,619)		
			01-02-115-40010-365-50828 Zoning Certificate	\$ (615)	\$ (1,230)		
			01-02-115-40010-365-50830 Admin.Fees-Subdiv.&Condo	\$ (1,142,218)	\$ (809,200)		
			01-02-115-40010-365-50831 Carrying Fee	\$ (7,750)	\$ (7,750)		
			01-02-115-40010-365-50832 Appln Fees-Subdivision & Condo	\$ (138,363)	\$ (436,938)		
			01-02-115-40010-365-50834 Part Lot Control Fees	\$ (23,875)	\$ (23,875)		
			01-02-115-40010-365-50840 NEC Fees	\$ (14,250)	\$ (7,875)		
			01-02-115-40010-365-50842 Site Plan Applicat. Fees	\$ (256,060)	\$ (337,950)		
			01-02-115-40010-365-50844 Compliance Letters/Inquiries	\$ (16,200)	\$ (12,000)		
			01-02-115-40010-365-50850 Popa Fees	\$ (16,138)	\$ (34,200)		
			01-02-115-40010-365-50855 Rezoning Application fee	\$ (86,191)	\$ (131,893)		
			01-02-115-40010-365-50860 Inspections	\$ (3,100)	\$ (4,030)		
			Revenue Total			\$ (2,234,508)	\$ (2,214,232)
			Expense	01-02-115-40010-365-61510 Salaries-Permanent	\$ 241,991	\$ 236,776	
		01-02-115-40010-365-61513 Benefits-Permanent		\$ 64,550	\$ 63,417		
		01-02-115-40010-365-61520 Wages-Casual Temporary		\$ 45,200	\$ 44,500		
		01-02-115-40010-365-61523 Benefits-Casual Temporary		\$ 5,529	\$ 5,523		
		01-02-115-40010-365-62011 Office Supplies		\$ 5,000	\$ 5,000		
		01-02-115-40010-365-62310 Training/Development/Seminars		\$ 6,000	\$ 6,000		
		01-02-115-40010-365-62311 Memberships/Dues		\$ 1,100	\$ 1,100		
		01-02-115-40010-365-62314 Mileage		\$ 1,000	\$ 1,000		
		01-02-115-40010-365-62315 Printing & Advertising		\$ 2,000	\$ 2,000		
		01-02-115-40010-365-62375 Meeting Expenses		\$ 758	\$ 758		
		01-02-115-40010-365-62396 Mobile Phones / Pagers		\$ 400	\$ 400		
		01-02-115-40010-365-62412 Special Charges		\$ 1,500	\$ 1,500		
		01-02-115-40010-365-62418 Debt Repayment		\$ 97,700	\$ 97,700		
Expense Total				\$ 472,728	\$ 465,674		
Administration Total				\$ (1,761,780)	\$ (1,748,558)		
Administration Total				\$ (1,761,780)	\$ (1,748,558)		
Development	Development - East	Revenue	01-02-225-44020-365-50300 Internal Recoveries	\$ -	\$ (34,851)		
		Revenue Total		\$ -	\$ (34,851)		
		Expense	01-02-225-44020-365-61510 Salaries-Permanent	\$ 752,908	\$ 730,977		
			01-02-225-44020-365-61513 Benefits-Permanent	\$ 220,375	\$ 221,070		
			01-02-225-44020-365-62011 Office Supplies	\$ 750	\$ 750		
			01-02-225-44020-365-62014 Uniforms/Protective Clothing	\$ 400	\$ 400		
			01-02-225-44020-365-62310 Training/Development/Seminars	\$ 14,000	\$ 14,000		
			01-02-225-44020-365-62311 Memberships/Dues	\$ 5,800	\$ 5,800		
			01-02-225-44020-365-62314 Mileage	\$ 2,425	\$ 2,375		
			01-02-225-44020-365-62315 Printing & Advertising	\$ -	\$ 100		
			01-02-225-44020-365-62346 Courier	\$ 525	\$ 500		
			01-02-225-44020-365-62396 Mobile Phones / Pagers	\$ 300	\$ 300		
			01-02-225-44020-365-62412 Special Charges	\$ 500	\$ 500		
			Expense Total		\$ 997,983	\$ 976,772	
			Development - East Total		\$ 997,983	\$ 941,921	
			Expense	01-02-225-44025-365-61510 Salaries-Permanent	\$ 784,630	\$ 750,299	
		01-02-225-44025-365-61513 Benefits-Permanent		\$ 235,009	\$ 222,272		
		01-02-225-44025-365-62011 Office Supplies		\$ 750	\$ 750		
		01-02-225-44025-365-62014 Uniforms/Protective Clothing		\$ 650	\$ 650		
		01-02-225-44025-365-62245 Studies/Consultants		\$ 10,000	\$ 10,000		
01-02-225-44025-365-62310 Training/Development/Seminars	\$ 14,667	\$ 14,667					
01-02-225-44025-365-62311 Memberships/Dues	\$ 6,000	\$ 6,000					
01-02-225-44025-365-62314 Mileage	\$ 2,475	\$ 2,475					
01-02-225-44025-365-62315 Printing & Advertising	\$ 8,100	\$ 8,100					
01-02-225-44025-365-62346 Courier	\$ 500	\$ 500					
01-02-225-44025-365-62396 Mobile Phones / Pagers	\$ 600	\$ 300					
01-02-225-44025-365-62412 Special Charges	\$ 500	\$ 500					
Expense Total		\$ 1,063,881	\$ 1,016,513				
Development - West Total		\$ 1,063,881	\$ 1,016,513				

TOWN OF CALEDON
 2018 OPERATING BUDGET - COMMUNITY SERVICES
 PLANNING, DEVELOPMENT, POLICY & SUSTAINABILITY

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Development	Committee of Adjustment	Revenue	01-02-225-47150-365-50836 Committee of Adjustment Fees	\$ (154,818)	\$ (134,609)	
		Revenue Total		\$ (154,818)	\$ (134,609)	
		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	\$ 1,180	
			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	\$ 24,830	
		Committee of Adjustment Total		\$ (129,988)	\$ (109,779)	
Development Total		\$ 1,931,876	\$ 1,848,655			
Policy & Sustainability	Heritage Committee	Revenue	01-02-405-44070-365-50765 Heritage Signage Programs	\$ (200)	\$ (200)	
			01-02-405-44070-365-50779 Property Designation	\$ (974)	\$ (474)	
		Revenue Total		\$ (1,174)	\$ (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		\$ 53,826	\$ 54,326		
	Planning Policy	Expense	01-02-405-44080-365-61510 Salaries-Permanent	\$ 903,996	\$ 891,266	
			01-02-405-44080-365-61513 Benefits-Permanent	\$ 259,568	\$ 260,654	
			01-02-405-44080-365-62011 Office Supplies	\$ 750	\$ 750	
			01-02-405-44080-365-62310 Training/Development/Seminars	\$ 13,000	\$ 13,000	
			01-02-405-44080-365-62311 Memberships/Dues	\$ 7,800	\$ 7,800	
			01-02-405-44080-365-62314 Mileage	\$ 8,000	\$ 9,600	
			01-02-405-44080-365-62315 Printing & Advertising	\$ 10,000	\$ 15,000	
			01-02-405-44080-365-62346 Courier	\$ 500	\$ 600	
			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		\$ 1,205,949	\$ 1,201,005
			Planning Policy Total		\$ 1,205,949	\$ 1,201,005
Policy & Sustainability Total				\$ 1,259,775	\$ 1,255,331	
Planning , Development, Policy & Sustainability Total				\$ 1,429,871	\$ 1,355,428	

TOWN OF CALEDON
 2018 OPERATING BUDGET - COMMUNITY SERVICES
 FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 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	\$ 2,599	\$ 3,320
			01-04-245-46010-101-62216 Electricity	\$ 1,983	\$ 1,900
			01-04-245-46010-101-62217 Water/Waste Water	\$ 206	\$ 195
			01-04-245-46010-101-62312 Insurance	\$ 1,027	\$ 1,007
	Expense Total	\$ 15,215	\$ 15,822		
Fire Stations Total				\$ 15,215	\$ 15,822
Alton Station #1 Total				\$ 15,215	\$ 15,822
Bolton Station #2	Fire Stations	Expense	01-04-245-46010-102-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ 7,233
			01-04-245-46010-102-62114 Small Equip Repair/Purchase	\$ 14,970	\$ 11,637
			01-04-245-46010-102-62215 Natural Gas	\$ 12,500	\$ 11,467
			01-04-245-46010-102-62216 Electricity	\$ 23,500	\$ 28,250
			01-04-245-46010-102-62217 Water/Waste Water	\$ 1,500	\$ 2,736
			01-04-245-46010-102-62312 Insurance	\$ 4,074	\$ 15,414
	Expense Total	\$ 61,544	\$ 76,737		
Fire Stations Total				\$ 61,544	\$ 76,737
Bolton Station #2 Total				\$ 61,544	\$ 76,737
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	\$ 5,019	\$ 6,500
			01-04-245-46010-103-62216 Electricity	\$ 6,492	\$ 7,504
			01-04-245-46010-103-62217 Water/Waste Water	\$ 170	\$ 170
			01-04-245-46010-103-62312 Insurance	\$ 3,730	\$ 3,657
	Expense Total	\$ 24,711	\$ 27,131		
Fire Stations Total				\$ 24,711	\$ 27,131
Caledon East Station #3 Total				\$ 24,711	\$ 27,131
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	\$ 2,524	\$ 3,200
			01-04-245-46010-104-62216 Electricity	\$ 3,682	\$ 5,550
			01-04-245-46010-104-62217 Water/Waste Water	\$ 132	\$ 125
			01-04-245-46010-104-62312 Insurance	\$ 3,055	\$ 2,995
	Expense Total	\$ 20,393	\$ 22,870		
Fire Stations Total				\$ 20,393	\$ 22,870
Cheltenham Station #4 Total				\$ 20,393	\$ 22,870
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	\$ 2,785	\$ 3,600
			01-04-245-46010-105-62216 Electricity	\$ 3,075	\$ 3,250
			01-04-245-46010-105-62217 Water/Waste Water	\$ 150	\$ 142
			01-04-245-46010-105-62312 Insurance	\$ 1,813	\$ 1,777
	Expense Total	\$ 16,623	\$ 17,569		
Fire Stations Total				\$ 16,623	\$ 17,569
Inglewood Station #5 Total				\$ 16,623	\$ 17,569
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	\$ 3,003	\$ 4,200
			01-04-245-46010-106-62216 Electricity	\$ 1,882	\$ 2,250
			01-04-245-46010-106-62217 Water/Waste Water	\$ 132	\$ 125
			01-04-245-46010-106-62312 Insurance	\$ 766	\$ 751
	Expense Total	\$ 16,783	\$ 18,326		
Fire Stations Total				\$ 16,783	\$ 18,326
Palgrave Station #6 Total				\$ 16,783	\$ 18,326
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	\$ 4,803	\$ 5,750
			01-04-245-46010-107-62216 Electricity	\$ 17,604	\$ 17,250
			01-04-245-46010-107-62217 Water/Waste Water	\$ 420	\$ 420
			01-04-245-46010-107-62312 Insurance	\$ 3,161	\$ 3,099
	Expense Total	\$ 46,788	\$ 47,319		
Fire Stations Total				\$ 46,788	\$ 47,319
Snelgrove Station #7 Total				\$ 46,788	\$ 47,319

TOWN OF CALEDON
 2018 OPERATING BUDGET - COMMUNITY SERVICES
 FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
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	\$ 2,526	\$ 3,600	
			01-04-245-46010-108-62216 Electricity	\$ 1,947	\$ 2,100	
			01-04-245-46010-108-62217 Water/Waste Water	\$ 105	\$ 105	
			01-04-245-46010-108-62312 Insurance	\$ 1,027	\$ 1,007	
	Expense Total	\$ 16,005	\$ 17,212			
Fire Stations Total				\$ 16,005	\$ 17,212	
Mono Mills Station #8 Total						
Caledon Station #9	Fire Stations	Expense	01-04-245-46010-109-62111 Maintenance & Repairs-Grounds	\$ 11,100	\$ 11,100	
			01-04-245-46010-109-62114 Small Equip Repair/Purchase	\$ 6,000	\$ 6,000	
			01-04-245-46010-109-62215 Natural Gas	\$ 158	\$ 5,600	
			01-04-245-46010-109-62216 Electricity	\$ 1,140	\$ 12,700	
			01-04-245-46010-109-62217 Water/Waste Water	\$ 220	\$ 220	
			01-04-245-46010-109-62312 Insurance	\$ 2,914	\$ 2,857	
	Expense Total	\$ 21,532	\$ 38,477			
Fire Stations Total				\$ 21,532	\$ 38,477	
Caledon Station #9 Total						
Fire Administration	Administration	Revenue	01-04-115-40010-199-50310 External Cost Recovery - Admin	\$ (20,000)	\$ (26,800)	
			01-04-115-40010-199-50531 Town of Mono	\$ (160,000)	\$ (150,000)	
			01-04-115-40010-199-50535 Accident	\$ (74,300)	\$ (77,000)	
			01-04-115-40010-199-50545 RofP Ambulance Rent	\$ (72,000)	\$ (72,000)	
			01-04-115-40010-199-50550 Fire False Alarms	\$ (7,500)	\$ (43,917)	
		Revenue Total	\$ (333,800)	\$ (369,717)		
		Expense	01-04-115-40010-199-61510 Salaries-Permanent	\$ 598,111	\$ 614,160	
			01-04-115-40010-199-61513 Benefits-Permanent	\$ 164,786	\$ 170,921	
			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		\$ 4,440	\$ 4,353		
	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	\$ 873,087	\$ 895,184			
	Administration Total				\$ 539,287	\$ 525,467
	Fire Buildings	Expense	01-04-245-46060-199-62112 Maintenance & Repairs - Building	\$ 101,644	\$ 101,644	
		Expense Total		\$ 101,644	\$ 101,644	
	Fire Buildings Total				\$ 101,644	\$ 101,644
	Fire Communications	Expense	01-04-245-46080-199-62127 Maintenance & Repairs - Radio	\$ 30,000	\$ 30,000	
Expense		01-04-245-46080-199-62222 Dispatching Services	\$ 336,515	\$ 321,515		
Expense Total				\$ 366,515	\$ 351,515	
Fire Communications Total				\$ 366,515	\$ 351,515	
Fire Emergency Management	Expense	01-04-310-46050-199-62219 Community Emergency Response Plan	\$ 20,200	\$ 20,200		
	Expense Total		\$ 20,200	\$ 20,200		
Fire Emergency Management Total				\$ 20,200	\$ 20,200	
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	\$ 17,434		
		01-04-245-46070-199-62128 Maintenance & Repairs - Vehicle	\$ 94,700	\$ 94,700		
		01-04-245-46070-199-62312 Insurance	\$ 126,540	\$ 124,059		
		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	\$ 760,305	\$ 757,824			
Fire Fleet Total				\$ 712,770	\$ 710,289	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
FIRE & EMERGENCY SERVICES

Location/ Asset Type	Cost Centre/Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Fire Administration	Fire Operations	Expense	01-04-245-46020-199-61520 Wages-Casual Temporary	\$ 1,952,876	\$ 1,737,300	
			01-04-245-46020-199-61523 Benefits-Casual Temporary	\$ 97,644	\$ 83,912	
			01-04-245-46020-199-61530 Wages-Fire Union	\$ 2,249,650	\$ 2,227,156	
			01-04-245-46020-199-61531 Overtime-Fire Union	\$ 65,600	\$ 65,600	
			01-04-245-46020-199-61533 Benefits-Fire Union	\$ 640,384	\$ 655,927	
			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	\$ 73,348	
			01-04-245-46020-199-62334 Service Contracts	\$ 74,860	\$ 54,860	
			01-04-245-46020-199-62380 Occu Health & Safety Act Prog	\$ 36,930	\$ 23,330	
	01-04-245-46020-199-62412 Special Charges	\$ 53,000	\$ 53,000			
	Expense Total			\$ 5,310,059	\$ 5,040,200	
	Fire Operations Total			\$ 5,310,059	\$ 5,040,200	
	Fire Prevention	Revenue	01-04-310-46040-199-50345 Excavation	\$ (16,000)	\$ (16,000)	
			01-04-310-46040-199-50347 Burn Permits	\$ (76,684)	\$ (61,684)	
			01-04-310-46040-199-50860 Inspections	\$ (5,656)	\$ (5,656)	
		Revenue Total			\$ (98,340)	\$ (83,340)
		Expense	01-04-310-46040-199-61530 Wages-Fire Union	\$ 450,447	\$ 436,276	
			01-04-310-46040-199-61531 Overtime-Fire Union	\$ 8,000	\$ 8,000	
			01-04-310-46040-199-61533 Benefits-Fire Union	\$ 125,064	\$ 125,627	
			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			\$ 626,136	\$ 612,528	
	Fire Prevention Total			\$ 527,796	\$ 529,188	
	Fire Training	Expense	01-04-245-46030-199-61530 Wages - Fire Union	\$ 352,743	\$ 334,755	
			01-04-245-46030-199-61531 Overtime - Fire Union	\$ 5,000	\$ 5,000	
			01-04-245-46030-199-61533 Benefits - Fire Union	\$ 96,860	\$ 95,497	
			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			\$ 56,000	\$ 50,000		
Expense Total			\$ 517,603	\$ 492,252		
Fire Training Total			\$ 517,603	\$ 492,252		
Fire Administration Total				\$ 8,095,874	\$ 7,770,755	
Fire & Emergency Services Total				\$ 8,335,468	\$ 8,052,218	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 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	\$ 3,859	\$ 4,869
			01-08-465-73020-355-62216 Electricity	\$ 12,369	\$ 11,722
			01-08-465-73020-355-62217 Water/Waste Water	\$ 2,225	\$ 596
			01-08-465-73020-355-62312 Insurance	\$ 3,816	\$ 3,741
			01-08-465-73020-405-61520 Wages-Casual Temporary	\$ 13,700	\$ 13,500
			01-08-465-73020-405-61523 Benefits-Casual Temporary	\$ 1,676	\$ 1,812
			01-08-465-73020-405-61540 Wages-CUPE	\$ 304,814	\$ 295,751
			01-08-465-73020-405-61543 Benefits-CUPE	\$ 97,310	\$ 98,482
			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	\$ 14,802
			01-08-465-73020-405-62112 Maintenance & Repairs-Building	\$ 27,126	\$ 27,126
			01-08-465-73020-405-62114 Small Equip Repair/Purchase	\$ 13,532	\$ 13,532
			01-08-465-73020-405-62215 Natural Gas	\$ 1,804	\$ 2,140
			01-08-465-73020-405-62216 Electricity	\$ 16,697	\$ 16,697
			01-08-465-73020-405-62217 Water/Waste Water	\$ 3,224	\$ 3,224
			01-08-465-73020-405-62312 Insurance	\$ 32,919	\$ 32,274
			01-08-465-73020-405-62335 Contracted Services	\$ 22,123	\$ 22,123
			01-08-465-73020-405-62396 Mobile Phones / Pagers	\$ 67	\$ 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	\$ 80,326	\$ 79,145
			01-08-465-73020-420-61513 Benefits-Permanent	\$ 23,957	\$ 24,492
			01-08-465-73020-420-61520 Wages-Casual Temporary	\$ 42,002	\$ 41,200
			01-08-465-73020-420-61523 Benefits-Casual Temporary	\$ 5,138	\$ 5,114
			01-08-465-73020-420-61540 Wages-CUPE	\$ 293,212	\$ 294,135
			01-08-465-73020-420-61543 Benefits-CUPE	\$ 94,723	\$ 98,899
			01-08-465-73020-420-62014 Uniforms/Protective Clothing	\$ 3,200	\$ 3,200
			01-08-465-73020-420-62017 Caretaking Supplies	\$ 29,300	\$ 29,300
			01-08-465-73020-420-62018 Operating Supplies	\$ 38,100	\$ 38,100
			01-08-465-73020-420-62112 Maintenance & Repairs-Building	\$ 75,000	\$ 75,000
			01-08-465-73020-420-62114 Small Equip Repair/Purchase	\$ 30,000	\$ 30,000
			01-08-465-73020-420-62335 Contracted Services	\$ 69,700	\$ 69,700
			01-08-465-73020-430-61510 Salaries-Permanent	\$ 80,326	\$ 79,145
			01-08-465-73020-430-61513 Benefits-Permanent	\$ 23,957	\$ 24,492
			01-08-465-73020-430-61540 Wages-CUPE	\$ 346,584	\$ 342,123
			01-08-465-73020-430-61543 Benefits-CUPE	\$ 112,499	\$ 114,737
			01-08-465-73020-460-61510 Salaries-Permanent	\$ 80,331	\$ 79,145
			01-08-465-73020-460-61513 Benefits-Permanent	\$ 23,958	\$ 24,492
			01-08-465-73020-460-61520 Wages-Casual Temporary	\$ 7,610	\$ 7,500
			01-08-465-73020-460-61523 Benefits-Casual Temporary	\$ 931	\$ 931
			01-08-465-73020-460-61540 Wages-CUPE	\$ 416,358	\$ 404,301
			01-08-465-73020-460-61543 Benefits-CUPE	\$ 133,921	\$ 135,422
			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
			01-08-465-73020-470-62114 Small Equip Repair/Purchase	\$ 3,333	\$ -
			01-08-465-73020-470-62215 Natural Gas	\$ 2,939	\$ -
			01-08-465-73020-470-62216 Electricity	\$ 11,446	\$ -
			01-08-465-73020-470-62217 Water/Waste Water	\$ 1,731	\$ -
			01-08-465-73020-470-62312 Insurance	\$ 3,118	\$ -
			01-08-465-73020-470-62363 Winter Parking Lot Maint.	\$ 4,000	\$ -
			01-08-465-73020-466-61510 Salaries - Permanent	\$ 26,910	\$ -
			01-08-465-73020-466-61513 Benefits - Permanent	\$ 8,070	\$ -
			01-08-465-73020-466-61520 Casual Labour	\$ 10,000	\$ -
			01-08-465-73020-466-61523 Benefits - Casual Temporary	\$ 1,200	\$ -
			01-08-465-73020-466-61540 Wages - CUPE	\$ 130,931	\$ -
			01-08-465-73020-466-61543 Benefits - CUPE	\$ 39,279	\$ -
01-08-465-73020-466-62014 Uniforms Protective Clothing	\$ 1,330	\$ -			
01-08-465-73020-466-62017 Caretaking Supplies	\$ 13,000	\$ -			
01-08-465-73020-466-62018 Operating Supplies	\$ 9,095	\$ -			
01-08-465-73020-466-62112 Maintenance & Repairs Building	\$ 6,013	\$ -			
01-08-465-73020-466-62114 Small Equipment Repair/Purchase	\$ 4,926	\$ -			
01-08-465-73020-466-62215 Natural Gas	\$ 14,000	\$ -			
01-08-465-73020-466-62216 Electricity	\$ 56,400	\$ -			

TOWN OF CALEDON
 2018 OPERATING BUDGET - COMMUNITY SERVICES
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Facilities & Operations	Operations	Expense	01-08-465-73020-466-62217 Water/ Waste Water	\$ 6,000	\$ -
			01-08-465-73020-466-62314 Mileage	\$ 400	\$ -
			01-08-465-73020-466-62335 Contracted Services	\$ 25,350	\$ -
			01-08-465-73020-466-62396 Mobile Communications	\$ 800	\$ -
		Expense Total	\$ 3,084,395	\$ 2,683,959	
	Operations Total		\$ 3,084,395	\$ 2,683,959	
	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	\$ (4,400)	\$ (2,550)
			01-08-465-77700-345-50060 Auditorium/Room Rentals	\$ (2,265)	\$ (2,000)
			01-08-465-77700-370-50060 Auditorium/Room Rentals	\$ (6,981)	\$ (6,120)
	Revenue Total			\$ (13,646)	\$ (10,670)
	Expense	01-08-465-77700-325-61520 Wages-Casual Temporary	\$ 2,518	\$ 2,400	
		01-08-465-77700-325-61523 Benefits-Casual Temporary	\$ 308	\$ 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	\$ 707	\$ 2,575	
		01-08-465-77700-325-62312 Insurance	\$ 1,021	\$ 1,001	
		01-08-465-77700-325-62335 Contracted Services	\$ 2,500	\$ 2,500	
		01-08-465-77700-325-62437 Contribution to Reserves	\$ 200	\$ 200	
		01-08-465-77700-345-61520 Wages-Casual Temporary	\$ 12,000	\$ 11,500	
		01-08-465-77700-345-61523 Benefits-Casual Temporary	\$ 1,468	\$ 1,427	
		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	\$ 18,822	\$ 18,453	
		01-08-465-77700-345-62314 Mileage	\$ 1,400	\$ 1,400	
		01-08-465-77700-345-62335 Contracted Services	\$ 13,000	\$ 6,000	
		01-08-465-77700-345-62396 Mobile Phone/ Pagers	\$ 67	\$ 67	
		01-08-465-77700-370-61520 Wages-Casual Temporary	\$ 5,480	\$ 5,307	
		01-08-465-77700-370-61523 Benefits-Casual Temporary	\$ 670	\$ 663	
		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	\$ 2,121	\$ 3,460	
		01-08-465-77700-370-62216 Electricity	\$ 1,549	\$ 2,036	
		01-08-465-77700-370-62217 Water/Waste Water	\$ 105	\$ 105	
		01-08-465-77700-370-62312 Insurance	\$ 2,254	\$ 2,210	
		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	\$ 94,757	\$ 90,169			
Rentals Total		\$ 81,111	\$ 79,499		
Facilities & Operations Total			\$ 3,163,256	\$ 2,761,208	
Parks Operations	Parks Operations	Revenue	01-08-385-71020-365-50308 Park Rentals	\$ (281,219)	\$ (284,719)
			01-08-385-71020-365-50319 Grants/Subsidies	\$ -	\$ (10,000)
			01-08-385-71020-365-50320 Peel Roadside Maintenance	\$ (50,000)	\$ (100,000)
	Revenue Total			\$ (331,219)	\$ (394,719)
	Expense	01-08-385-71020-365-61510 Salaries-Permanent	\$ 291,477	\$ 283,489	
		01-08-385-71020-365-61512 Recovery-Salaries-Permanent	\$ (20,000)	\$ (20,000)	
		01-08-385-71020-365-61513 Benefits-Permanent	\$ 81,396	\$ 80,980	
		01-08-385-71020-365-61520 Wages-Casual Temporary	\$ 126,194	\$ 123,700	
		01-08-385-71020-365-61523 Benefits-Casual Temporary	\$ 15,436	\$ 15,354	
		01-08-385-71020-365-61540 Wages-CUPE	\$ 895,642	\$ 877,509	
		01-08-385-71020-365-61541 Overtime-CUPE	\$ 20,075	\$ 20,075	
		01-08-385-71020-365-61543 Benefits-CUPE	\$ 215,709	\$ 220,737	
		01-08-385-71020-365-62014 Uniforms/Protective Clothing	\$ 19,332	\$ 18,907	
		01-08-385-71020-365-62216 Electricity	\$ 65,534	\$ 47,613	
		01-08-385-71020-365-62217 Water/Waste Water	\$ 62,628	\$ 57,467	
		01-08-385-71020-365-62239 Equipment	\$ 20,000	\$ 20,000	
		01-08-385-71020-365-62240 Vandalism	\$ -	\$ 501	
		01-08-385-71020-365-62258 Sports - Contracts	\$ 10,000	\$ 10,000	
		01-08-385-71020-365-62300 Light Repairs - Parks	\$ 31,315	\$ 31,315	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Parks Operations	Parks Operations	Expense	01-08-385-71020-365-62310 Training/Development/Seminars	\$ 10,500	\$ 10,500		
			01-08-385-71020-365-62311 Memberships/Dues	\$ 3,300	\$ 3,300		
			01-08-385-71020-365-62312 Insurance	\$ 20,425	\$ 20,098		
			01-08-385-71020-365-62314 Mileage	\$ 4,550	\$ 4,550		
			01-08-385-71020-365-62325 Caledon Trailway Maintenance	\$ 6,475	\$ 6,475		
			01-08-385-71020-365-62335 Contracted Services	\$ 144,706	\$ 134,706		
			01-08-385-71020-365-62339 Communication Equipment	\$ -	\$ 2,000		
			01-08-385-71020-365-62358 Materials	\$ 78,342	\$ 76,342		
			01-08-385-71020-365-62381 Tree Planting	\$ 26,247	\$ 26,247		
			01-08-385-71020-365-62396 Mobile Phones / Pagers	\$ 940	\$ 940		
			01-08-385-71020-365-62418 Debt Repayment	\$ 22,300	\$ 22,300		
			Expense Total	\$ 2,152,523	\$ 2,095,105		
			Parks Operations Total	\$ 1,821,304	\$ 1,700,386		
			Open Space Design	Revenue	01-08-385-71070-365-50860 Inspections	\$ (12,030)	\$ (7,030)
					Revenue Total	\$ (12,030)	\$ (7,030)
				Expense	01-08-385-71070-365-61510 Salaries-Permanent	\$ 355,984	\$ 241,331
					01-08-385-71070-365-61513 Benefits-Permanent	\$ 104,319	\$ 74,345
					01-08-385-71070-365-62011 Office Supplies	\$ 750	\$ 750
					01-08-385-71070-365-62310 Training/Development/Seminars	\$ 7,000	\$ 6,000
	01-08-385-71070-365-62311 Memberships/Dues	\$ 2,200			\$ 1,500		
	01-08-385-71070-365-62314 Mileage	\$ 1,050			\$ 750		
01-08-385-71070-365-62396 Mobile Phones / Pagers	\$ 269	\$ 269					
Expense Total	\$ 471,572	\$ 324,945					
Open Space Design Total	\$ 459,542	\$ 317,915					
Parks Operations Total	\$ 2,280,846	\$ 2,018,301					
Programs & Community Development	Administration	Revenue	01-08-455-40010-460-50020 Ice Rentals	\$ (232,000)	\$ (232,000)		
			01-08-455-40010-460-50030 Arena Floor Rentals	\$ (16,571)	\$ (16,571)		
			01-08-455-40010-460-50060 Auditorium/Room Rentals	\$ (2,845)	\$ (6,120)		
			01-08-455-40010-460-50130 Ice Resurfacer Surcharge	\$ (7,852)	\$ (7,698)		
			01-08-455-40010-465-50060 Auditorium/Room Rentals	\$ (20,000)	\$ (10,000)		
			01-08-455-40010-465-50250 Program Registrations	\$ (5,000)	\$ (5,000)		
			01-08-455-40010-466-50655 Lease Revenue	\$ (80,035)	\$ -		
			Revenue Total	\$ (364,303)	\$ (277,389)		
			Expense	01-08-455-40010-365-61510 Salaries-Permanent	\$ 312,386	\$ 298,397	
				01-08-455-40010-365-61512 Salary Recovery	\$ (40,000)	\$ (40,000)	
				01-08-455-40010-365-61513 Benefits-Permanent	\$ 85,615	\$ 84,076	
				01-08-455-40010-365-62011 Office Supplies	\$ 750	\$ 750	
				01-08-455-40010-365-62310 Training/Development/Seminars	\$ 21,703	\$ 21,703	
	01-08-455-40010-365-62311 Memberships/Dues	\$ 6,750		\$ 6,750			
	01-08-455-40010-365-62314 Mileage	\$ 2,016		\$ 3,016			
	01-08-455-40010-365-62335 Contracted Services	\$ 269		\$ 269			
	01-08-455-40010-365-62396 Mobile Phones / Pagers	\$ 600		\$ 600			
	01-08-455-40010-405-61520 Wages-Casual Temporary	\$ 31,200		\$ 31,200			
	01-08-455-40010-405-61523 Benefits-Casual Temporary	\$ 3,816		\$ 3,816			
	01-08-455-40010-420-61510 Salaries-Permanent	\$ 161,649		\$ 160,165			
	01-08-455-40010-420-61513 Benefits-Permanent	\$ 47,903		\$ 48,533			
	01-08-455-40010-420-61520 Wages-Casual Temporary	\$ 225,325		\$ 215,800			
	01-08-455-40010-420-61523 Benefits-Casual Temporary	\$ 27,562		\$ 40,975			
	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	\$ 72,939		\$ 80,000			
	01-08-455-40010-420-62216 Electricity	\$ 229,931		\$ 218,136			
	01-08-455-40010-420-62217 Water/Waste Water	\$ 24,881		\$ 23,584			
	01-08-455-40010-420-62312 Insurance	\$ 41,219		\$ 40,411			
	01-08-455-40010-420-62314 Mileage	\$ 5,146		\$ 5,146			
	01-08-455-40010-420-62396 Mobile Phones / Pagers	\$ 2,283		\$ 2,283			
	01-08-455-40010-420-62397 Telephone	\$ 4,000		\$ 5,000			
	01-08-455-40010-420-62418 Debt Repayment	\$ 219,700		\$ 219,700			
	01-08-455-40010-430-61510 Salaries-Permanent	\$ 154,768		\$ 153,803			
	01-08-455-40010-430-61513 Benefits-Permanent	\$ 46,583		\$ 47,269			
	01-08-455-40010-430-62396 Mobile Phones / Pagers	\$ 1,142		\$ 1,142			
	01-08-455-40010-460-61510 Salaries-Permanent	\$ 154,363		\$ 145,018			
	01-08-455-40010-460-61513 Benefits-Permanent	\$ 46,342		\$ 45,306			
	01-08-455-40010-460-61520 Wages-Casual Temporary	\$ 63,041		\$ 54,900			
	01-08-455-40010-460-61523 Benefits-Casual Temporary	\$ 7,711		\$ 6,814			
	01-08-455-40010-460-62011 Office Supplies	\$ 3,000		\$ 3,000			
	01-08-455-40010-460-62014 Uniforms/Protective Clothing	\$ 4,266	\$ 4,266				
	01-08-455-40010-460-62215 Natural Gas	\$ 9,944	\$ 16,165				

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget				
Programs & Community Development	Administration	Expense	01-08-455-40010-460-62216 Electricity	\$ 97,121	\$ 79,870				
			01-08-455-40010-460-62217 Water/Waste Water	\$ 4,276	\$ 7,276				
			01-08-455-40010-460-62312 Insurance	\$ 20,922	\$ 20,512				
			01-08-455-40010-460-62314 Mileage	\$ 5,000	\$ 5,000				
			01-08-455-40010-460-62396 Mobile Phones / Pagers	\$ 1,478	\$ 1,478				
			01-08-455-40010-460-62397 Telephone	\$ 5,500	\$ 6,000				
			01-08-455-40010-460-62416 Interdepartmental Charges	\$ 1,000	\$ 1,000				
			01-08-455-40010-460-62437 Contribution to Reserves	\$ 19,952	\$ 17,203				
			01-08-455-40010-465-61520 Wages-Casual Temporary	\$ 25,375	\$ 25,000				
			01-08-455-40010-465-61523 Benefits-Casual Temporary	\$ 3,104	\$ 1,800				
			01-08-455-40010-465-62018 Operating Supplies	\$ 2,000	\$ 2,000				
			01-08-455-40010-465-62215 Natural Gas	\$ 2,000	\$ 2,000				
			01-08-455-40010-465-62216 Electricity	\$ 8,500	\$ 8,500				
			01-08-455-40010-465-62217 Water/Waste Water	\$ 200	\$ 200				
			01-08-455-40010-465-62312 Insurance	\$ 4,896	\$ 4,800				
			01-08-455-40010-465-62335 Contracted Services	\$ 27,000	\$ 27,000				
			01-08-455-40010-466-61510 Salaries - Permanent	\$ 22,246	\$ -				
			01-08-455-40010-466-61513 Benefits - Permanent	\$ 6,674	\$ -				
			01-08-455-40010-466-61520 Casual Labour	\$ 56,400	\$ -				
			01-08-455-40010-466-61523 Benefits - Casual Temporary	\$ 6,768	\$ -				
			01-08-455-40010-466-62011 Office Supplies	\$ 1,667	\$ -				
			01-08-455-40010-466-62014 Uniforms Protective Clothing	\$ 700	\$ -				
			01-08-455-40010-466-62018 Operating Supplies	\$ 2,500	\$ -				
	01-08-455-40010-466-62314 Mileage	\$ 667	\$ -						
	01-08-455-40010-466-62396 Mobile Communications	\$ 400	\$ -						
	01-08-455-40010-466-62397 Telephone	\$ 821	\$ -						
	Expense Total				\$ 2,334,120	\$ 2,185,782			
	Administration Total				\$ 1,969,817	\$ 1,908,393			
	Aquatics	Revenue		01-08-455-75200-420-50050 Miscellaneous	\$ (5,508)	\$ (5,400)			
				01-08-455-75200-420-50080 Public Swimming	\$ (20,000)	\$ (20,000)			
				01-08-455-75200-420-50090 Swimming Lessons	\$ (373,840)	\$ (373,840)			
				01-08-455-75200-420-50160 Memberships	\$ (30,000)	\$ (30,000)			
				01-08-455-75200-420-50180 Pay As You Go	\$ (25,040)	\$ (25,040)			
				01-08-455-75200-420-50243 Special Programs-taxable	\$ (55,000)	\$ (43,340)			
				01-08-455-75200-460-50070 Pool Rentals	\$ (83,807)	\$ (82,222)			
				01-08-455-75200-460-50080 Public Swimming	\$ (19,170)	\$ (27,520)			
				01-08-455-75200-460-50090 Swimming Lessons	\$ (342,840)	\$ (327,890)			
				01-08-455-75200-466-50160 Memberships	\$ (10,000)	\$ -			
				01-08-455-75200-466-50180 Pay as you go	\$ (11,667)	\$ -			
				01-08-455-75200-466-50243 Special Programs	\$ (6,667)	\$ -			
				01-08-455-75200-466-50250 Program Registrations	\$ (93,333)	\$ -			
				Revenue Total				\$ (1,076,872)	\$ (935,252)
				Expense		01-08-455-75200-420-61510 Salaries-Permanent	\$ 136,451	\$ 129,245	
						01-08-455-75200-420-61513 Benefits-Permanent	\$ 42,533	\$ 42,494	
01-08-455-75200-420-61520 Wages-Casual Temporary		\$ 289,049	\$ 262,136						
01-08-455-75200-420-61523 Benefits-Casual Temporary		\$ 35,356	\$ 32,518						
01-08-455-75200-420-62014 Uniforms/Protective Clothing		\$ 1,900	\$ 1,900						
01-08-455-75200-420-62021 Program Supplies		\$ 8,000	\$ 6,000						
01-08-455-75200-420-62414 Special Programs		\$ 20,000	\$ 18,000						
01-08-455-75200-425-62437 Contribution to Reserves		\$ 124,799	\$ 124,799						
01-08-455-75200-460-61510 Salaries-Permanent		\$ 77,487	\$ 73,401						
01-08-455-75200-460-61513 Benefits-Permanent		\$ 23,325	\$ 23,208						
01-08-455-75200-460-61520 Wages-Casual Temporary		\$ 209,088	\$ 200,793						
01-08-455-75200-460-61523 Benefits-Casual Temporary		\$ 25,370	\$ 24,922						
01-08-455-75200-460-62021 Program Supplies		\$ 9,380	\$ 9,380						
01-08-455-75200-460-62215 Natural Gas		\$ 24,255	\$ 24,255						
01-08-455-75200-460-62216 Electricity		\$ 136,160	\$ 116,160						
01-08-455-75200-460-62217 Water/Waste Water		\$ 8,914	\$ 10,914						
01-08-455-75200-466-61520 Casual Labour		\$ 65,250	\$ -						
01-08-455-75200-466-61523 Benefits - Casual Temporary		\$ 7,830	\$ -						
01-08-455-75200-466-62014 Uniforms Protective Clothing		\$ 1,900	\$ -						
01-08-455-75200-466-62018 Operating Supplies	\$ 5,000	\$ -							
01-08-455-75200-466-62021 Program Supplies	\$ 7,968	\$ -							
01-08-455-75200-466-62114 Small Equipment Repair / Purchase	\$ 1,242	\$ -							
01-08-455-75200-466-62314 Mileage	\$ 333	\$ -							
01-08-455-75200-466-62396 Mobile communications	\$ 400	\$ -							
Expense Total				\$ 1,261,990	\$ 1,100,125				
Aquatics Total				\$ 185,118	\$ 164,873				

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Programs & Community Development	Concessions	Revenue	01-08-455-75300-405-50010 Snack Bar Sales	\$ (12,000)	\$ (20,000)		
			01-08-455-75300-420-50050 Miscellaneous	\$ (10,000)	\$ (20,000)		
			01-08-455-75300-420-50060 Auditorium/Room Rentals	\$ (43,432)	\$ (29,580)		
			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/Equipmt Rental	\$ (2,000)	\$ (2,000)		
			01-08-455-75300-420-50655 Lease Revenue	\$ (21,878)	\$ (21,878)		
			01-08-455-75300-460-50010 Snack Bar Sales	\$ (20,000)	\$ (30,000)		
			01-08-455-75300-460-50100 Vending Machine Sales	\$ (8,000)	\$ (8,000)		
			01-08-455-75300-466-50100 Vending Machine Sales	\$ (1,333)	\$ -		
			01-08-455-75300-466-50120 Pro Shop Sales	\$ (1,667)	\$ -		
			Revenue Total	\$ (147,080)	\$ (158,228)		
			Expense	01-08-455-75300-405-62023 Concession Purchases	\$ 9,000	\$ 13,600	
				01-08-455-75300-460-61520 Wages-Casual Temporary	\$ 11,200	\$ 11,000	
				01-08-455-75300-460-61523 Benefits-Casual Temporary	\$ 1,370	\$ 1,365	
	01-08-455-75300-460-62023 Concession Purchases	\$ 15,000		\$ 20,000			
	Expense Total	\$ 36,570	\$ 45,965				
	Concessions Total				\$ (110,510)	\$ (112,263)	
	Fitness	Revenue	Revenue	01-08-455-75400-420-50050 Miscellaneous	\$ (2,600)	\$ (2,600)	
				01-08-455-75400-420-50160 Memberships	\$ (754,582)	\$ (754,582)	
				01-08-455-75400-420-50180 Pay As You Go	\$ (64,200)	\$ (64,200)	
				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)	\$ (32,500)	
				01-08-455-75400-420-50250 Program Registrations	\$ (22,500)	\$ (22,500)	
				01-08-455-75400-420-50596 Reserve Allocation	\$ (43,918)	\$ (43,918)	
				01-08-455-75400-466-50160 Memberships	\$ (106,667)	\$ -	
				01-08-455-75400-466-50180 Pay as you go	\$ (8,167)	\$ -	
				01-08-455-75400-466-50243 Special Programs	\$ (7,000)	\$ -	
				01-08-455-75400-466-50250 Program registrations	\$ (2,333)	\$ -	
				Revenue Total	\$ (1,128,967)	\$ (1,004,800)	
				Expense	01-08-455-75400-420-61510 Salaries-Permanent	\$ 136,413	\$ 129,223
					01-08-455-75400-420-61513 Benefits-Permanent	\$ 42,525	\$ 42,489
01-08-455-75400-420-61520 Wages-Casual Temporary		\$ 227,819	\$ 213,900				
01-08-455-75400-420-61523 Benefits-Casual Temporary		\$ 27,867	\$ 26,549				
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		\$ 45,350	\$ 43,918				
01-08-455-75400-466-61510 Salaries - Permanent		\$ 22,246	\$ -				
01-08-455-75400-466-61513 Benefits - Permanent		\$ 6,674	\$ -				
01-08-455-75400-466-61520 Casual Labour		\$ 34,667	\$ -				
01-08-455-75400-466-61523 Benefits - Casual Temporary		\$ 4,160	\$ -				
01-08-455-75400-466-62014 Uniforms Protective Clothing		\$ 1,900	\$ -				
01-08-455-75400-466-62018 Operating Supplies		\$ 1,500	\$ -				
01-08-455-75400-466-62021 Program Supplies		\$ 1,500	\$ -				
01-08-455-75400-466-62114 Small Equipment Repair / Purchase		\$ 3,333	\$ -				
01-08-455-75400-466-62314 Mileage		\$ 333	\$ -				
01-08-455-75400-466-62396 Mobile communications		\$ 400	\$ -				
Expense Total		\$ 585,887	\$ 485,279				
Fitness Total				\$ (543,080)	\$ (519,521)		
General Programs	Revenue	Revenue	01-08-455-75500-405-50020 Ice Rentals	\$ (266,341)	\$ (285,600)		
			01-08-455-75500-405-50030 Arena Floor Rentals	\$ (20,690)	\$ (20,690)		
			01-08-455-75500-405-50040 Public Skating	\$ (19,780)	\$ (9,780)		
			01-08-455-75500-405-50045 Skating Registration	\$ (11,000)	\$ (11,000)		
			01-08-455-75500-405-50050 Miscellaneous	\$ (37,913)	\$ (37,913)		
			01-08-455-75500-405-50120 Pro Shop Sales	\$ (9,180)	\$ (9,180)		
			01-08-455-75500-405-50130 Ice Resurfacer Surcharge	\$ (9,548)	\$ (9,360)		
			01-08-455-75500-420-50180 Pay As You Go	\$ (28,200)	\$ (25,200)		
			01-08-455-75500-420-50230 Rentals	\$ (19,830)	\$ (19,830)		
			01-08-455-75500-420-50235 Fundraising	\$ (3,600)	\$ (3,600)		
			01-08-455-75500-420-50242 Special Programs	\$ (158,580)	\$ (158,580)		
			01-08-455-75500-430-50010 Snack Bar Sales	\$ (104,550)	\$ (102,500)		
			01-08-455-75500-430-50020 Ice Rentals	\$ (674,003)	\$ (657,050)		
			01-08-455-75500-430-50030 Arena Floor Rentals	\$ (6,896)	\$ (6,220)		
			01-08-455-75500-430-50040 Public Skating	\$ (25,340)	\$ (25,340)		
			01-08-455-75500-430-50130 Ice Resurfacer Surcharge	\$ (21,216)	\$ (20,800)		
			01-08-455-75500-430-50250 Program Registrations	\$ (55,520)	\$ (42,520)		

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
Programs & Community Development	General Programs	Revenue	01-08-455-75500-445-50250 Program Registrations	\$ (6,000)	\$ (5,500)			
			01-08-455-75500-450-50020 Ice Rentals	\$ (106,000)	\$ (88,434)			
			01-08-455-75500-450-50030 Arena Floor Rentals	\$ (8,354)	\$ (4,620)			
			01-08-455-75500-450-50040 Public Skating	\$ (6,500)	\$ (6,500)			
			01-08-455-75500-450-50100 Vending Machine Sales	\$ (1,000)	\$ (1,000)			
			01-08-455-75500-450-50130 Ice Resurfacer Surcharge	\$ (4,162)	\$ (4,080)			
			01-08-455-75500-450-50250 Program Registrations	\$ (5,000)	\$ (5,000)			
			01-08-455-75500-455-50250 Program Registrations	\$ (7,000)	\$ (7,000)			
			01-08-455-75500-460-50040 Public Skating	\$ (4,250)	\$ (4,250)			
			01-08-455-75500-460-50250 Program Registration	\$ (18,600)	\$ (12,600)			
			01-08-455-75500-466-50160 Memberships	\$ (575)	\$ -			
			01-08-455-75500-466-50180 Pay as you go	\$ (2,758)	\$ -			
			01-08-455-75500-466-50250 Program registrations	\$ (13,333)	\$ -			
			Revenue Total				\$ (1,655,719)	\$ (1,584,147)
			Expense	01-08-455-75500-345-61520 Wages-Casual Temporary	\$ 4,300	\$ 4,200		
				01-08-455-75500-345-61523 Benefits-Casual Temporary	\$ 526	\$ 521		
				01-08-455-75500-355-61520 Wages-Casual Temporary	\$ 16,800	\$ 16,543		
				01-08-455-75500-355-61523 Benefits-Casual Temporary	\$ 2,055	\$ 2,075		
		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		\$ 41,500	\$ 36,000			
		01-08-455-75500-405-61523 Benefits-Casual Temporary		\$ 5,077	\$ 4,468			
		01-08-455-75500-405-62215 Natural Gas		\$ 12,223	\$ 14,500			
		01-08-455-75500-405-62216 Electricity		\$ 70,048	\$ 69,998			
		01-08-455-75500-405-62217 Water/Waste Water		\$ 11,604	\$ 11,604			
		01-08-455-75500-405-62397 Telephone		\$ 1,500	\$ 1,500			
		01-08-455-75500-405-62437 Contribution to Reserves		\$ 12,852	\$ 6,967			
		01-08-455-75500-420-61510 Salaries-Permanent		\$ 144,163	\$ 136,568			
		01-08-455-75500-420-61513 Benefits-Permanent		\$ 44,247	\$ 44,130			
		01-08-455-75500-420-61520 Wages-Casual Temporary		\$ 224,300	\$ 198,400			
		01-08-455-75500-420-61523 Benefits-Casual Temporary		\$ 27,436	\$ 24,589			
		01-08-455-75500-420-62014 Uniforms/Protective Clothing		\$ 1,200	\$ 1,200			
		01-08-455-75500-420-62018 Operating Supplies		\$ 2,768	\$ 2,768			
		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		\$ 128,999	\$ 133,909			
		01-08-455-75500-430-61513 Benefits-Permanent		\$ 40,876	\$ 43,536			
		01-08-455-75500-430-61520 Wages-Casual Temporary		\$ 92,077	\$ 87,100			
		01-08-455-75500-430-61523 Benefits-Casual Temporary		\$ 11,263	\$ 10,811			
		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		\$ 17,139	\$ 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	\$ 299,499	\$ 271,499				
		01-08-455-75500-430-62217 Water/Waste Water	\$ 20,930	\$ 20,930				
		01-08-455-75500-430-62312 Insurance	\$ 30,617	\$ 30,017				
01-08-455-75500-430-62314 Mileage	\$ 2,100	\$ 2,100						
01-08-455-75500-430-62335 Contracted Services	\$ 76,500	\$ 75,000						
01-08-455-75500-430-62397 Telephone	\$ 5,574	\$ 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	\$ 9,200	\$ 8,200						
01-08-455-75500-450-61523 Benefits-Casual Temporary	\$ 1,125	\$ 1,018						
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	\$ 7,729	\$ 9,066						
01-08-455-75500-450-62216 Electricity	\$ 79,500	\$ 65,000						
01-08-455-75500-450-62217 Water/Waste Water	\$ 4,375	\$ 4,375						
01-08-455-75500-450-62312 Insurance	\$ 23,712	\$ 23,247						
01-08-455-75500-450-62335 Contracted Services	\$ 17,059	\$ 17,059						
01-08-455-75500-450-62396 Mobile Phones / Pagers	\$ 269	\$ 269						

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Programs & Community Development	General Programs	Expense	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	\$ 136,315	\$ 124,345
			01-08-455-75500-460-61513 Benefits-Permanent	\$ 42,503	\$ 41,399
			01-08-455-75500-460-61520 Wages-Casual Temporary	\$ 7,600	\$ 7,500
			01-08-455-75500-460-61523 Benefits-Casual Temporary	\$ 930	\$ 931
			01-08-455-75500-460-62021 Program Supplies	\$ 3,000	\$ 3,000
			01-08-455-75500-470-61520 Wages-Casual Temporary	\$ 10,800	\$ -
			01-08-455-75500-470-61523 Benefits-Casual Temporary	\$ 1,321	\$ -
			01-08-455-75500-470-62018 Operating Supplies	\$ 6,433	\$ -
			01-08-455-75500-470-62335 Contracted Services	\$ 15,478	\$ -
			01-08-455-75500-405-62014 Uniforms/Protective Clothing	\$ 1,000	\$ 1,000
			01-08-455-75500-405-62021 Program Supplies	\$ 2,500	\$ 2,500
			01-08-455-75500-466-61510 Salaries - Permanent	\$ 22,246	\$ -
			01-08-455-75500-466-61513 Benefits - Permanent	\$ 6,674	\$ -
			01-08-455-75500-466-61520 Casual Labour	\$ 15,000	\$ -
			01-08-455-75500-466-61523 Benefits - Casual Temporary	\$ 1,800	\$ -
			01-08-455-75500-466-62014 Uniforms Protective Clothing	\$ 1,900	\$ -
			01-08-455-75500-466-62021 Program Supplies	\$ 1,500	\$ -
			01-08-455-75500-466-62114 Small Equipment Repair / Purchase	\$ 833	\$ -
01-08-455-75500-466-62314 Mileage	\$ 333	\$ -			
01-08-455-75500-466-62396 Mobile communications	\$ 400	\$ -			
Expense Total				\$ 2,086,767	\$ 1,898,979
General Programs Total				\$ 431,048	\$ 314,832
Caledon Day	Revenue	01-08-455-75900-365-50050 Miscellaneous Revenue	\$ (30,000)	\$ -	
		01-08-455-75900-365-50760 Special Events	\$ (60,000)	\$ (40,000)	
	Revenue Total		\$ (90,000)	\$ (40,000)	
	Expense	01-08-455-75900-365-62018 Operating Supplies	\$ 10,200	\$ 5,200	
		01-08-455-75900-365-62315 Printing & Advertising	\$ 5,200	\$ 3,700	
		01-08-455-75900-365-62335 Contracted Services	\$ 54,600	\$ 41,100	
01-08-455-75900-365-62355 Special Events	\$ 24,000	\$ -			
Expense Total		\$ 94,000	\$ 50,000		
Caledon Day Total				\$ 4,000	\$ 10,000
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)	\$ (375,000)	
		01-08-455-75910-365-50255 Extended Camp Fees	\$ (19,360)	\$ (19,360)	
		01-08-455-75910-365-50258 Reach for the Rainbow	\$ (10,000)	\$ -	
		01-08-455-75910-365-50319 Grants/Subsidies	\$ (40,000)	\$ (40,000)	
	Revenue Total		\$ (446,360)	\$ (436,360)	
	Expense	01-08-455-75910-365-61520 Wages-Casual Temporary	\$ 331,669	\$ 262,871	
		01-08-455-75910-365-61523 Benefits-Casual Temporary	\$ 40,570	\$ 32,628	
		01-08-455-75910-365-62014 Uniforms/Protective Clothing	\$ 6,000	\$ 6,000	
		01-08-455-75910-365-62021 Program Supplies	\$ 29,500	\$ 29,500	
		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	\$ 167			
Expense Total		\$ 419,906	\$ 343,166		
Camp Programs Total				\$ (26,454)	\$ (93,194)
Preschool/ Child Care	Revenue	01-08-455-75940-405-50060 Auditorium/Room Rentals	\$ (88,706)	\$ (88,706)	
	Revenue Total		\$ (88,706)	\$ (88,706)	
	Expense	01-08-455-75940-405-62215 Natural Gas	\$ 1,804	\$ 2,140	
		01-08-455-75940-405-62216 Electricity	\$ 16,098	\$ 14,840	
		01-08-455-75940-405-62335 Contracted Services	\$ 5,804	\$ 6,304	
01-08-455-75940-405-62437 Contribution to Reserves	\$ 1,672	\$ 1,672			
Expense Total		\$ 25,378	\$ 24,956		
Preschool/ Child Care Total				\$ (63,328)	\$ (63,750)
Corporate Events	Expense	01-08-455-75970-365-62018 Operating Supplies	\$ -	\$ 1,000	
		01-08-455-75970-365-62335 Contracted Services	\$ -	\$ 13,000	
		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	\$ 1,000	\$ 1,000	
	01-08-455-75970-466-62018 Operating Supplies	\$ 1,333	\$ -		
Expense Total		\$ 7,132	\$ 19,799		
Corporate Events Total				\$ 7,132	\$ 19,799
Programs & Community Development Total				\$ 1,853,743	\$ 1,629,169

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Support Services	Administration	Revenue	01-08-445-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (10,000)
		Revenue Total		\$ (8,000)	\$ (10,000)
		Expense	01-08-445-40010-365-61510 Salaries-Permanent	\$ 566,993	\$ 513,720
			01-08-445-40010-365-61513 Benefits-Permanent	\$ 172,717	\$ 161,111
			01-08-445-40010-365-61520 Wages-Casual Temporary	\$ 69,921	\$ 34,600
			01-08-445-40010-365-61523 Benefits-Casual Temporary	\$ 8,472	\$ 4,295
			01-08-445-40010-365-62011 Office Supplies	\$ 750	\$ 750
			01-08-445-40010-365-62018 Operating Supplies	\$ 500	\$ 500
			01-08-445-40010-365-62020 E-Registration Fees	\$ 24,000	\$ 21,500
			01-08-445-40010-365-62310 Training/Development/Seminars	\$ 9,780	\$ 9,280
			01-08-445-40010-365-62314 Mileage	\$ 2,200	\$ 2,200
			01-08-445-40010-365-62315 Printing & Advertising	\$ 72,950	\$ 72,950
			01-08-445-40010-365-62335 Contracted Services	\$ 2,500	\$ 2,500
			01-08-445-40010-365-62356 Community Development	\$ 2,500	\$ 2,500
	01-08-445-40010-365-62396 Mobile Phones / Pagers	\$ 1,555	\$ 1,555		
	Expense Total		\$ 934,838	\$ 827,461	
	Administration Total		\$ 926,838	\$ 817,461	
	Rentals	Revenue	01-08-445-77700-355-50060 Auditorium/Room Rentals	\$ (12,240)	\$ (19,380)
			01-08-445-77700-365-50232 Arena Board Advertising	\$ (24,560)	\$ (24,560)
			01-08-445-77700-365-50417 All Sport Insurance	\$ (12,000)	\$ (10,000)
			01-08-445-77700-365-50533 Advertising Sales-External	\$ (16,000)	\$ (16,000)
			01-08-445-77700-405-50060 Auditorium/Room Rentals	\$ (70,496)	\$ (66,512)
			01-08-445-77700-405-50230 Rentals	\$ (81,652)	\$ (80,051)
			01-08-445-77700-410-50060 Auditorium/Room Rentals	\$ (2,040)	\$ (2,000)
			01-08-445-77700-410-50230 Rentals	\$ (20,531)	\$ (20,128)
			01-08-445-77700-430-50060 Auditorium/Room Rentals	\$ (52,466)	\$ (49,880)
			01-08-445-77700-440-50060 Auditorium/Room Rentals	\$ (7,240)	\$ (7,240)
			01-08-445-77700-440-50230 Rentals	\$ (36,674)	\$ (35,955)
			01-08-445-77700-445-50060 Auditorium/Room Rentals	\$ (8,750)	\$ (6,540)
			01-08-445-77700-445-50230 Rentals	\$ (29,185)	\$ (28,613)
			01-08-445-77700-455-50060 Auditorium/Room Rentals	\$ (10,754)	\$ (14,055)
			01-08-445-77700-455-50230 Rentals	\$ (25,349)	\$ (24,852)
			01-08-445-77700-470-50060 Auditorium/Room Rentals	\$ (6,462)	\$ -
			01-08-445-77700-466-50060 Auditorium/Room Rentals	\$ (10,000)	\$ -
			01-08-445-77700-466-50230 Rentals	\$ (3,667)	\$ -
		Revenue Total		\$ (430,066)	\$ (405,766)
		Expense	01-08-445-77700-365-62326 Game Day Insurance	\$ 12,000	\$ 10,000
			01-08-445-77700-405-62112 Maintenance & Repairs-Building	\$ 2,646	\$ 2,646
			01-08-445-77700-405-62215 Natural Gas	\$ 6,864	\$ 8,142
			01-08-445-77700-405-62216 Electricity	\$ 59,239	\$ 54,609
			01-08-445-77700-405-62335 Contracted Services	\$ 10,607	\$ 10,607
			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	\$ 11,959	\$ 11,500
			01-08-445-77700-410-61523 Benefits-Casual Temporary	\$ 1,463	\$ 1,427
			01-08-445-77700-410-62018 Operating Supplies	\$ 586	\$ 586
			01-08-445-77700-410-62112 Maintenance & Repairs-Building	\$ 1,406	\$ 1,406
01-08-445-77700-410-62114 Small Equip Repair/Purchase			\$ 509	\$ 509	
01-08-445-77700-410-62215 Natural Gas			\$ 2,414	\$ 3,289	
01-08-445-77700-410-62216 Electricity			\$ 5,730	\$ 7,704	
01-08-445-77700-410-62217 Water/Waste Water			\$ 185	\$ 185	
01-08-445-77700-410-62312 Insurance			\$ 3,520	\$ 3,451	
01-08-445-77700-410-62335 Contracted Services			\$ 4,235	\$ 4,235	
01-08-445-77700-430-61520 Wages-Casual Temporary			\$ 86,461	\$ 77,700	
01-08-445-77700-430-61523 Benefits-Casual Temporary			\$ 10,576	\$ 9,644	
01-08-445-77700-430-61540 Wages-CUPE			\$ 41,800	\$ 41,200	
01-08-445-77700-430-61543 Benefits-CUPE			\$ 5,113	\$ 5,278	
01-08-445-77700-430-62215 Natural Gas			\$ 51,910	\$ 61,500	
01-08-445-77700-430-62217 Water/Waste Water			\$ 1,000	\$ 1,000	
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			\$ 7,500	\$ 7,414	
01-08-445-77700-440-61523 Benefits-Casual Temporary			\$ 917	\$ 928	
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	\$ 3,075		\$ 3,986		
01-08-445-77700-440-62216 Electricity	\$ 7,641		\$ 8,078		
01-08-445-77700-440-62217 Water/Waste Water	\$ 1,347	\$ 1,347			

TOWN OF CALEDON
 2018 OPERATING BUDGET - COMMUNITY SERVICES
 PARKS & RECREATION (BY FUNCTION - ALL LOCATIONS)

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Support Services	Rentals	Expense	01-08-445-77700-440-62312 Insurance	\$ 1,771	\$ 1,736		
			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	\$ 7,300	\$ 7,014		
			01-08-445-77700-445-61523 Benefits-Casual Temporary	\$ 892	\$ 878		
			01-08-445-77700-445-62018 Operating Supplies	\$ 400	\$ 400		
			01-08-445-77700-445-62112 Maintenance & Repairs-Building	\$ 2,100	\$ 2,100		
			01-08-445-77700-445-62114 Small Equip Repair/Purchase	\$ 700	\$ 700		
			01-08-445-77700-445-62215 Natural Gas	\$ 2,715	\$ 3,543		
			01-08-445-77700-445-62216 Electricity	\$ 3,244	\$ 3,595		
			01-08-445-77700-445-62217 Water/Waste Water	\$ 461	\$ 200		
			01-08-445-77700-445-62312 Insurance	\$ 1,883	\$ 1,846		
			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	\$ 8,400	\$ 8,214		
			01-08-445-77700-455-61523 Benefits-Casual Temporary	\$ 1,027	\$ 1,027		
			01-08-445-77700-455-62018 Operating Supplies	\$ 500	\$ 500		
			01-08-445-77700-455-62112 Maintenance & Repairs-Building	\$ 2,500	\$ 2,500		
			01-08-445-77700-455-62215 Natural Gas	\$ 1,826	\$ 2,596		
			01-08-445-77700-455-62216 Electricity	\$ 9,820	\$ 16,467		
			01-08-445-77700-455-62217 Water/Waste Water	\$ 290	\$ 275		
			01-08-445-77700-455-62312 Insurance	\$ 1,890	\$ 1,853		
			01-08-445-77700-455-62335 Contracted Services	\$ 3,978	\$ 3,978		
				Expense Total		\$ 418,848	\$ 424,241
				Rentals Total		\$ (11,218)	\$ 18,475
			Support Services Total			\$ 915,620	\$ 835,936
		Parks & Recreation Total			\$ 8,213,465	\$ 7,244,614	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Albian Bolton Union Community Centre (ABUCC)	Facilities & Operations	Expense	01-08-465-73020-405-61520 Wages-Casual Temporary	\$ 13,700	\$ 13,500	
			01-08-465-73020-405-61523 Benefits-Casual Temporary	\$ 1,676	\$ 1,812	
			01-08-465-73020-405-61540 Wages-CUPE	\$ 304,814	\$ 295,751	
			01-08-465-73020-405-61543 Benefits-CUPE	\$ 97,310	\$ 98,482	
			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	\$ 14,802	
			01-08-465-73020-405-62112 Maintenance & Repairs-Building	\$ 27,126	\$ 27,126	
			01-08-465-73020-405-62114 Small Equip Repair/Purchase	\$ 13,532	\$ 13,532	
			01-08-465-73020-405-62215 Natural Gas	\$ 1,804	\$ 2,140	
			01-08-465-73020-405-62216 Electricity	\$ 16,697	\$ 16,697	
			01-08-465-73020-405-62217 Water/Waste Water	\$ 3,224	\$ 3,224	
			01-08-465-73020-405-62312 Insurance	\$ 32,919	\$ 32,274	
			01-08-465-73020-405-62335 Contracted Services	\$ 22,123	\$ 22,123	
	01-08-465-73020-405-62396 Mobile Phones / Pagers	\$ 67	\$ 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	\$ 562,708	\$ 554,444			
	Facilities & Operations Total				\$ 562,708	\$ 554,444
	Programs & Community Development	Revenue		01-08-455-75300-405-50010 Snack Bar Sales	\$ (12,000)	\$ (20,000)
				01-08-455-75500-405-50020 Ice Rentals	\$ (266,341)	\$ (285,600)
				01-08-455-75500-405-50030 Arena Floor Rentals	\$ (20,690)	\$ (20,690)
				01-08-455-75500-405-50040 Public Skating	\$ (19,780)	\$ (9,780)
				01-08-455-75500-405-50045 Skating Registration	\$ (11,000)	\$ (11,000)
				01-08-455-75500-405-50050 Miscellaneous	\$ (37,913)	\$ (37,913)
				01-08-455-75500-405-50120 Pro Shop Sales	\$ (9,180)	\$ (9,180)
				01-08-455-75500-405-50130 Ice Resurfacer Surcharge	\$ (9,548)	\$ (9,360)
				01-08-455-75940-405-50060 Auditorium/Room Rentals	\$ (88,706)	\$ (88,706)
				Revenue Total	\$ (475,158)	\$ (492,229)
		Expense		01-08-455-40010-405-61520 Wages-Casual Temporary	\$ 31,200	\$ 31,200
				01-08-455-40010-405-61523 Benefits-Casual Temporary	\$ 3,816	\$ 3,816
				01-08-455-75300-405-62023 Concession Purchases	\$ 9,000	\$ 13,600
				01-08-455-75500-405-61520 Wages-Casual Temporary	\$ 41,500	\$ 36,000
				01-08-455-75500-405-61523 Benefits-Casual Temporary	\$ 5,077	\$ 4,468
01-08-455-75500-405-62215 Natural Gas	\$ 12,223			\$ 14,500		
01-08-455-75500-405-62216 Electricity	\$ 70,048			\$ 69,998		
01-08-455-75500-405-62217 Water/Waste Water	\$ 11,604			\$ 11,604		
01-08-455-75500-405-62397 Telephone	\$ 1,500			\$ 1,500		
01-08-455-75500-405-62437 Contribution to Reserves	\$ 12,852			\$ 6,967		
01-08-455-75940-405-62215 Natural Gas	\$ 1,804	\$ 2,140				
01-08-455-75940-405-62216 Electricity	\$ 16,098	\$ 14,840				
01-08-455-75940-405-62335 Contracted Services	\$ 5,804	\$ 6,304				
01-08-455-75940-405-62437 Contribution to Reserves	\$ 1,672	\$ 1,672				
01-08-455-75500-405-62014 Uniforms/Protective Clothing	\$ 1,000	\$ 1,000				
01-08-455-75500-405-62021 Program Supplies	\$ 2,500	\$ 2,500				
Expense Total	\$ 227,698	\$ 222,109				
Programs & Community Development Total				\$ (247,460)	\$ (270,120)	
Support Services	Revenue		01-08-445-77700-405-50060 Auditorium/Room Rentals	\$ (70,496)	\$ (66,512)	
			01-08-445-77700-405-50230 Rentals	\$ (81,652)	\$ (80,051)	
	Revenue Total				\$ (152,148)	\$ (146,563)
	Expense		01-08-445-77700-405-62112 Maintenance & Repairs-Building	\$ 2,646	\$ 2,646	
			01-08-445-77700-405-62215 Natural Gas	\$ 6,864	\$ 8,142	
			01-08-445-77700-405-62216 Electricity	\$ 59,239	\$ 54,609	
			01-08-445-77700-405-62335 Contracted Services	\$ 10,607	\$ 10,607	
			01-08-445-77700-405-62397 Telephone	\$ 500	\$ 500	
	01-08-445-77700-405-62437 Contribution to Reserves	\$ 1,443	\$ 1,443			
	Expense Total	\$ 81,299	\$ 77,947			
Support Services Total				\$ (70,849)	\$ (68,616)	
Albian Bolton Union Community Centre (ABUCC) Total				\$ 244,399	\$ 215,708	
Alton Community Centre	Support Services	Revenue	01-08-445-77700-410-50060 Auditorium/Room Rentals	\$ (2,040)	\$ (2,000)	
			01-08-445-77700-410-50230 Rentals	\$ (20,531)	\$ (20,128)	
		Revenue Total				\$ (22,571)

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Alton Community Centre	Support Services	Expense	01-08-445-77700-410-61520 Wages-Casual Temporary	\$ 11,959	\$ 11,500		
			01-08-445-77700-410-61523 Benefits-Casual Temporary	\$ 1,463	\$ 1,427		
			01-08-445-77700-410-62018 Operating Supplies	\$ 586	\$ 586		
			01-08-445-77700-410-62112 Maintenance & Repairs-Building	\$ 1,406	\$ 1,406		
			01-08-445-77700-410-62114 Small Equip Repair/Purchase	\$ 509	\$ 509		
			01-08-445-77700-410-62215 Natural Gas	\$ 2,414	\$ 3,289		
			01-08-445-77700-410-62216 Electricity	\$ 5,730	\$ 7,704		
			01-08-445-77700-410-62217 Water/Waste Water	\$ 185	\$ 185		
			01-08-445-77700-410-62312 Insurance	\$ 3,520	\$ 3,451		
			01-08-445-77700-410-62335 Contracted Services	\$ 4,235	\$ 4,235		
		Expense Total		\$ 32,007	\$ 34,292		
	Support Services Total		\$ 9,436	\$ 12,164			
Alton Community Centre Total				\$ 9,436	\$ 12,164		
Bolton Bocce Facility	Facilities & Operations	Expense	01-08-465-73020-470-62114 Small Equip Repair/Purchase	\$ 3,333	\$ -		
			01-08-465-73020-470-62215 Natural Gas	\$ 2,939	\$ -		
			01-08-465-73020-470-62216 Electricity	\$ 11,446	\$ -		
			01-08-465-73020-470-62217 Water/Waste Water	\$ 1,731	\$ -		
			01-08-465-73020-470-62312 Insurance	\$ 3,118	\$ -		
			01-08-465-73020-470-62363 Winter Parking Lot Maint.	\$ 4,000	\$ -		
		Expense Total		\$ 26,567	\$ -		
		Facilities & Operations Total		\$ 26,567	\$ -		
	Programs & Community Development	Expense	01-08-455-75500-470-61520 Wages-Casual Temporary	\$ 10,800	\$ -		
			01-08-455-75500-470-61523 Benefits-Casual Temporary	\$ 1,321	\$ -		
			01-08-455-75500-470-62018 Operating Supplies	\$ 6,433	\$ -		
			01-08-455-75500-470-62335 Contracted Services	\$ 15,478	\$ -		
		Expense Total		\$ 34,032	\$ -		
		Programs & Community Development Total		\$ 34,032	\$ -		
Support Services	Revenue	01-08-445-77700-470-50060 Auditorium/Room Rentals	\$ (6,462)	\$ -			
	Revenue Total		\$ (6,462)	\$ -			
	Support Services Total		\$ (6,462)	\$ -			
Bolton Bocce Facility Total				\$ 54,137	\$ -		
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 Centre for Recreation and Wellness (CCRW)	Facilities & Operations	Expense	01-08-465-73020-420-61510 Salaries-Permanent	\$ 80,326	\$ 79,145		
			01-08-465-73020-420-61513 Benefits-Permanent	\$ 23,957	\$ 24,492		
			01-08-465-73020-420-61520 Wages-Casual Temporary	\$ 42,002	\$ 41,200		
			01-08-465-73020-420-61523 Benefits-Casual Temporary	\$ 5,138	\$ 5,114		
			01-08-465-73020-420-61540 Wages-CUPE	\$ 293,212	\$ 294,135		
			01-08-465-73020-420-61543 Benefits-CUPE	\$ 94,723	\$ 98,899		
			01-08-465-73020-420-62014 Uniforms/Protective Clothing	\$ 3,200	\$ 3,200		
			01-08-465-73020-420-62017 Caretaking Supplies	\$ 29,300	\$ 29,300		
			01-08-465-73020-420-62018 Operating Supplies	\$ 38,100	\$ 38,100		
			01-08-465-73020-420-62112 Maintenance & Repairs-Building	\$ 75,000	\$ 75,000		
			01-08-465-73020-420-62114 Small Equip Repair/Purchase	\$ 30,000	\$ 30,000		
			01-08-465-73020-420-62335 Contracted Services	\$ 69,700	\$ 69,700		
				Expense Total		\$ 784,658	\$ 788,285
				Facilities & Operations Total		\$ 784,658	\$ 788,285
	Programs & Community Development	Revenue	01-08-455-75200-420-50050 Miscellaneous	\$ (5,508)	\$ (5,400)		
			01-08-455-75200-420-50080 Public Swimming	\$ (20,000)	\$ (20,000)		
			01-08-455-75200-420-50090 Swimming Lessons	\$ (373,840)	\$ (373,840)		
			01-08-455-75200-420-50160 Memberships	\$ (30,000)	\$ (30,000)		
			01-08-455-75200-420-50180 Pay As You Go	\$ (25,040)	\$ (25,040)		
			01-08-455-75200-420-50243 Special Programs-taxable	\$ (55,000)	\$ (43,340)		
			01-08-455-75300-420-50050 Miscellaneous	\$ (10,000)	\$ (20,000)		
			01-08-455-75300-420-50060 Auditorium/Room Rentals	\$ (43,432)	\$ (29,580)		
			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/Equipmnt Rental	\$ (2,000)	\$ (2,000)		
			01-08-455-75300-420-50655 Lease Revenue	\$ (21,878)	\$ (21,878)		
			01-08-455-75400-420-50050 Miscellaneous	\$ (2,600)	\$ (2,600)		
01-08-455-75400-420-50160 Memberships	\$ (754,582)	\$ (754,582)					
01-08-455-75400-420-50180 Pay As You Go	\$ (64,200)	\$ (64,200)					
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)	\$ (32,500)					

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Caledon Centre for Recreation and Wellness (CCRW)	Programs & Community Development	Revenue	01-08-455-75400-420-50250 Program Registrations	\$ (22,500)	\$ (22,500)	
			01-08-455-75400-420-50596 Reserve Allocation	\$ (43,918)	\$ (43,918)	
			01-08-455-75500-420-50180 Pay As You Go	\$ (28,200)	\$ (25,200)	
			01-08-455-75500-420-50230 Rentals	\$ (19,830)	\$ (19,830)	
			01-08-455-75500-420-50235 Fundraising	\$ (3,600)	\$ (3,600)	
			01-08-455-75500-420-50242 Special Programs	\$ (158,580)	\$ (158,580)	
		Revenue Total	\$ (1,828,478)	\$ (1,809,858)		
		Expense	01-08-455-40010-420-61510 Salaries-Permanent	\$ 161,649	\$ 160,165	
			01-08-455-40010-420-61513 Benefits-Permanent	\$ 47,903	\$ 48,533	
			01-08-455-40010-420-61520 Wages-Casual Temporary	\$ 225,325	\$ 215,800	
			01-08-455-40010-420-61523 Benefits-Casual Temporary	\$ 27,562	\$ 40,975	
			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	\$ 72,939	\$ 80,000	
			01-08-455-40010-420-62216 Electricity	\$ 229,931	\$ 218,136	
			01-08-455-40010-420-62217 Water/Waste Water	\$ 24,881	\$ 23,584	
			01-08-455-40010-420-62312 Insurance	\$ 41,219	\$ 40,411	
			01-08-455-40010-420-62314 Mileage	\$ 5,146	\$ 5,146	
			01-08-455-40010-420-62396 Mobile Phones / Pagers	\$ 2,283	\$ 2,283	
			01-08-455-40010-420-62397 Telephone	\$ 4,000	\$ 5,000	
			01-08-455-40010-420-62418 Debt Repayment	\$ 219,700	\$ 219,700	
			01-08-455-75200-420-61510 Salaries-Permanent	\$ 136,451	\$ 129,245	
			01-08-455-75200-420-61513 Benefits-Permanent	\$ 42,533	\$ 42,494	
			01-08-455-75200-420-61520 Wages-Casual Temporary	\$ 289,049	\$ 262,136	
			01-08-455-75200-420-61523 Benefits-Casual Temporary	\$ 35,356	\$ 32,518	
			01-08-455-75200-420-62014 Uniforms/Protective Clothing	\$ 1,900	\$ 1,900	
			01-08-455-75200-420-62021 Program Supplies	\$ 8,000	\$ 6,000	
			01-08-455-75200-420-62414 Special Programs	\$ 20,000	\$ 18,000	
			01-08-455-75400-420-61510 Salaries-Permanent	\$ 136,413	\$ 129,223	
			01-08-455-75400-420-61513 Benefits-Permanent	\$ 42,525	\$ 42,489	
			01-08-455-75400-420-61520 Wages-Casual Temporary	\$ 227,819	\$ 213,900	
			01-08-455-75400-420-61523 Benefits-Casual Temporary	\$ 27,867	\$ 26,549	
			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	\$ 45,350	\$ 43,918	
			01-08-455-75500-420-61510 Salaries-Permanent	\$ 144,163	\$ 136,568	
			01-08-455-75500-420-61513 Benefits-Permanent	\$ 44,247	\$ 44,130	
			01-08-455-75500-420-61520 Wages-Casual Temporary	\$ 224,300	\$ 198,400	
		01-08-455-75500-420-61523 Benefits-Casual Temporary	\$ 27,436	\$ 24,589		
		01-08-455-75500-420-62014 Uniforms/Protective Clothing	\$ 1,200	\$ 1,200		
		01-08-455-75500-420-62018 Operating Supplies	\$ 2,768	\$ 2,768		
		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	\$ 2,598,648	\$ 2,494,493				
Programs & Community Development Total	\$ 770,170	\$ 684,635				
Caledon Centre for Recreation and Wellness (CCRW) Total				\$ 1,554,828	\$ 1,472,920	
Caledon Community Complex	Facilities & Operations	Expense	01-08-465-73020-430-61510 Salaries-Permanent	\$ 80,326	\$ 79,145	
			01-08-465-73020-430-61513 Benefits-Permanent	\$ 23,957	\$ 24,492	
			01-08-465-73020-430-61540 Wages-CUPE	\$ 346,584	\$ 342,123	
			01-08-465-73020-430-61543 Benefits-CUPE	\$ 112,499	\$ 114,737	
			Expense Total	\$ 563,366	\$ 560,497	
	Facilities & Operations Total				\$ 563,366	\$ 560,497
	Programs & Community Development	Revenue	01-08-455-75500-430-50010 Snack Bar Sales	\$ (104,550)	\$ (102,500)	
			01-08-455-75500-430-50020 Ice Rentals	\$ (674,003)	\$ (657,050)	
			01-08-455-75500-430-50030 Arena Floor Rentals	\$ (6,896)	\$ (6,220)	
			01-08-455-75500-430-50040 Public Skating	\$ (25,340)	\$ (25,340)	
01-08-455-75500-430-50130 Ice Resurfacer Surcharge			\$ (21,216)	\$ (20,800)		
Revenue Total	\$ (887,525)	\$ (854,430)				

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Caledon Community Complex	Programs & Community Development	Expense	01-08-455-40010-430-61510 Salaries-Permanent	\$ 154,768	\$ 153,803	
			01-08-455-40010-430-61513 Benefits-Permanent	\$ 46,583	\$ 47,269	
			01-08-455-40010-430-62396 Mobile Phones / Pagers	\$ 1,142	\$ 1,142	
			01-08-455-75500-430-61510 Salaries-Permanent	\$ 128,999	\$ 133,909	
			01-08-455-75500-430-61513 Benefits-Permanent	\$ 40,876	\$ 43,536	
			01-08-455-75500-430-61520 Wages-Casual Temporary	\$ 92,077	\$ 87,100	
			01-08-455-75500-430-61523 Benefits-Casual Temporary	\$ 11,263	\$ 10,811	
			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	\$ 17,139	\$ 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	\$ 299,499	\$ 271,499	
			01-08-455-75500-430-62217 Water/Waste Water	\$ 20,930	\$ 20,930	
			01-08-455-75500-430-62312 Insurance	\$ 30,617	\$ 30,017	
			01-08-455-75500-430-62314 Mileage	\$ 2,100	\$ 2,100	
			01-08-455-75500-430-62335 Contracted Services	\$ 76,500	\$ 75,000	
	01-08-455-75500-430-62397 Telephone	\$ 5,574	\$ 5,274			
	01-08-455-75500-430-62416 Interdepartmental Charges	\$ 1,500	\$ 1,500			
	01-08-455-75500-430-62418 Debt Repayment	\$ 128,300	\$ 128,300			
	01-08-455-75970-430-62018 Operating Supplies	\$ 933	\$ 933			
		Expense Total		\$ 1,186,623	\$ 1,157,750	
		Programs & Community Development Total		\$ 299,098	\$ 303,320	
		Support Services	Revenue	01-08-445-77700-430-50060 Auditorium/Room Rentals	\$ (52,466)	\$ (49,880)
	Revenue Total			\$ (52,466)	\$ (49,880)	
	Expense		01-08-445-77700-430-61520 Wages-Casual Temporary	\$ 86,461	\$ 77,700	
			01-08-445-77700-430-61523 Benefits-Casual Temporary	\$ 10,576	\$ 9,644	
			01-08-445-77700-430-61540 Wages-CUPE	\$ 41,800	\$ 41,200	
			01-08-445-77700-430-61543 Benefits-CUPE	\$ 5,113	\$ 5,278	
			01-08-445-77700-430-62215 Natural Gas	\$ 51,910	\$ 61,500	
			01-08-445-77700-430-62217 Water/Waste Water	\$ 1,000	\$ 1,000	
			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		\$ 203,760	\$ 203,222		
	Support Services Total		\$ 151,294	\$ 153,342		
Caledon Community Complex Total				\$ 1,013,758	\$ 1,017,159	
Caledon Village Place	Support Services	Revenue	01-08-445-77700-440-50060 Auditorium/Room Rentals	\$ (7,240)	\$ (7,240)	
			01-08-445-77700-440-50230 Rentals	\$ (36,674)	\$ (35,955)	
			Revenue Total		\$ (43,914)	\$ (43,195)
		Expense	01-08-445-77700-440-61520 Wages-Casual Temporary	\$ 7,500	\$ 7,414	
			01-08-445-77700-440-61523 Benefits-Casual Temporary	\$ 917	\$ 928	
			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	\$ 3,075	\$ 3,986	
			01-08-445-77700-440-62216 Electricity	\$ 7,641	\$ 8,078	
			01-08-445-77700-440-62217 Water/Waste Water	\$ 1,347	\$ 1,347	
			01-08-445-77700-440-62312 Insurance	\$ 1,771	\$ 1,736	
			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		\$ 34,062	\$ 35,300		
	Support Services Total		\$ (9,852)	\$ (7,895)		
Caledon Village Place Total				\$ (9,852)	\$ (7,895)	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
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	\$ (4,400)	\$ (2,550)
		Revenue Total		\$ (6,650)	\$ (4,800)
		Expense	01-08-465-77700-325-61520 Wages-Casual Temporary	\$ 2,518	\$ 2,400
			01-08-465-77700-325-61523 Benefits-Casual Temporary	\$ 308	\$ 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	\$ 707	\$ 2,575
			01-08-465-77700-325-62312 Insurance	\$ 1,021	\$ 1,001
			01-08-465-77700-325-62335 Contracted Services	\$ 2,500	\$ 2,500
			01-08-465-77700-325-62437 Contribution to Reserves	\$ 200	\$ 200
	Expense Total		\$ 8,454	\$ 10,174	
	Facilities & Operations Total		\$ 1,804	\$ 5,374	
Cheltenham Community Centre Total				\$ 1,804	\$ 5,374
Inglewood Community Centre	Programs & Community Development	Revenue	01-08-455-75500-445-50250 Program Registrations	\$ (6,000)	\$ (5,500)
		Revenue Total		\$ (6,000)	\$ (5,500)
		Programs & Community Development Total		\$ (6,000)	\$ (5,500)
	Support Services	Revenue	01-08-445-77700-445-50060 Auditorium/Room Rentals	\$ (8,750)	\$ (6,540)
			01-08-445-77700-445-50230 Rentals	\$ (29,185)	\$ (28,613)
		Revenue Total		\$ (37,935)	\$ (35,153)
		Expense	01-08-445-77700-445-61520 Wages-Casual Temporary	\$ 7,300	\$ 7,014
			01-08-445-77700-445-61523 Benefits-Casual Temporary	\$ 892	\$ 878
			01-08-445-77700-445-62018 Operating Supplies	\$ 400	\$ 400
			01-08-445-77700-445-62112 Maintenance & Repairs-Building	\$ 2,100	\$ 2,100
			01-08-445-77700-445-62114 Small Equip Repair/Purchase	\$ 700	\$ 700
		01-08-445-77700-445-62215 Natural Gas	\$ 2,715	\$ 3,543	
		01-08-445-77700-445-62216 Electricity	\$ 3,244	\$ 3,595	
	01-08-445-77700-445-62217 Water/Waste Water	\$ 461	\$ 200		
	01-08-445-77700-445-62312 Insurance	\$ 1,883	\$ 1,846		
	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		\$ 25,489	\$ 26,070	
	Support Services Total		\$ (12,446)	\$ (9,083)	
Inglewood Community Centre Total				\$ (18,446)	\$ (14,583)
Lloyd Wilson Centennial Arena	Programs & Community Development	Revenue	01-08-455-75500-450-50020 Ice Rentals	\$ (106,000)	\$ (88,434)
			01-08-455-75500-450-50030 Arena Floor Rentals	\$ (8,354)	\$ (4,620)
			01-08-455-75500-450-50040 Public Skating	\$ (6,500)	\$ (6,500)
			01-08-455-75500-450-50100 Vending Machine Sales	\$ (1,000)	\$ (1,000)
			01-08-455-75500-450-50130 Ice Resurfacer Surcharge	\$ (4,162)	\$ (4,080)
			01-08-455-75500-450-50250 Program Registrations	\$ (5,000)	\$ (5,000)
		Revenue Total		\$ (131,016)	\$ (109,634)
		Expense	01-08-455-75500-450-61520 Wages-Casual Temporary	\$ 9,200	\$ 8,200
			01-08-455-75500-450-61523 Benefits-Casual Temporary	\$ 1,125	\$ 1,018
			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	\$ 7,729	\$ 9,066
			01-08-455-75500-450-62216 Electricity	\$ 79,500	\$ 65,000
			01-08-455-75500-450-62217 Water/Waste Water	\$ 4,375	\$ 4,375
			01-08-455-75500-450-62312 Insurance	\$ 23,712	\$ 23,247
	01-08-455-75500-450-62335 Contracted Services	\$ 17,059	\$ 17,059		
	01-08-455-75500-450-62396 Mobile Phones / Pagers	\$ 269	\$ 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		\$ 159,455	\$ 144,720	
	Programs & Community Development Total		\$ 28,439	\$ 35,086	
Lloyd Wilson Centennial Arena Total				\$ 28,439	\$ 35,086
Margaret Dunn Library & Comm Room	Programs & Community Development	Revenue	01-08-455-75500-455-50250 Program Registrations	\$ (7,000)	\$ (7,000)
		Revenue Total		\$ (7,000)	\$ (7,000)
	Programs & Community Development Total		\$ (7,000)	\$ (7,000)	
	Support Services	Revenue	01-08-445-77700-455-50060 Auditorium/Room Rentals	\$ (10,754)	\$ (14,055)
		01-08-445-77700-455-50230 Rentals	\$ (25,349)	\$ (24,852)	
	Revenue Total		\$ (36,103)	\$ (38,907)	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Margaret Dunn Library & Comm Room	Support Services	Expense	01-08-445-77700-455-61520 Wages-Casual Temporary	\$ 8,400	\$ 8,214
			01-08-445-77700-455-61523 Benefits-Casual Temporary	\$ 1,027	\$ 1,027
			01-08-445-77700-455-62018 Operating Supplies	\$ 500	\$ 500
			01-08-445-77700-455-62112 Maintenance & Repairs-Building	\$ 2,500	\$ 2,500
			01-08-445-77700-455-62215 Natural Gas	\$ 1,826	\$ 2,596
			01-08-445-77700-455-62216 Electricity	\$ 9,820	\$ 16,467
			01-08-445-77700-455-62217 Water/Waste Water	\$ 290	\$ 275
			01-08-445-77700-455-62312 Insurance	\$ 1,890	\$ 1,853
			01-08-445-77700-455-62335 Contracted Services	\$ 3,978	\$ 3,978
			Expense Total	\$ 30,231	\$ 37,410
		Support Services Total	\$ (5,872)	\$ (1,497)	
Margaret Dunn Library & Comm Room Total				\$ (12,872)	\$ (8,497)
Mayfield Recreation Complex	Facilities & Operations	Expense	01-08-465-73020-460-61510 Salaries-Permanent	\$ 80,331	\$ 79,145
			01-08-465-73020-460-61513 Benefits-Permanent	\$ 23,958	\$ 24,492
			01-08-465-73020-460-61520 Wages-Casual Temporary	\$ 7,610	\$ 7,500
			01-08-465-73020-460-61523 Benefits-Casual Temporary	\$ 931	\$ 931
			01-08-465-73020-460-61540 Wages-CUPE	\$ 416,358	\$ 404,301
			01-08-465-73020-460-61543 Benefits-CUPE	\$ 133,921	\$ 135,422
			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	\$ 767,123	\$ 755,805		
	Facilities & Operations Total	\$ 767,123	\$ 755,805		
	Programs & Community Development	Revenue	01-08-455-40010-460-50020 Ice Rentals	\$ (232,000)	\$ (232,000)
			01-08-455-40010-460-50030 Arena Floor Rentals	\$ (16,571)	\$ (16,571)
			01-08-455-40010-460-50060 Auditorium/Room Rentals	\$ (2,845)	\$ (6,120)
			01-08-455-40010-460-50130 Ice Resurfacers Surcharge	\$ (7,852)	\$ (7,698)
			01-08-455-75200-460-50070 Pool Rentals	\$ (83,807)	\$ (82,222)
			01-08-455-75200-460-50080 Public Swimming	\$ (19,170)	\$ (27,520)
			01-08-455-75200-460-50090 Swimming Lessons	\$ (342,840)	\$ (327,890)
			01-08-455-75300-460-50010 Snack Bar Sales	\$ (20,000)	\$ (30,000)
01-08-455-75300-460-50100 Vending Machine Sales			\$ (8,000)	\$ (8,000)	
01-08-455-75500-460-50040 Public Skating			\$ (4,250)	\$ (4,250)	
01-08-455-75500-460-50250 Program Registration	\$ (18,600)	\$ (12,600)			
Revenue Total	\$ (755,935)	\$ (754,871)			
Programs & Community Development	Expense	01-08-455-40010-460-61510 Salaries-Permanent	\$ 154,363	\$ 145,018	
		01-08-455-40010-460-61513 Benefits-Permanent	\$ 46,342	\$ 45,306	
		01-08-455-40010-460-61520 Wages-Casual Temporary	\$ 63,041	\$ 54,900	
		01-08-455-40010-460-61523 Benefits-Casual Temporary	\$ 7,711	\$ 6,814	
		01-08-455-40010-460-62011 Office Supplies	\$ 3,000	\$ 3,000	
		01-08-455-40010-460-62014 Uniforms/Protective Clothing	\$ 4,266	\$ 4,266	
		01-08-455-40010-460-62215 Natural Gas	\$ 9,944	\$ 16,165	
		01-08-455-40010-460-62216 Electricity	\$ 97,121	\$ 79,870	
		01-08-455-40010-460-62217 Water/Waste Water	\$ 4,276	\$ 7,276	
		01-08-455-40010-460-62312 Insurance	\$ 20,922	\$ 20,512	
		01-08-455-40010-460-62314 Mileage	\$ 5,000	\$ 5,000	
		01-08-455-40010-460-62396 Mobile Phones / Pagers	\$ 1,478	\$ 1,478	
		01-08-455-40010-460-62397 Telephone	\$ 5,500	\$ 6,000	
		01-08-455-40010-460-62416 Interdepartmental Charges	\$ 1,000	\$ 1,000	
		01-08-455-40010-460-62437 Contribution to Reserves	\$ 19,952	\$ 17,203	
		01-08-455-75200-460-61510 Salaries-Permanent	\$ 77,487	\$ 73,401	
		01-08-455-75200-460-61513 Benefits-Permanent	\$ 23,325	\$ 23,208	
		01-08-455-75200-460-61520 Wages-Casual Temporary	\$ 209,088	\$ 200,793	
		01-08-455-75200-460-61523 Benefits-Casual Temporary	\$ 25,370	\$ 24,922	
		01-08-455-75200-460-62021 Program Supplies	\$ 9,380	\$ 9,380	
		01-08-455-75200-460-62215 Natural Gas	\$ 24,255	\$ 24,255	
		01-08-455-75200-460-62216 Electricity	\$ 136,160	\$ 116,160	
		01-08-455-75200-460-62217 Water/Waste Water	\$ 8,914	\$ 10,914	
		01-08-455-75300-460-61520 Wages-Casual Temporary	\$ 11,200	\$ 11,000	
		01-08-455-75300-460-61523 Benefits-Casual Temporary	\$ 1,370	\$ 1,365	
		01-08-455-75300-460-62023 Concession Purchases	\$ 15,000	\$ 20,000	
		01-08-455-75500-460-61510 Salaries-Permanent	\$ 136,315	\$ 124,345	
		01-08-455-75500-460-61513 Benefits-Permanent	\$ 42,503	\$ 41,399	
		01-08-455-75500-460-61520 Wages-Casual Temporary	\$ 7,600	\$ 7,500	
		01-08-455-75500-460-61523 Benefits-Casual Temporary	\$ 930	\$ 931	

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Mayfield Recreation Complex	Programs & Community Development	Expense	01-08-455-75500-460-62021 Program Supplies	\$ 3,000	\$ 3,000
			01-08-455-75970-460-62018 Operating Supplies	\$ 933	\$ 933
			01-08-455-75970-460-62335 Contracted Services	\$ 1,000	\$ 1,000
	Expense Total			\$ 1,177,746	\$ 1,108,314
Programs & Community Development Total			\$ 421,811	\$ 353,443	
Mayfield Recreation Complex Total				\$ 1,188,934	\$ 1,109,248
Mayfield West Community Centre	Programs & Community Development	Revenue	01-08-455-40010-465-50060 Auditorium/Room Rentals	\$ (20,000)	\$ (10,000)
			01-08-455-40010-465-50250 Program Registrations	\$ (5,000)	\$ (5,000)
	Revenue Total			\$ (25,000)	\$ (15,000)
	Expense	01-08-455-40010-465-61520 Wages-Casual Temporary	\$ 25,375	\$ 25,000	
		01-08-455-40010-465-61523 Benefits-Casual Temporary	\$ 3,104	\$ 1,800	
		01-08-455-40010-465-62018 Operating Supplies	\$ 2,000	\$ 2,000	
		01-08-455-40010-465-62215 Natural Gas	\$ 2,000	\$ 2,000	
		01-08-455-40010-465-62216 Electricity	\$ 8,500	\$ 8,500	
		01-08-455-40010-465-62217 Water/Waste Water	\$ 200	\$ 200	
		01-08-455-40010-465-62312 Insurance	\$ 4,896	\$ 4,800	
		01-08-455-40010-465-62335 Contracted Services	\$ 27,000	\$ 27,000	
Expense Total			\$ 73,075	\$ 71,300	
Programs & Community Development Total			\$ 48,075	\$ 56,300	
Mayfield West Community Centre Total				\$ 48,075	\$ 56,300
Palgrave Community Centre	Facilities & Operations	Revenue	01-08-465-77700-345-50060 Auditorium/Room Rentals	\$ (2,265)	\$ (2,000)
			Revenue Total		
	Expense	01-08-465-77700-345-61520 Wages-Casual Temporary	\$ 12,000	\$ 11,500	
		01-08-465-77700-345-61523 Benefits-Casual Temporary	\$ 1,468	\$ 1,427	
		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	\$ 18,822	\$ 18,453	
		01-08-465-77700-345-62314 Mileage	\$ 1,400	\$ 1,400	
		01-08-465-77700-345-62335 Contracted Services	\$ 13,000	\$ 6,000	
		01-08-465-77700-345-62396 Mobile Phone/ Pagers	\$ 67	\$ 67	
		Expense Total			\$ 67,824
	Facilities & Operations Total			\$ 65,559	\$ 57,914
Programs & Community Development	Expense	01-08-455-75500-345-61520 Wages-Casual Temporary	\$ 4,300	\$ 4,200	
		01-08-455-75500-345-61523 Benefits-Casual Temporary	\$ 526	\$ 521	
Expense Total			\$ 4,826	\$ 4,721	
Programs & Community Development Total			\$ 4,826	\$ 4,721	
Palgrave Community Centre Total				\$ 70,385	\$ 62,635
Rotary Place	Facilities & Operations	Expense	01-08-465-73020-355-62114 Small Equip Repair/Purchase	\$ 4,000	\$ 4,000
			01-08-465-73020-355-62215 Natural Gas	\$ 3,859	\$ 4,869
			01-08-465-73020-355-62216 Electricity	\$ 12,369	\$ 11,722
			01-08-465-73020-355-62217 Water/Waste Water	\$ 2,225	\$ 596
			01-08-465-73020-355-62312 Insurance	\$ 3,816	\$ 3,741
	Expense Total			\$ 26,269	\$ 24,928
	Facilities & Operations Total			\$ 26,269	\$ 24,928
	Programs & Community Development	Expense	01-08-455-75500-355-61520 Wages-Casual Temporary	\$ 16,800	\$ 16,543
			01-08-455-75500-355-61523 Benefits-Casual Temporary	\$ 2,055	\$ 2,075
			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			\$ 43,355	\$ 43,118	
Programs & Community Development Total			\$ 43,355	\$ 43,118	
Support Services	Revenue	01-08-445-77700-355-50060 Auditorium/Room Rentals	\$ (12,240)	\$ (19,380)	
		Revenue Total			\$ (12,240)
Support Services Total			\$ (12,240)	\$ (19,380)	
Rotary Place Total				\$ 57,384	\$ 48,666
Southfields Community Centre	Facilities & Operations	Expense	01-08-465-73020-466-61510 Salaries - Permanent	\$ 26,910	\$ -
			01-08-465-73020-466-61513 Benefits - Permanent	\$ 8,070	\$ -
			01-08-465-73020-466-61520 Casual Labour	\$ 10,000	\$ -
			01-08-465-73020-466-61523 Benefits - Casual Temporary	\$ 1,200	\$ -
			01-08-465-73020-466-61540 Wages - CUPE	\$ 130,931	\$ -
			01-08-465-73020-466-61543 Benefits - CUPE	\$ 39,279	\$ -
			01-08-465-73020-466-62014 Uniforms Protective Clothing	\$ 1,330	\$ -
			01-08-465-73020-466-62017 Caretaking Supplies	\$ 13,000	\$ -

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Southfields Community Centre	Facilities & Operations	Expense	01-08-465-73020-466-62018 Operating Supplies	\$ 9,095	\$ -
			01-08-465-73020-466-62112 Maintenance & Repairs Building	\$ 6,013	\$ -
			01-08-465-73020-466-62114 Small Equipment Repair/Purchase	\$ 4,926	\$ -
			01-08-465-73020-466-62215 Natural Gas	\$ 14,000	\$ -
			01-08-465-73020-466-62216 Electricity	\$ 56,400	\$ -
			01-08-465-73020-466-62217 Water/ Waste Water	\$ 6,000	\$ -
			01-08-465-73020-466-62314 Mileage	\$ 400	\$ -
			01-08-465-73020-466-62335 Contracted Services	\$ 25,350	\$ -
			01-08-465-73020-466-62396 Mobile Communications	\$ 800	\$ -
			Expense Total	\$ 353,704	\$ -
	Facilities & Operations Total	\$ 353,704	\$ -		
	Programs & Community Development	Revenue	01-08-455-40010-466-50655 Lease Revenue	\$ (80,035)	\$ -
			01-08-455-75200-466-50160 Memberships	\$ (10,000)	\$ -
			01-08-455-75200-466-50180 Pay as you go	\$ (11,667)	\$ -
			01-08-455-75200-466-50243 Special Programs	\$ (6,667)	\$ -
			01-08-455-75200-466-50250 Program Registrations	\$ (93,333)	\$ -
			01-08-455-75300-466-50100 Vending Machine Sales	\$ (1,333)	\$ -
			01-08-455-75300-466-50120 Pro Shop Sales	\$ (1,667)	\$ -
			01-08-455-75400-466-50160 Memberships	\$ (106,667)	\$ -
			01-08-455-75400-466-50180 Pay as you go	\$ (8,167)	\$ -
			01-08-455-75400-466-50243 Special Programs	\$ (7,000)	\$ -
			01-08-455-75400-466-50250 Program registrations	\$ (2,333)	\$ -
			01-08-455-75500-466-50160 Memberships	\$ (575)	\$ -
			01-08-455-75500-466-50180 Pay as you go	\$ (2,758)	\$ -
			01-08-455-75500-466-50250 Program registrations	\$ (13,333)	\$ -
		Revenue Total	\$ (345,535)	\$ -	
		Expense	01-08-455-40010-466-61510 Salaries - Permanent	\$ 22,246	\$ -
			01-08-455-40010-466-61513 Benefits - Permanent	\$ 6,674	\$ -
			01-08-455-40010-466-61520 Casual Labour	\$ 56,400	\$ -
			01-08-455-40010-466-61523 Benefits - Casual Temporary	\$ 6,768	\$ -
			01-08-455-40010-466-62011 Office Supplies	\$ 1,667	\$ -
			01-08-455-40010-466-62014 Uniforms Protective Clothing	\$ 700	\$ -
			01-08-455-40010-466-62018 Operating Supplies	\$ 2,500	\$ -
			01-08-455-40010-466-62314 Mileage	\$ 667	\$ -
			01-08-455-40010-466-62396 Mobile Communications	\$ 400	\$ -
			01-08-455-40010-466-62397 Telephone	\$ 821	\$ -
			01-08-455-75200-466-61520 Casual Labour	\$ 65,250	\$ -
			01-08-455-75200-466-61523 Benefits - Casual Temporary	\$ 7,830	\$ -
			01-08-455-75200-466-62014 Uniforms Protective Clothing	\$ 1,900	\$ -
			01-08-455-75200-466-62018 Operating Supplies	\$ 5,000	\$ -
			01-08-455-75200-466-62021 Program Supplies	\$ 7,968	\$ -
			01-08-455-75200-466-62114 Small Equipment Repair / Purchase	\$ 1,242	\$ -
			01-08-455-75200-466-62314 Mileage	\$ 333	\$ -
01-08-455-75200-466-62396 Mobile communications			\$ 400	\$ -	
01-08-455-75400-466-61510 Salaries - Permanent			\$ 22,246	\$ -	
01-08-455-75400-466-61513 Benefits - Permanent	\$ 6,674		\$ -		
01-08-455-75400-466-61520 Casual Labour	\$ 34,667		\$ -		
01-08-455-75400-466-61523 Benefits - Casual Temporary	\$ 4,160		\$ -		
01-08-455-75400-466-62014 Uniforms Protective Clothing	\$ 1,900		\$ -		
01-08-455-75400-466-62018 Operating Supplies	\$ 1,500		\$ -		
01-08-455-75400-466-62021 Program Supplies	\$ 1,500		\$ -		
01-08-455-75400-466-62114 Small Equipment Repair / Purchase	\$ 3,333		\$ -		
01-08-455-75400-466-62314 Mileage	\$ 333		\$ -		
01-08-455-75400-466-62396 Mobile communications	\$ 400		\$ -		
01-08-455-75500-466-61510 Salaries - Permanent	\$ 22,246	\$ -			
01-08-455-75500-466-61513 Benefits - Permanent	\$ 6,674	\$ -			
01-08-455-75500-466-61520 Casual Labour	\$ 15,000	\$ -			
01-08-455-75500-466-61523 Benefits - Casual Temporary	\$ 1,800	\$ -			
01-08-455-75500-466-62014 Uniforms Protective Clothing	\$ 1,900	\$ -			
01-08-455-75500-466-62021 Program Supplies	\$ 1,500	\$ -			
01-08-455-75500-466-62114 Small Equipment Repair / Purchase	\$ 833	\$ -			
01-08-455-75500-466-62314 Mileage	\$ 333	\$ -			
01-08-455-75500-466-62396 Mobile communications	\$ 400	\$ -			
01-08-455-75970-466-62018 Operating Supplies	\$ 1,333	\$ -			
Expense Total	\$ 317,498	\$ -			
Programs & Community Development Total	\$ (28,037)	\$ -			

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Southfields Community Centre	Support Services	Revenue	01-08-445-77700-466-50060 Auditorium/Room Rentals	\$ (10,000)	\$ -	
			01-08-445-77700-466-50230 Rentals	\$ (3,667)	\$ -	
		Revenue Total		\$ (13,667)	\$ -	
	Support Services Total			\$ (13,667)	\$ -	
Southfields Community Centre Total				\$ 312,000	\$ -	
Town Hall	Parks Operations	Revenue	01-08-385-71020-365-50308 Park Rentals	\$ (281,219)	\$ (284,719)	
			01-08-385-71020-365-50319 Grants/Subsidies	\$ -	\$ (10,000)	
			01-08-385-71020-365-50320 Peel Roadside Maintenance	\$ (50,000)	\$ (100,000)	
			01-08-385-71070-365-50860 Inspections	\$ (12,030)	\$ (7,030)	
		Revenue Total		\$ (343,249)	\$ (401,749)	
		Expense	01-08-385-71020-365-61510 Salaries-Permanent	\$ 291,477	\$ 283,489	
			01-08-385-71020-365-61512 Recovery-Salaries-Permanent	\$ (20,000)	\$ (20,000)	
			01-08-385-71020-365-61513 Benefits-Permanent	\$ 81,396	\$ 80,980	
			01-08-385-71020-365-61520 Wages-Casual Temporary	\$ 126,194	\$ 123,700	
			01-08-385-71020-365-61523 Benefits-Casual Temporary	\$ 15,436	\$ 15,354	
			01-08-385-71020-365-61540 Wages-CUPE	\$ 895,642	\$ 877,509	
			01-08-385-71020-365-61541 Overtime-CUPE	\$ 20,075	\$ 20,075	
			01-08-385-71020-365-61543 Benefits-CUPE	\$ 215,709	\$ 220,737	
			01-08-385-71020-365-62014 Uniforms/Protective Clothing	\$ 19,332	\$ 18,907	
			01-08-385-71020-365-62216 Electricity	\$ 65,534	\$ 47,613	
			01-08-385-71020-365-62217 Water/Waste Water	\$ 62,628	\$ 57,467	
			01-08-385-71020-365-62239 Equipment	\$ 20,000	\$ 20,000	
			01-08-385-71020-365-62240 Vandalism	\$ -	\$ 501	
			01-08-385-71020-365-62258 Sports - Contracts	\$ 10,000	\$ 10,000	
			01-08-385-71020-365-62300 Light Repairs - Parks	\$ 31,315	\$ 31,315	
		01-08-385-71020-365-62310 Training/Development/Seminars	\$ 10,500	\$ 10,500		
		01-08-385-71020-365-62311 Memberships/Dues	\$ 3,300	\$ 3,300		
		01-08-385-71020-365-62312 Insurance	\$ 20,425	\$ 20,098		
		01-08-385-71020-365-62314 Mileage	\$ 4,550	\$ 4,550		
		01-08-385-71020-365-62325 Caledon Trailway Maintenance	\$ 6,475	\$ 6,475		
		01-08-385-71020-365-62335 Contracted Services	\$ 144,706	\$ 134,706		
		01-08-385-71020-365-62339 Communication Equipment	\$ -	\$ 2,000		
		01-08-385-71020-365-62358 Materials	\$ 78,342	\$ 76,342		
		01-08-385-71020-365-62381 Tree Planting	\$ 26,247	\$ 26,247		
		01-08-385-71020-365-62396 Mobile Phones / Pagers	\$ 940	\$ 940		
		01-08-385-71020-365-62418 Debt Repayment	\$ 22,300	\$ 22,300		
		01-08-385-71070-365-61510 Salaries-Permanent	\$ 355,984	\$ 241,331		
		01-08-385-71070-365-61513 Benefits-Permanent	\$ 104,319	\$ 74,345		
		01-08-385-71070-365-62011 Office Supplies	\$ 750	\$ 750		
		01-08-385-71070-365-62310 Training/Development/Seminars	\$ 7,000	\$ 6,000		
		01-08-385-71070-365-62311 Memberships/Dues	\$ 2,200	\$ 1,500		
		01-08-385-71070-365-62314 Mileage	\$ 1,050	\$ 750		
		01-08-385-71070-365-62396 Mobile Phones / Pagers	\$ 269	\$ 269		
	Expense Total			\$ 2,624,095	\$ 2,420,050	
	Parks Operations Total				\$ 2,280,846	\$ 2,018,301
	Programs & Community Development	Revenue	01-08-455-75900-365-50050 Miscellaneous Revenue	\$ (30,000)	\$ -	
			01-08-455-75900-365-50760 Special Events	\$ (60,000)	\$ (40,000)	
			01-08-455-75910-365-50051 Uniforms - Recovery	\$ (2,000)	\$ (2,000)	
			01-08-455-75910-365-50250 Program Registrations	\$ (375,000)	\$ (375,000)	
			01-08-455-75910-365-50255 Extended Camp Fees	\$ (19,360)	\$ (19,360)	
			01-08-455-75910-365-50258 Reach for the Rainbow	\$ (10,000)	\$ -	
			01-08-455-75910-365-50319 Grants/Subsidies	\$ (40,000)	\$ (40,000)	
Revenue Total			\$ (536,360)	\$ (476,360)		
Expense		01-08-455-40010-365-61510 Salaries-Permanent	\$ 312,386	\$ 298,397		
		01-08-455-40010-365-61512 Salary Recovery	\$ (40,000)	\$ (40,000)		
		01-08-455-40010-365-61513 Benefits-Permanent	\$ 85,615	\$ 84,076		
		01-08-455-40010-365-62011 Office Supplies	\$ 750	\$ 750		
		01-08-455-40010-365-62310 Training/Development/Seminars	\$ 21,703	\$ 21,703		
		01-08-455-40010-365-62311 Memberships/Dues	\$ 6,750	\$ 6,750		
		01-08-455-40010-365-62314 Mileage	\$ 2,016	\$ 3,016		
		01-08-455-40010-365-62335 Contracted Services	\$ 269	\$ 269		
		01-08-455-40010-365-62396 Mobile Phones / Pagers	\$ 600	\$ 600		
		01-08-455-75900-365-62018 Operating Supplies	\$ 10,200	\$ 5,200		
		01-08-455-75900-365-62315 Printing & Advertising	\$ 5,200	\$ 3,700		
		01-08-455-75900-365-62335 Contracted Services	\$ 54,600	\$ 41,100		
	01-08-455-75900-365-62355 Special Events	\$ 24,000	\$ -			
01-08-455-75910-365-61520 Wages-Casual Temporary	\$ 331,669	\$ 262,871				

TOWN OF CALEDON
2018 OPERATING BUDGET - COMMUNITY SERVICES
PARK & RECREATION (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Town Hall	Programs & Community Development	Expense	01-08-455-75910-365-61523 Benefits-Casual Temporary	\$ 40,570	\$ 32,628	
			01-08-455-75910-365-62014 Uniforms/Protective Clothing	\$ 6,000	\$ 6,000	
			01-08-455-75910-365-62021 Program Supplies	\$ 29,500	\$ 29,500	
			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	\$ 167	
			01-08-455-75970-365-62018 Operating Supplies	\$ -	\$ 1,000	
			01-08-455-75970-365-62335 Contracted Services	\$ -	\$ 13,000	
		Expense Total			\$ 903,995	\$ 782,727
	Programs & Community Development Total			\$ 367,635	\$ 306,367	
	Support Services	Revenue	01-08-445-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (10,000)	
			01-08-445-77700-365-50232 Arena Board Advertising	\$ (24,560)	\$ (24,560)	
			01-08-445-77700-365-50417 All Sport Insurance	\$ (12,000)	\$ (10,000)	
			01-08-445-77700-365-50533 Advertising Sales-External	\$ (16,000)	\$ (16,000)	
		Revenue Total			\$ (60,560)	\$ (60,560)
		Expense	01-08-445-40010-365-61510 Salaries-Permanent	\$ 566,993	\$ 513,720	
			01-08-445-40010-365-61513 Benefits-Permanent	\$ 172,717	\$ 161,111	
			01-08-445-40010-365-61520 Wages-Casual Temporary	\$ 69,921	\$ 34,600	
			01-08-445-40010-365-61523 Benefits-Casual Temporary	\$ 8,472	\$ 4,295	
			01-08-445-40010-365-62011 Office Supplies	\$ 750	\$ 750	
			01-08-445-40010-365-62018 Operating Supplies	\$ 500	\$ 500	
			01-08-445-40010-365-62020 E-Registration Fees	\$ 24,000	\$ 21,500	
			01-08-445-40010-365-62310 Training/Development/Seminars	\$ 9,780	\$ 9,280	
			01-08-445-40010-365-62314 Mileage	\$ 2,200	\$ 2,200	
			01-08-445-40010-365-62315 Printing & Advertising	\$ 72,950	\$ 72,950	
			01-08-445-40010-365-62335 Contracted Services	\$ 2,500	\$ 2,500	
01-08-445-40010-365-62356 Community Development			\$ 2,500	\$ 2,500		
01-08-445-40010-365-62396 Mobile Phones / Pagers	\$ 1,555		\$ 1,555			
01-08-445-77700-365-62326 Game Day Insurance	\$ 12,000	\$ 10,000				
Expense Total			\$ 946,838	\$ 837,461		
Support Services Total			\$ 886,278	\$ 776,901		
Town Hall Total				\$ 3,534,759	\$ 3,101,569	
Victoria Parks Community Centre	Facilities & Operations	Revenue	01-08-465-77700-370-50060 Auditorium/Room Rentals	\$ (6,981)	\$ (6,120)	
		Revenue Total			\$ (6,981)	\$ (6,120)
	Expense	01-08-465-77700-370-61520 Wages-Casual Temporary	\$ 5,480	\$ 5,307		
		01-08-465-77700-370-61523 Benefits-Casual Temporary	\$ 670	\$ 663		
		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	\$ 2,121	\$ 3,460		
		01-08-465-77700-370-62216 Electricity	\$ 1,549	\$ 2,036		
		01-08-465-77700-370-62217 Water/Waste Water	\$ 105	\$ 105		
		01-08-465-77700-370-62312 Insurance	\$ 2,254	\$ 2,210		
		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			\$ 18,479	\$ 20,081		
Facilities & Operations Total			\$ 11,498	\$ 13,961		
Victoria Parks Community Centre Total				\$ 11,498	\$ 13,961	
Parks & Recreation Total				\$ 8,213,465	\$ 7,244,614	

TOWN OF CALEDON
2018 CAPITAL BUDGET - COMMUNITY SERVICES

Department	Division	Project #	Project Name	Total Project Budget
Community Services	Emergency Operations & Fire Suppression	18-047	Pumper/Rescue Replacement	\$ 700,000
		18-048	VCOM - Capital Plan Projects	\$ 205,000
		18-050	Joint Fire Communications Center - Computer Aided Dispatch Equipment Replacement Phase 3	\$ 310,000
		18-051	Personal Protective Equipment	\$ 65,000
		18-052	Large Fire Equipment Replacement	\$ 70,000
		18-005	Resurfacing Various Fire Halls - Phase 2	\$ 120,000
	Parks Operations	18-084	Caledon Trailway Bridge Replacement - Centreville Creek Road	\$ 100,000
		18-085	Parks Picnic Tables	\$ 10,000
		18-086	Saint John Paul Backstop Replacement/North Hill Fencing	\$ 20,000
		18-087	Alton Ball and Sid Coburn Infields and Warning Track Rehabilitation	\$ 40,000
		18-088	Edelweiss Park Goals/Fencing and Caledon Soccer Complex Goal Replacements	\$ 70,000
		18-089	Ellwood and Victoria Parks Tennis Court Rehabilitation	\$ 100,000
		18-090	Caledon East Soccer Complex Improvements	\$ 25,000
		18-091	Parks Signage Replacements	\$ 15,000
		18-092	Park Building Roof Replacements - Palgrave Ball Park Picnic Shelter - Caledon East Soccer Complex Remaining Half of Roof	\$ 35,000
		18-093	Park Washrooms Accessibility Improvement Design - Palgrave Ball Park - North Hill Park - Ted Houston Park - Caledon Fairgrounds	\$ 25,000
		18-095	Bolton Gateway Park	\$ 350,000
		18-096	Alton Park Multipurpose Track	\$ 325,000
		18-097	Palgrave Community Trail Phase 2	\$ 100,000
		18-101	Challenger Baseball Diamond Lighting Phase 2	\$ 225,000
		18-104	Westview Park Accessibility Improvements	\$ 85,000
		18-108	Caledon East Tennis Court Resurfacing	\$ 60,000
		18-110	Caledon Trailway Brush Clearing	\$ 20,000
		18-112	Asphalt Path Reconstruction Queensgate Boulevard to Landsbridge Street	\$ 40,000
	18-116	Street Tree Replacements	\$ 120,000	
	18-142	Humberview Secondary School Turf Field/Track Facility	\$ 1,800,000	
	Policy & Sustainability	18-045	Aggregate Rehabilitation Master Plan Phase 2	\$ 250,000
		18-133	Official Plan Aggregate Policy Review	\$ 80,000
		18-135	Alton Village Heritage Conservation District Plan & Guidelines	\$ 80,000
		18-136	Heritage Designation Studies	\$ 30,000
18-137		Pioneer Cemetery Restoration	\$ 30,000	
18-138		Heritage Signage	\$ 10,000	
18-144		Official Plan 5 Year Review	\$ 100,000	

TOWN OF CALEDON
2018 CAPITAL BUDGET - COMMUNITY SERVICES

Department	Division	Project #	Project Name	Total Project Budget
Community Services	Facilities & Operations	18-024	Recreation - Accessibility	\$ 50,000
		18-025	Recreation - Furniture Fixtures & Equipment	\$ 75,000
		18-027	Alton - Library and Recreation Centre Exterior LED Lighting	\$ 8,000
		18-028	Caledon Village Place - Septic System	\$ 55,000
		18-033	Caledon East Community Complex - Arena Flooring	\$ 50,000
		18-035	Caledon East Community Complex - Arena Spectator Heaters, Heating Ventilation and Air Conditioning, Electrical	\$ 45,000
		18-036	Caledon East Community Complex - Expansion Design Work	\$ 400,000
		18-077	Mayfield Recreation Complex - Foundation Repairs	\$ 300,000
		18-078	Caledon Centre for Recreation and Wellness - Hot Tub Replacements	\$ 200,000
		18-083	Caledon East Community Complex - Ice Resurfacer	\$ 130,000
		18-098	Albion Bolton Union Community Centre - Auditorium Upgrades	\$ 150,000
		18-099	Mayfield Recreation Centre - Front Entrance and Accessible Path	\$ 100,000
		18-100	Caledon Centre for Recreation and Wellness - Outdoor Rink Rooftop Units Relocation and Lighting	\$ 125,000
		18-102	Caledon Centre for Recreation and Wellness - Boiler Replacements	\$ 300,000
		18-103	Mayfield Recreation Centre - Heating Ventilation and Air Conditioning and Electrical Panel Replacement	\$ 70,000
		18-105	Caledon Centre for Recreation and Wellness - Roof Covering Replacement	\$ 150,000
		18-107	Caledon Centre for Recreation and Wellness - Family Changeroom Tile and Washroom Partition Replacement	\$ 125,000
		18-109	Albion Bolton Union Community Centre - Minor Roof Repairs	\$ 20,000
		18-115	Albion Bolton Union Community Centre - Exterior Window Replacement	\$ 50,000
		18-117	Albion Bolton Union Community Centre - Flooring Replacement	\$ 30,000
		18-120	New Community Centre in Southfields	\$ 5,550,000
		18-121	Rotary Place Expansion Design Phase 2 Additional Funding	\$ 95,000
	18-122	Mayfield Recreation Centre - Pool Exterior Doors and Frames	\$ 35,000	
18-123	Mayfield Recreation Centre - Arena Painting/Sandblasting and Upgrades	\$ 70,000		
18-129	Recreation Electronic Road Sign Program Mayfield Complex and Caledon East Community Complex	\$ 150,000		
	Programs & Community Development	18-145	Recreation - Aquatic Safety Audit	\$ 10,000
Community Services Total				\$ 13,958,000

Town of Caledon
 2019-2028 Total Capital Projects Details and Funding Sources
 Department Community Services

Baseline	Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources				Total Funding
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Project Cost	Tax Levy	Reserves	Development Charges	
Above Baseline	Roof Replacement - Cheltenham Fire Hall and Community Centre	\$ 520,886										\$ 520,886	\$ 520,886			\$ 520,886
	Rotary - Exterior Windows, Doors										\$ 130,000	\$ 130,000	\$ 130,000	\$ -	\$ -	\$ 130,000
	Rotary - Fire Alarm Upgrade										\$ 25,000	\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
	Rotary - Interior Flooring, Kitchen, Washroom Restoration										\$ 120,000	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ 120,000
	Rotary - Roof Repairs and Replacements										\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ 75,000
	Rotary - Walkway Interlock and Stone Restoration										\$ 65,000	\$ 65,000	\$ 65,000	\$ -	\$ -	\$ 65,000
	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							\$ 1,800,000				\$ 1,800,000	\$ 1,800,000	\$ -	\$ -	\$ 1,800,000
	Settlement Area Boundary Expansion Studies			\$ 250,000	\$ 250,000							\$ 500,000	\$ 500,000	\$ -	\$ -	\$ 500,000
	Snelgove Renovation				\$ 300,000							\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000
	SSMP's - Village Studies							\$ 250,000				\$ 250,000	\$ 17,488	\$ -	\$ -	232,513
	Street Tree Replacement	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,000,000	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
	Trail Development - Town Wide North South Route					\$ 399,000						\$ 399,000	\$ 93,765	\$ -	\$ -	305,235
	Trail Development - Town Wide North South Route (Post 2018)						\$ 399,000		\$ 399,000			\$ 798,000	\$ 187,530	\$ -	\$ -	610,470
	Trailers (2) - Crossover Utility Vehicle Deployment	\$ 25,000										\$ 25,000	\$ 25,000	\$ -	\$ -	\$ 25,000
	Transportation Planning Studies				\$ 100,000					\$ 125,000		\$ 225,000	\$ 115,875	\$ -	\$ -	109,125
	Urban Boundary Expansion - Mayfield West Employment	\$ 200,000										\$ 200,000	\$ 10,000	\$ -	\$ -	190,000
	Urban Boundary Expansion - Tullamore Employment		\$ 450,000	\$ 450,000		\$ 500,000	\$ 500,000					\$ 1,900,000	\$ 132,905	\$ -	\$ -	1,767,095
	User Gear Replacement (Radios 2023-2024)					\$ 550,000	\$ 550,000					\$ 1,100,000	\$ 1,100,000	\$ -	\$ -	\$ 1,100,000
	VCOM	\$ 11,000	\$ 73,000		\$ 73,000							\$ 157,000	\$ 157,000	\$ -	\$ -	\$ 157,000
	Victoria - Employment Expansion	\$ 200,000	\$ 200,000									\$ 400,000	\$ 27,980	\$ -	\$ -	372,020
	Victoria Parks - Electrical										\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 10,000
	Victoria Parks - Exterior Building Restoration										\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000
	Victoria Parks - HVAC Replacements										\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ 15,000
	Victoria Parks - Pave Driveway and Parking Lot	\$ 100,000										\$ 100,000	\$ 100,000	\$ -	\$ -	\$ 100,000
	Victoria Parks - Roof Replacement										\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ -	\$ 45,000
	Victoria Parks - Water and sewers										\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 20,000
	Victoria Parks - Windows and Exterior Doors										\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 50,000
	Westview Park Accessibility Improvements	\$ 85,000										\$ 85,000	\$ 45,000	\$ -	\$ -	\$ 85,000
Above Baseline Total		\$ 9,685,386	\$ 5,830,500	\$ 10,142,500	\$ 12,390,500	\$ 34,838,104	\$ 12,769,299	\$ 12,690,299	\$ 13,569,299	\$ 3,362,500	\$ 5,382,500	\$ 120,660,886	\$ 63,214,762	\$ 1,110,886	\$ -	\$ 56,267,738
Grand Total		\$ 11,635,386	\$ 7,780,500	\$ 12,092,500	\$ 14,440,500	\$ 36,888,104	\$ 14,819,299	\$ 14,765,299	\$ 15,644,299	\$ 5,437,500	\$ 7,457,500	\$ 140,960,886	\$ 83,369,262	\$ 1,110,886	\$ -	\$ 56,413,238

Assumptions:
 Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

ANNUAL BUDGET FISCAL YEAR 2018

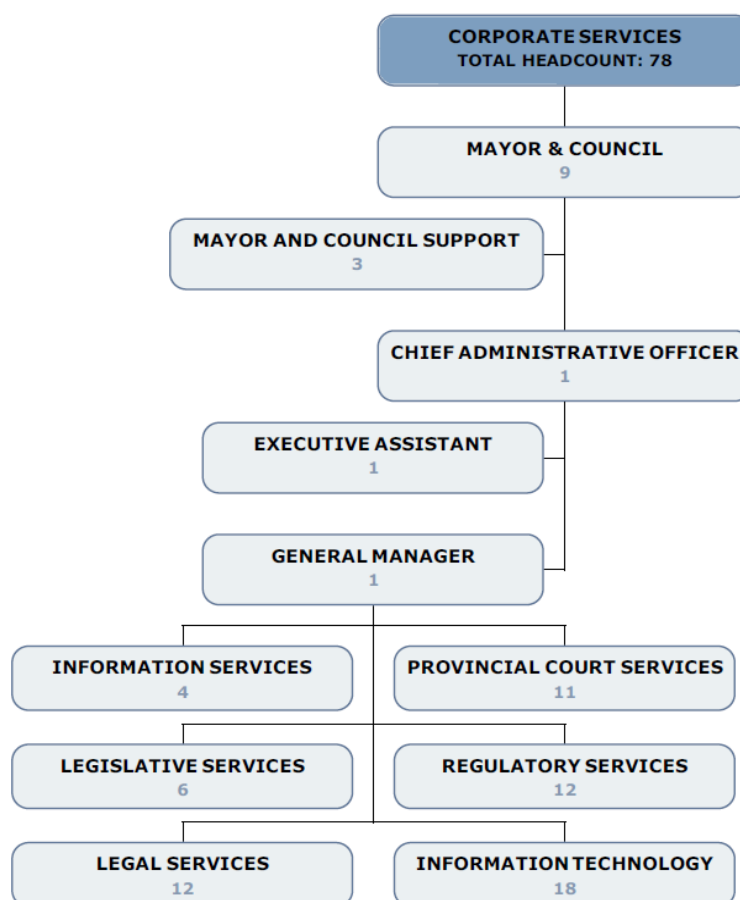
Corporate Services

2018



2018 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*

2018 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*

2018 Business Plan – Corporate Services

Office of the Mayor

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

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. 2017 ACHIEVEMENTS

Information Technology

- In partnership with internal business departments, upgraded the business critical enterprise permitting and licensing platform (AMANDA) in preparation for future self-service functionality.
- Developed standardized approach to gather business requirements in AMANDA
- Modernized network connectivity at the Animal Shelter and Yard 1, bringing the facilities onto the corporate network (PSN).
- Enhanced and upgraded Audio/Video services in the Committee Room
- Expanded VPN capacity to all Town deployed laptops, expanding business continuity capabilities across the corporation.
- Upgraded and enhanced internal network resources to improve performance and reliability

Information Services

- Trained new employees regarding Freedom of Information and Corporate Records Management program
- Established routine document disclosure processes for Planning Division, Regulatory Services and Building Services
- Updated Records Retention and Information Management Policy
- Assisted various divisions in the proper management of paper and electronic records
- Completed Corporate Video Surveillance Procedure
- Completed Privacy Breach Procedure

Legal Services

- Developed training sessions for enforcement personnel
- Created common agreement templates to facilitate Town business
- Streamlined a number of internal legal processes
- Worked with various Town departments to improve the coordination of internal processes and delivery of legal services
- Developed a new Land Sale Policy

Legislative Services

- Developed corporate training concerning writing Staff Reports, Memos and By-laws
- Implemented a “Council Highlights” correspondence for internal distribution and engagement
- Developed a new method of tracking post-Council items (resolutions, by-laws and agreements)

2018 Business Plan – Corporate Services

- Researched and secured an election management software program for 2018, including voting options
- Applied the legislative amendments to the Municipal Act and Municipal Elections Act and in order to ensure compliance

Provincial Offences Court

- Collection efforts expanded to decrease outstanding fines
- Updated electronic forms on website to improve customer service
- Prepared draft agreement with the municipal partners of the Dufferin Court Services Area
- Updated administrative procedures with Prosecution to streamline and improve efficiencies.
- Collaborated with Information Technology Services and Regulatory Services to implement new software for parking tickets

Regulatory Services

- Developed a new Sign By-law to take effect in January 2018
- Developed a new Fence By-law to take effect in January 2018
- Developed a new Parking Pass Program
- Developed a new Private Parking By-law to allow property management firms to enforce parking on private property
- Implemented the Donation Box Business Licensing Program
- Transitioned from the traditional parking ticket method to the use of electronic tickets
- Launched a new branding model for Animal Services for enhanced promotion
- Refreshed the Municipal Law Enforcement webpages on the Town’s website and introduced new public awareness notices in the local newspaper regarding Clean Yards, Property Standards, Driveway Widening, Pet Care, etc.
- Introduced new enforcement tools through established set fines and short form wordings
- Introduced a new Regulatory Services Training Program, with a focus on Municipal Law Enforcement

Office of the Mayor

- Organized inaugural Youth Forum
- Developed a resident inquiry process to track types and number of inquiries

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 2018 and beyond are as follows:

Information Technology

Trends	Challenges
<ul style="list-style-type: none"> • Cloud / Web based services for high availability • Data Warehousing and Data Marts for the consumption of business information • eServices Development • Electronic document management solutions to manage electronic records and eliminate paper 	<ul style="list-style-type: none"> • Greater need for high-speed connectivity from mobile devices • Increased demand for technological solutions across the organization with limited financial and personnel resources

2018 Business Plan – Corporate Services

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 Movement from paper file management to electronic records management Increased importance of data protection and security 	<ul style="list-style-type: none"> Increased number of Freedom of Information requests impacts staff resources and time significantly Keeping abreast of new technology and its impact on records management practices

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 Increased construction litigation in relation to capital projects Increased complexity in by-law prosecutions 	<ul style="list-style-type: none"> Significant changes to legislation impacting municipalities including planning appeals, construction matters and environmental regulation will require review and changes to Town processes, agreements and by-laws Modernizing Town by-laws to address issues resulting from the growth of the municipality Increased workload due to growth of other departments and growth of the Town

Legislative Services

Trends	Challenges
<ul style="list-style-type: none"> Engaging the public and ensuring accurate information is delivered on Council decisions 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.

Provincial Offences Court

Trends	Challenges
<ul style="list-style-type: none"> Provincial government seeking on-line alternatives to court processes Judiciary monitoring court utilization to ensure Justice of the Peace in court the maximum amount of time 	<ul style="list-style-type: none"> Intergovernmental relationships Maximum use of court dockets while ensuring stakeholder needs are met.

2018 Business Plan – Corporate Services

Regulatory Services

Trends	Challenges
<ul style="list-style-type: none"> • Increasing demand for enforcement services • Greater collaboration on enforcement measures, both internally and externally 	<ul style="list-style-type: none"> • Managing increased demand for service and growing public expectations with limited resources • Adapting to Caledon's residential growth and development and changing demographic • Outdated By-laws that have limited enforcement provisions and/or outdated information

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 expectations • Adapting to Caledon's growing and changing demographic • Changing political climate as a result of upcoming elections (provincial and municipal)

2018 Business Plan – Corporate Services

5. 2018 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 2018 departmental priorities that the department intends to undertake with the 2018 Operating and Capital Budget requested as part of this Business Plan:

2018 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
GENERAL														
1	Maintain Key Performance indicators for each division to assist with determining workload and resource allocation	Base Operating Budget												
2	Investigate other means to expand broadband in Caledon	Capital Budget												
3	Review front-facing services for opportunities to improve customer service	Base Operating Budget												
4	Ensure a successful transition into a new term of Council.	Base Operating Budget												
INFORMATION TECHNOLOGY														
1	Investigate additional broadband service options to compliment SWIFT implementation	Capital Budget												

2018 Business Plan – Corporate Services

2018 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
2	Continue to align business processes with AMANDA functionality	Capital Budget												
3	Work with business partners to implement technology	Capital Budget												
4	Utilize the incident management process and leverage key performance indicators to improve IT services to the Corporation	Base Operating Budget												
5	Utilize web-based technologies (portal) to provide e-services for Town business	Capital Budget												
INFORMATION SERVICES														
1	Continue to prepare for the implementation of an electronic document management system in collaboration with Information Technology staff	Base Operating Budget												
2	Continue to provide staff training regarding FOI and Records Management policies and procedures	Base Operating Budget												
3	Continue to organize paper records in Records Centre for digitization	Base Operating Budget												
4	Continue to engage and work with divisions to ensure compliance with Records Management policies and procedures	Base Operating Budget												

2018 Business Plan – Corporate Services

2018 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
LEGISLATIVE SERVICES															
1	Investigate further options and utilization of the current Agenda Management system with respect to minute recording processes and electronic voting	Base Operating Budget													
2	Conduct the 2018 Municipal Election according to Municipal Elections Act (MEA) Standards.	Base Operating Budget													
3	Develop and deliver a Council Orientation Program	Base Operating Budget													
4	Recruitment of Committees and Local Boards and development of a training program to meet legislative requirements	Base Operating Budget													
LEGAL SERVICES															
1	Initiate workflow management to manage caseload	Base Operating Budget													
2	Investigate and implement an automated/electronic disclosure process	Base Operating Budget													
3	Create templates for common agreements	Base Operating Budget													

2018 Business Plan – Corporate Services

2018 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
PROVINCIAL OFFENCES COURT														
1	Expand collection efforts to decrease outstanding fines	Base Operating Budget												
2	Establish regional collection committee to collaborate on best practices for collection methods	Base Operating Budget												
3	Develop workflow for processes with multiple stakeholders	Base Operating Budget												
REGULATORY SERVICES														
Animal Services														
1	Perform a comprehensive review of implementing a Feral Cat Program for consideration	Base Operating Budget												
2	Host a Rabies and Microchip Clinic to promote Animal Services	Base Operating Budget												
3	Review current service level regarding wildlife care and control	Base Operating Budget												
Municipal Law Enforcement														
1	Perform a comprehensive review of the Town's Business Licensing By-Law	Base Operating Budget												

2018 Business Plan – Corporate Services

2018 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
2	Perform a comprehensive review of the Town's Fill By-law	Base Operating Budget												
3	Build content for the production of a Neighbour Guide to better educate the public on applicable by-laws and general information regarding property services	Base Operating Budget												
Parking Enforcement														
1	Review current parking enforcement webpages on the Town's website for further enhancements, including parking pass and ticket payment	Base Operating Budget												
OFFICE OF THE MAYOR														
1	Participate with 2018 Council Orientation	Base Operating Budget												
2	Refine process for providing service to members of Council	Base Operating Budget												
3	Update the Council section of the Town's Website	Base Operating Budget												

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget				
Administration	Administration	Revenue	01-05-115-40010-365-50342 Hearing Tribunal Fee	\$ (1,500)	\$ -				
			01-05-115-40010-365-50351 Perm. Liquor Licenses	\$ (8,000)	\$ (9,470)				
			01-05-115-40010-365-50522 Copy Fees	\$ (500)	\$ (829)				
		Revenue Total				\$ (10,000)	\$ (10,299)		
		Expense	01-05-115-40010-365-61510 Salaries-Permanent	\$ 931,538	\$ 899,307				
			01-05-115-40010-365-61513 Benefits-Permanent	\$ 257,568	\$ 254,787				
			01-05-115-40010-365-62011 Office Supplies	\$ 2,000	\$ 2,000				
			01-05-115-40010-365-62306 Publications	\$ 800	\$ 700				
			01-05-115-40010-365-62310 Training/Development/Seminars	\$ 25,000	\$ 15,000				
			01-05-115-40010-365-62311 Memberships/Dues	\$ 24,000	\$ 24,000				
			01-05-115-40010-365-62312 Insurance	\$ 1,830	\$ 1,794				
			01-05-115-40010-365-62314 Mileage	\$ 2,500	\$ 2,500				
			01-05-115-40010-365-62335 Contracted Services	\$ 100,000	\$ 100,000				
			01-05-115-40010-365-62346 Courier	\$ 100	\$ 250				
			01-05-115-40010-365-62396 Mobile Phones / Pagers	\$ 2,000	\$ 1,900				
			01-05-115-40010-365-62436 Council Meetings	\$ 4,600	\$ 4,600				
			01-05-115-40010-365-62658 Public Relations	\$ 20,000	\$ 20,000				
			Expense Total				\$ 1,371,936	\$ 1,326,838	
		Administration Total				\$ 1,361,936	\$ 1,316,539		
		Committee Support	Expense	01-05-115-47160-365-62310 Training/Development/Seminars	\$ 1,000	\$ 1,000			
				01-05-115-47160-365-62314 Mileage	\$ 600	\$ 600			
				01-05-115-47160-365-62335 Contracted Services	\$ 11,000	\$ 11,000			
				01-05-115-47160-365-62346 Courier	\$ 500	\$ 500			
				01-05-115-47160-365-62375 Meeting Expenses	\$ 1,000	\$ 1,000			
				Expense Total				\$ 14,100	\$ 14,100
		Committee Support Total				\$ 14,100	\$ 14,100		
		Councilors	Expense	01-05-115-47170-365-61510 Salaries-Permanent	\$ 384,346	\$ 378,697			
				01-05-115-47170-365-61513 Benefits - Permanent	\$ 103,809	\$ 110,055			
				01-05-115-47170-365-62011 Office Supplies	\$ 4,500	\$ 4,500			
				01-05-115-47170-365-62310 Training/Development/Seminars	\$ 15,000	\$ 12,000			
				01-05-115-47170-365-62315 Printing & Advertising	\$ 7,000	\$ 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	\$ 6,500			
				Expense Total				\$ 522,155	\$ 518,752
		Councilors Total				\$ 522,155	\$ 518,752		
		Election	Revenue	01-05-115-47180-365-50986 Reserve Fund To Revenue	\$ (197,500)	\$ (197,500)			
				Revenue Total				\$ (197,500)	\$ (197,500)
			Expense	01-05-115-47180-365-62335 Contracted Services	\$ 80,462	\$ 80,462			
				01-05-115-47180-365-62437 Contribution to Reserves	\$ 77,500	\$ 77,500			
				01-05-115-47180-365-61520 Wages-Casual Temporary	\$ 11,100	\$ 11,100			
				01-05-115-47180-365-61523 Benefits-Casual Temporary	\$ 1,358	\$ 1,358			
				01-05-115-47180-365-62011 Office Supplies	\$ 1,500	\$ 1,500			
				01-05-115-47180-365-62306 Publications	\$ 600	\$ 600			
				01-05-115-47180-365-62310 Training/Development/Seminars	\$ 13,000	\$ 13,000			
				01-05-115-47180-365-62314 Mileage	\$ 1,200	\$ 1,200			
				01-05-115-47180-365-62315 Printing & Advertising	\$ 23,000	\$ 23,000			
				01-05-115-47180-365-62322 Postage	\$ 25,000	\$ 25,000			
				01-05-115-47180-365-62357 Marketing & Promotion	\$ 2,500	\$ 2,500			
				01-05-115-47180-365-62375 Meeting Expense	\$ 5,000	\$ 5,000			
				01-05-115-47180-365-62382 Inaugural	\$ 14,000	\$ 14,000			
				01-05-115-47180-365-62396 Mobile Phones / Pagers	\$ 3,000	\$ 3,000			
				01-05-115-47180-365-62416 Interdepartmental Charges	\$ 18,000	\$ 18,000			
				Expense Total				\$ 277,220	\$ 277,220
				Election Total				\$ 79,720	\$ 79,720
		Mayor's Admin	Expense	01-05-115-47205-365-61510 Salaries - Permanent	\$ 220,951	\$ 209,100			
				01-05-115-47205-365-61513 Benefits-Permanent	\$ 67,101	\$ 63,327			
				01-05-115-47205-365-62011 Office Supplies	\$ 2,900	\$ 2,850			
				01-05-115-47205-365-62018 Operating Supplies	\$ 150	\$ 150			
				01-05-115-47205-365-62310 Training/Development/Seminars	\$ 7,500	\$ 7,500			
				01-05-115-47205-365-62314 Mileage	\$ 1,300	\$ 1,250			
				01-05-115-47205-365-62315 Printing & Advertising	\$ 1,000	\$ 1,000			
				01-05-115-47205-365-62396 Mobile Phones/Pagers	\$ 2,000	\$ 1,000			
				01-05-115-47205-365-62658 Public Relations	\$ 23,500	\$ 22,900			
				Expense Total				\$ 326,402	\$ 309,077
		Mayor's Admin Total				\$ 326,402	\$ 309,077		
		Administration Total				\$ 2,304,313	\$ 2,238,188		

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
Animal Services	Animal Services	Revenue	01-09-125-47010-720-50570 Donations	\$ (7,000)	\$ (8,000)			
			01-09-125-47010-720-50613 Miscellaneous Fees	\$ (3,731)	\$ (3,731)			
			01-09-125-47010-720-50637 Redemption Fees	\$ (15,000)	\$ (12,600)			
			01-09-125-47010-720-50642 Dog Tags	\$ (3,000)	\$ (45,000)			
			01-09-125-47010-720-50646 Adoption Fees	\$ (15,000)	\$ (15,851)			
		01-09-125-47010-720-50650 Livestock Claim re-imburement	\$ (3,000)	\$ (5,000)				
		Revenue Total				\$ (46,731)	\$ (90,182)	
		Expense	01-09-125-47010-720-61510 Salaries-Permanent	\$ 195,390	\$ 184,088			
			01-09-125-47010-720-61513 Benefits-Permanent	\$ 61,702	\$ 61,510			
			01-09-125-47010-720-61520 Wages-Casual Temporary	\$ 77,391	\$ 71,164			
			01-09-125-47010-720-61523 Benefits-Casual Temporary	\$ 9,466	\$ 11,440			
			01-09-125-47010-720-62011 Office Supplies	\$ 500	\$ 500			
			01-09-125-47010-720-62017 Caretaking Supplies	\$ 3,500	\$ 3,500			
			01-09-125-47010-720-62018 Operating Supplies	\$ 12,700	\$ 8,500			
			01-09-125-47010-720-62022 Animal Feed	\$ 2,500	\$ 2,500			
			01-09-125-47010-720-62111 Maintenance & Repairs-Grounds	\$ 4,000	\$ 3,500			
			01-09-125-47010-720-62112 Maintenance & Repairs-Building	\$ 15,000	\$ 13,500			
			01-09-125-47010-720-62215 Natural Gas	\$ 3,380	\$ 5,009			
			01-09-125-47010-720-62216 Electricity	\$ 13,578	\$ 16,777			
			01-09-125-47010-720-62217 Water/Waste Water	\$ 1,096	\$ 1,039			
			01-09-125-47010-720-62234 Emergency Vet Expenses	\$ -	\$ 2,000			
			01-09-125-47010-720-62310 Training/Development/Seminars	\$ 2,000	\$ 2,000			
			01-09-125-47010-720-62311 Memberships/Dues	\$ 450	\$ 450			
			01-09-125-47010-720-62312 Insurance	\$ 2,942	\$ 2,884			
			01-09-125-47010-720-62314 Mileage	\$ 600	\$ 500			
			01-09-125-47010-720-62330 Livestock Control	\$ 5,000	\$ 5,000			
			01-09-125-47010-720-62333 Veterinary Services	\$ 20,000	\$ 20,000			
			01-09-125-47010-720-62342 Spay and Neuter	\$ 15,000	\$ 15,000			
			01-09-125-47010-720-62396 Mobile Phones/Pagers	\$ 720	\$ 660			
			01-09-125-47010-720-62397 Telephone	\$ 4,000	\$ 4,000			
			01-09-125-47010-720-62416 Interdepartmental Charges	\$ 2,000	\$ 10,000			
			01-09-125-47010-720-62437 Contribution to Reserves	\$ 8,278	\$ 8,000			
			01-09-125-47010-720-62315 Printing & Advertising	\$ 2,000	\$ -			
01-09-125-47010-720-62014 Uniforms/Protective Clothing	\$ 2,200		\$ 3,000					
01-09-125-47010-720-62114 Small Equip Repair/Purchase	\$ 1,500	\$ 1,500						
Expense Total				\$ 466,893	\$ 458,021			
Animal Services Total				\$ 420,162	\$ 367,839			
Animal Services Total				\$ 420,162	\$ 367,839			
Information Services	Administration	Revenue	01-05-525-40010-365-50519 F.O.I. Fees	\$ (2,000)	\$ (900)			
		Revenue Total				\$ (2,000)	\$ (900)	
		Expense	01-05-525-40010-365-61510 Salaries - Permanent	\$ 307,465	\$ 294,394			
			01-05-525-40010-365-61513 Benefits-Permanent	\$ 91,935	\$ 92,641			
			01-05-525-40010-365-61520 Wages-Casual Temporary	\$ 10,800	\$ 10,600			
			01-05-525-40010-365-61523 Benefits-Casual Temporary	\$ 1,321	\$ 1,316			
			01-05-525-40010-365-62011 Office Supplies	\$ 500	\$ 500			
			01-05-525-40010-365-62311 Memberships/Dues	\$ 1,000	\$ 1,000			
			01-05-525-40010-365-62314 Mileage	\$ 300	\$ 300			
			01-05-525-40010-365-62335 Contracted Services	\$ 1,000	\$ 1,000			
			01-05-525-40010-365-62396 Mobile Phones/Pagers	\$ 300	\$ 300			
			01-05-525-40010-365-62437 Contribution to Reserves	\$ 5,000	\$ 5,000			
			01-05-525-40010-365-62310 Training/Development/Seminars	\$ 3,000	\$ 3,000			
			Expense Total				\$ 422,621	\$ 410,051
			Administration Total				\$ 420,621	\$ 409,151
Information Services Total				\$ 420,621	\$ 409,151			
Information Technology	Information Technology	Revenue	01-01-335-43080-365-50050 Miscellaneous	\$ (1,388)	\$ (1,388)			
			01-01-335-43080-365-50300 Internal Recoveries	\$ (244,345)	\$ (202,092)			
		Revenue Total				\$ (245,733)	\$ (203,480)	
		Expense	01-01-335-43080-365-61510 Salaries-Permanent	\$ 1,574,682	\$ 1,363,112			
			01-01-335-43080-365-61511 Overtime-Permanent	\$ 20,000	\$ 20,000			
			01-01-335-43080-365-61512 Recovery-Salaries-Permanent	\$ (186,574)	\$ (87,381)			
			01-01-335-43080-365-61513 Benefits-Permanent	\$ 454,232	\$ 409,333			
			01-01-335-43080-365-61514 Recovery-Benefits-Permanent	\$ (54,529)	\$ (25,927)			
			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	\$ 28,000			
			01-01-335-43080-365-62310 Training/Development/Seminars	\$ 72,150	\$ 48,850			
			01-01-335-43080-365-62311 Memberships/Dues	\$ 12,000	\$ 10,350			
			01-01-335-43080-365-62314 Mileage	\$ 5,100	\$ 4,600			

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Information Technology	Information Technology	Expense	01-01-335-43080-365-62335 Contracted Services	\$ 50,000	\$ 50,000		
			01-01-335-43080-365-62396 Mobile Phones / Pagers	\$ 11,592	\$ 5,200		
			01-01-335-43080-365-62412 Special Charges	\$ 1,000	\$ 1,000		
			Expense Total	\$ 1,993,153	\$ 1,828,637		
	Information Technology Total		\$ 1,747,420	\$ 1,625,157			
Information Technology Total				\$ 1,747,420	\$ 1,625,157		
Legal Services	Legal Services	Revenue	01-05-345-47060-365-50436 Registry Office Recovery	\$ (54,106)	\$ (15,000)		
			01-05-345-47060-365-50525 Agreement Admin. Fees	\$ (178,850)	\$ (140,000)		
			01-05-345-47060-365-50655 Lease Revenue	\$ (21,862)	\$ (18,500)		
			Revenue Total	\$ (254,818)	\$ (173,500)		
		Expense	01-05-345-47060-365-61510 Salaries-Permanent	\$ 1,018,367	\$ 1,059,044		
			01-05-345-47060-365-61512 Recovery-Salaries-Permanent	\$ (288,883)	\$ (277,353)		
			01-05-345-47060-365-61513 Benefits-Permanent	\$ 296,300	\$ 311,064		
			01-05-345-47060-365-61520 Wages-Casual Temporary	\$ 21,600	\$ 10,600		
			01-05-345-47060-365-61523 Benefits-Casual Temporary	\$ 2,642	\$ 1,316		
			01-05-345-47060-365-62011 Office Supplies	\$ 4,000	\$ 1,500		
			01-05-345-47060-365-62306 Publications	\$ 15,000	\$ 10,300		
			01-05-345-47060-365-62307 Corporate Search Fees	\$ 5,500	\$ 5,000		
			01-05-345-47060-365-62308 Court & Transcript Fees	\$ 1,000	\$ 500		
			01-05-345-47060-365-62310 Training/Development/Seminars	\$ 26,000	\$ 16,000		
			01-05-345-47060-365-62311 Memberships/Dues	\$ 16,000	\$ 13,500		
			01-05-345-47060-365-62312 Insurance	\$ 30,285	\$ 29,691		
			01-05-345-47060-365-62314 Mileage	\$ 2,000	\$ 2,000		
			01-05-345-47060-365-62315 Printing & Advertising	\$ 1,083	\$ 1,083		
			01-05-345-47060-365-62318 Legal Services	\$ 300,000	\$ 220,000		
			01-05-345-47060-365-62335 Contracted Services	\$ 31,317	\$ 31,317		
			01-05-345-47060-365-62341 Registry Office	\$ 44,044	\$ 41,900		
			01-05-345-47060-365-62396 Mobile Phones / Pagers	\$ 3,800	\$ 1,840		
			01-05-345-47060-365-62418 Debt Repayment	\$ 41,500	\$ 41,500		
			01-05-345-47060-365-62434 Omb Hearings	\$ 85,200	\$ 85,200		
				Expense Total	\$ 1,656,755	\$ 1,606,002	
				Legal Services Total		\$ 1,401,937	\$ 1,432,502
			POA Prosecutions - Caledon East	POA Prosecutions - Caledon East	Revenue	01-05-345-47070-365-50540 Caledon Fines	\$ (220,926)
Revenue Total					\$ (220,926)	\$ (197,423)	
Expense	01-05-345-47070-365-62311 Memberships/Dues	\$ 450			\$ 450		
	01-05-345-47070-365-62335 Contracted Services	\$ 3,000			\$ 3,000		
	01-05-345-47070-365-62416 Interdepartmental Charges	\$ 217,476			\$ 193,973		
	Expense Total	\$ 220,926	\$ 197,423				
	POA Prosecutions - Caledon East Total		\$ -	\$ -			
POA Prosecutions - Orangeville	POA Prosecutions - Orangeville	Revenue	01-05-345-47080-930-50595 Caledon/Dufferin Mgmt Fee	\$ (73,007)	\$ (84,980)		
		Revenue Total		\$ (73,007)	\$ (84,980)		
		Expense	01-05-345-47080-930-62314 Mileage	\$ 600	\$ 600		
			01-05-345-47080-930-62335 Contracted Services	\$ 1,000	\$ 1,000		
			01-05-345-47080-930-62416 Interdepartmental Charges	\$ 71,407	\$ 83,380		
	Expense Total	\$ 73,007	\$ 84,980				
	POA Prosecutions - Orangeville Total		\$ -	\$ -			
Legal Services Total				\$ 1,401,937	\$ 1,432,502		
Provincial Offences Court	POA - Caledon East	Revenue	04-05-425-47250-365-50300 Internal Recoveries	\$ (78,044)	\$ (77,050)		
			04-05-425-47250-365-50319 Grants/Subsidies	\$ (82,661)	\$ (82,661)		
			04-05-425-47250-365-50540 Caledon Fines	\$ (3,279,144)	\$ (3,279,144)		
			Revenue Total	\$ (3,439,849)	\$ (3,438,855)		
		Expense	04-05-425-47250-365-61510 Salaries-Permanent	\$ 582,718	\$ 565,307		
			04-05-425-47250-365-61513 Benefits-Permanent	\$ 177,524	\$ 178,929		
			04-05-425-47250-365-61520 Wages-Casual Temporary	\$ 68,400	\$ 67,374		
			04-05-425-47250-365-61523 Benefits-Casual Temporary	\$ 13,569	\$ 10,718		
			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	\$ 42,000	\$ 33,000		
			04-05-425-47250-365-62305 Computer Services	\$ 9,300	\$ 9,300		
			04-05-425-47250-365-62306 Publications	\$ 500	\$ 500		
			04-05-425-47250-365-62308 Court & Transcript Fees	\$ 3,000	\$ 3,000		
			04-05-425-47250-365-62310 Training/Development/Seminars	\$ 6,915	\$ 6,915		
			04-05-425-47250-365-62311 Memberships/Dues	\$ 650	\$ 650		
			04-05-425-47250-365-62314 Mileage	\$ 1,100	\$ 1,100		
			04-05-425-47250-365-62335 Contracted Services	\$ 265,700	\$ 272,750		
			04-05-425-47250-365-62375 Meeting Expenses	\$ 500	\$ 500		
			04-05-425-47250-365-62392 Witness Reimbursement	\$ 2,000	\$ 3,500		

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Provincial Offences Court	POA - Caledon East	Expense	04-05-425-47250-365-62395 Interpreter Fees	\$ 25,000	\$ 23,000		
			04-05-425-47250-365-62396 Mobile Phones / Pagers	\$ 300	\$ 300		
			04-05-425-47250-365-62416 Interdepartmental Charges	\$ 220,926	\$ 197,423		
			04-05-425-47250-365-62418 Debt Repayment	\$ 366,526	\$ 366,526		
		Expense Total		\$ 1,851,178	\$ 1,805,342		
		POA - Caledon East Total		\$ (1,588,671)	\$ (1,633,513)		
	POA - Orangeville	Revenue	05-05-425-47270-930-50319 Grants/Subsidies	\$ (19,296)	\$ (19,296)		
			05-05-425-47270-930-50595 Caledon/Dufferin Mgmt Fee	\$ (584,914)	\$ (599,798)		
		Revenue Total		\$ (604,210)	\$ (619,094)		
	Expense	Expense	05-05-425-47270-930-61510 Salaries-Permanent	\$ 221,848	\$ 232,965		
			05-05-425-47270-930-61513 Benefits-Permanent	\$ 67,548	\$ 68,823		
			05-05-425-47270-930-61520 Wages-Casual Temporary	\$ 35,428	\$ 29,400		
			05-05-425-47270-930-61523 Benefits-Casual Temporary	\$ 5,972	\$ 6,295		
			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	\$ 26,000		
			05-05-425-47270-930-62244 Bank Charges	\$ 23,000	\$ 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			\$ 12,212	\$ 12,000			
05-05-425-47270-930-62335 Contracted Services			\$ 78,400	\$ 105,956			
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	\$ 7,150			
05-05-425-47270-930-62416 Interdepartmental Charges	\$ 100,127	\$ 84,980					
	Expense Total		\$ 604,210	\$ 619,094			
	POA - Orangeville Total		\$ -	\$ -			
Provincial Offences Court Total				\$ (1,588,671)	\$ (1,633,513)		
Regulatory Services	By-Law Enforcement	Revenue	01-09-475-49030-365-50611 Fill Permits	\$ (20,000)	\$ (10,000)		
			01-09-475-49030-365-50612 Mobile Sign Permits	\$ (18,000)	\$ (12,225)		
			01-09-475-49030-365-50613 Miscellaneous Fees	\$ (1,500)	\$ -		
			01-09-475-49030-365-50614 Woodland Permits	\$ (400)	\$ (300)		
			01-09-475-49030-365-50616 Property Standards Recovery	\$ (50,000)	\$ (6,000)		
			01-09-475-49030-365-50617 Sign By-Law Recovery	\$ (5,000)	\$ -		
			01-09-475-49030-365-50632 Admin Fees	\$ (5,000)	\$ -		
			01-09-475-49030-365-50636 Business Licenses	\$ (20,000)	\$ (18,448)		
			01-09-475-49030-365-50638 Tow Licenses	\$ (85,000)	\$ (75,000)		
				Revenue Total		\$ (204,900)	\$ (121,973)
			Expense	Expense	01-09-475-49030-365-61510 Salaries-Permanent	\$ 605,028	\$ 575,014
					01-09-475-49030-365-61513 Benefits-Permanent	\$ 182,940	\$ 173,643
	01-09-475-49030-365-61520 Wages-Casual Temporary	\$ 99,911			\$ 21,593		
	01-09-475-49030-365-61523 Benefits-Casual Temporary	\$ 12,219			\$ -		
	01-09-475-49030-365-62011 Office Supplies	\$ 1,500			\$ 1,250		
	01-09-475-49030-365-62014 Uniforms/Protective Clothing	\$ 10,000			\$ 2,500		
	01-09-475-49030-365-62018 Operating Supplies	\$ 3,600			\$ 3,000		
	01-09-475-49030-365-62310 Training/Development/Seminars	\$ 17,500			\$ 10,000		
	01-09-475-49030-365-62311 Memberships/Dues	\$ 1,000			\$ 1,000		
	01-09-475-49030-365-62314 Mileage	\$ 1,000			\$ 1,000		
01-09-475-49030-365-62315 Printing & Advertising	\$ 1,500	\$ 1,500					
01-09-475-49030-365-62335 Contracted Services	\$ 10,000	\$ 5,000					
01-09-475-49030-365-62396 Mobile Phones / Pagers	\$ 5,760	\$ 2,400					
01-09-475-49030-365-62416 Interdepartmental Charges	\$ 10,000	\$ -					
	Expense Total		\$ 961,958	\$ 797,900			
	By-Law Enforcement Total		\$ 757,058	\$ 675,927			

TOWN OF CALEDON
 2018 OPERATING BUDGET - CORPORATE SERVICES

Division	Cost Centre/ Project	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Regulatory Services	Parking Control	Revenue	01-09-475-49040-365-50640 Parking Fines/Payments	\$ (324,000)	\$ (324,000)
		Revenue Total		\$ (324,000)	\$ (324,000)
		Expense	01-09-475-49040-365-61510 Salaries-Permanent	\$ 71,355	\$ 71,362
			01-09-475-49040-365-61513 Benefits-Permanent	\$ 21,962	\$ 22,752
			01-09-475-49040-365-61520 Wages-Casual Temporary	\$ 56,400	\$ 55,600
			01-09-475-49040-365-61523 Benefits-Casual Temporary	\$ 6,901	\$ 6,901
			01-09-475-49040-365-62011 Office Supplies	\$ 250	\$ 250
			01-09-475-49040-365-62014 Uniforms/Protective Clothing	\$ 2,000	\$ 1,300
			01-09-475-49040-365-62018 Operating Supplies	\$ 5,000	\$ 6,550
			01-09-475-49040-365-62114 Small Equip Repair/Purchase	\$ 100	\$ 100
			01-09-475-49040-365-62310 Training/Development/Seminars	\$ 2,000	\$ 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	\$ 1,100	\$ 900
			01-09-475-49040-365-62416 Interdepartmental Charges	\$ 78,044	\$ 73,897
	Expense Total	\$ 256,112	\$ 251,112		
	Parking Control Total	\$ (67,888)	\$ (72,888)		
Regulatory Services Total		\$ 689,170	\$ 603,039		
Corporate Services Total		\$ 5,394,952	\$ 5,042,363		

TOWN OF CALEDON
 2018 CAPITAL BUDGET - CORPORATE SERVICES

Department	Division	Project #	Project Name	Total Project Budget
Corporate Services	Information Technology	18-066	IT - Personal Computer Refresh	\$ 430,000
		18-067	IT - Infrastructure Maintenance and Upgrades	\$ 210,000
		18-068	IT - AMANDA	\$ 411,000
		18-069	IT - Microsoft Enterprise Agreement	\$ 250,000
		18-070	IT - Project Management	\$ 40,000
		18-071	IT - Tax Management Software Replacement	\$ 570,000
		18-072	IT - Time Entry Management System Replacement	\$ 100,000
		18-073	IT - Application Maintenance and Upgrades	\$ 88,600
		18-076	IT - Broadband Internet	\$ 300,000
		18-079	IT - Enterprise Application Requirements and Analysis	\$ 80,000
		18-125	IT - Public Sector Network Extension	\$ 200,000
		18-147	IT - Service Caledon Customer Relationship Management Solution	\$ 300,000
		18-148	IT - Human Resources Management System Enhancement	\$ 40,000
Corporate Services Total				\$ 3,019,600

Town of Caledon
 2019-2028 Total Capital Projects Details and Funding Sources
 Department Corporate Services

Baseline	Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources				Total Funding	
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Project Cost	Tax Levy	Reserves	Development Charges		
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					\$ 1,559,313	\$ 291,895	\$ 291,895	\$ 291,896			\$ 2,435,000	\$ 1,134,698	\$ -	\$ -	\$ 1,300,302	\$ 2,435,000
	Records Centre Revitalization	\$ 150,000										\$ 150,000	\$ 105,000	\$ 45,000	\$ -	\$ 150,000	
Above Baseline Total		\$ 150,000				\$ 1,840,931	\$ 807,086	\$ 807,086	\$ 291,896			\$ 3,897,000	\$ 2,270,080	\$ 45,000	\$ -	\$ 1,581,920	\$ 3,897,000
Grand Total		\$ 1,150,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 2,840,931	\$ 1,807,086	\$ 1,807,086	\$ 1,291,896	\$ 1,000,000	\$ 1,000,000	\$ 13,897,000	\$ 12,270,080	\$ 45,000	\$ 1,581,920	\$ 13,897,000	

Assumptions:
 Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

ANNUAL BUDGET FISCAL YEAR 2018

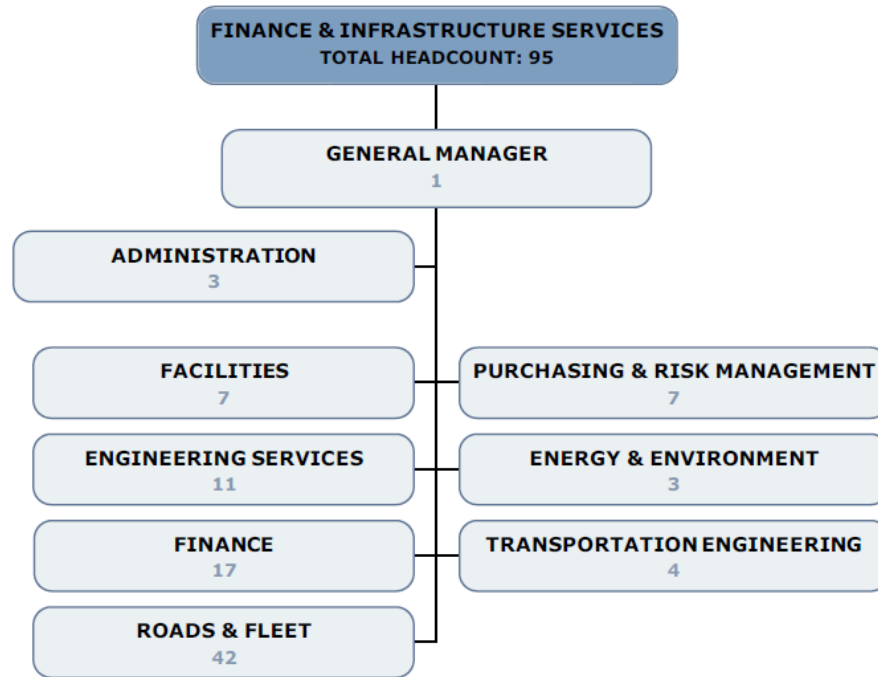
Finance and Infrastructure Services

2018



2018 Business Plan - Finance & Infrastructure Services

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



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

Finance

- Responsible for the Town's operating & capital budgets, development charges and management and reporting of the Corporation's finances
- Providing financial support and accurate financial information to internal and external stakeholders in a timely manner
- Co-ordinating and providing support for asset management planning and best practices
- Processing centralized accounts receivable, accounts payable, and payroll services
- Preparation of financial statements and ad-hoc financial analysis
- Development and implementation of new or improved financial policies and processes related to financial transactions
- Developing and implementing long-term financial strategies and advice
- Administration of property taxation billing and collection on behalf of the Town, Region of Peel and local school boards
- Preparing tax certificates, processing tax appeals, administration of rebate programs and responding to property tax related inquiries

Purchasing and Risk Management

- Facilitating all tenders and requests for proposals
- Staff training and support for all purchasing and risk matters to ensure accountability and transparency
- Managing the purchasing card (P-card) program
- 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 program and insurance claims
- Assisting in cost saving initiatives for operating divisions/departments
- developing risk management procedures

2018 Business Plan - Finance & Infrastructure Services

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 to enhance corporate and community environmental performance
- Identify, monitor and advise on environmental/green best practices and emerging technologies to inform decision making
- Encourage the community to make behavioural changes and decisions that contribute and support the Town's Environmental Strategic Plans
- Ensure 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*) and understand, respond and advise on policy guidance provided by the Province (i.e. Coordinated Land Use Review, Ontario Climate Change Action Plan)
- Coordinate with agency and other community stakeholders to build partnerships, leverage resources and increase capacity and success of Town, community and partner led environmental initiatives
- 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

Administration

- Processing recoveries for damages to Town property from motor vehicle accidents
- Researching required information related to legal/insurance claims
- Scheduling of café staff and special events at Town Hall and Belfountain Community 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 Town Hall Fire Warden training and drills
- Assisting managers within the department 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 (non-programming) 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 that 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, safe and secure for staff and for 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

2018 Business Plan - Finance & Infrastructure Services

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 Capital Design and Construction:*
Planning, designing and implementing the Town's Capital Works Program (Construction / Reconstruction) for 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. Town-owned infrastructure includes roads, storm water management infrastructure (ditches, culverts, storm sewer and storm water management facilities), bridges (vehicle and pedestrian) and culverts, sidewalks, and streetlights.

Transportation Engineering

- Ensuring the safety and efficiency of the Town's roadways are optimized through consistent implementation and compliance with:
 - applicable laws (such as Caledon's Traffic By-law and the *Ontario Highway Traffic Act*),
 - regulations (such as Bill 76),
 - technologies (such as Automatic Speed Enforcement), and
 - policies and guidelines (such as the Ontario Traffic Manual, Geometric Design Manual)
- Responsible for the planning and design of traffic operations measures 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
- Conducting the Transportation Master Plan and Transit Feasibility Study to proactively strategize improvements for all modes of transportation
- Collaborating with multiple departments in Caledon, the Region of Peel, and with members of the Cycling Task Force to plan and implement cycling initiatives to encourage cycling, with a goal to achieve the Bicycle Friendly Community designation

Roads and Fleet

- Ensuring Town Infrastructure is safe and that the Town meets Provincially mandated minimum maintenance service levels and the needs 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 requirements to complete assigned tasks in Caledon
- Manage a winter maintenance program to ensure public safety on Town Roads during the winter months – from approximately October 1st to April 30th

2018 Business Plan - Finance & Infrastructure Services

2. MAJOR CUSTOMERS OR CLIENTS

- Council and Town Staff
- Residents and businesses in the Town of Caledon
- Vendors/contractors
- Province of Ontario, Region of Peel, neighbouring municipalities, and School Boards
- Community Groups and not for profit organizations
- Low Income Seniors and Low Income Persons with Disabilities
- Builders/developers
- External agencies (including the Ministry of Transportation, Credit Valley Conservation Authority, Toronto and Region Conservation Authority)

3. 2017 ACHIEVEMENTS

Finance

- Successfully obtained the Canadian Award for Financial Reporting (CANFR) from the Government Finance Officers Association (GFOA) of the United States and Canada. 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 the past six consecutive years 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 sixth consecutive year for the 2017 Budget document. This award recognizes the Town's 2017 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, 2015 and 2016 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.
- 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, which is considered by the Province as moderate risk. Currently we are at 5.4% for 2016
- 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)
- Worked with Regional tax team to make improvements to property tax rebate programs
- Maintained quarterly operating variance reporting to Council which includes a year-end forecast
- Participated in a Region-wide exercise to review and report on the ownership and implications of ownership changes related to Regional roads

Purchasing and Risk Management

- Initiated an electronic bidding system and process where procurement documents and vendor bids are retrieved/submitted online
- Successful implementation of insurance services from a new insurance provider
- Launched a new risk management webpage that includes information on the Town's risk management/claims process and an online insurance claim form
- Implementation of new vendor performance program

Energy and Environment

Corporate Energy Achievements

- Retrofitted cobra head style streetlights (approximately 600) on Regional roads to LED
- Successful implementation of an ice plant controls project at the Albion Bolton Community Centre, lighting retrofits at CCRW, and the Animal Shelter, funded through the Energy Revolving Fund
- Facilitated the lighting design and procurement of LED lighting retrofits at CCRW and Lloyd Wilson Arena

2018 Business Plan - Finance & Infrastructure Services

- Undertook energy audits at seven facilities detailing energy conservation measures and associated business cases to prioritize further energy retrofits and projects
- Presented a progress report on the Town's Corporate Energy Management Plan. Key successes included highlighting over 60 actions taken by staff to reduce corporate energy consumption and undertaking extensive facility benchmarking (in partnership with Natural Resources Canada) revealing 9.8% reduction in energy use by 2015 below 2012 levels, equivalent to 1,956,346 ekWh

Corporate Environmental Initiatives

- Completed the installation of two grant-funded level three electric vehicle (EV) charging stations within the time and budget requirements of the provincial grant
- Coordinated a ribbon cutting event, attended by the Minister of Transportation, to launch the Town's first level three EV charging stations
- Distributed \$12,000 to support four community projects through the community green fund and \$16,736 supporting eleven schools through the School Green Fund
- Renewed the corporate bike share program to encourage active transportation among staff for recreation and corporate purposes

Corporate and Community Climate Change Initiatives

- Participated in the update of the Region of Peel's Climate Change Partnership as a team lead for the Low Carbon Community Strategy. Worked with CVC on two grant applications to support the Region's Flood Resiliency Strategy.
- Partnered with TRCA to develop a Sustainable Neighbourhood Retrofit Action Plan in West Bolton to highlight actions and seek partnerships and funding for environmental and neighbourhood improvement within the themes of storm water management, energy and water conservation, health and well-being, active transportation and community cohesion
- Gathered community and stakeholder input on the Town's residential energy study by attending community events and facilitated a development and planning workshop to identify opportunities for energy conservation within existing homes, and new community development
- Undertook a community climate change risk and vulnerability assessment in partnership with ICLEI Canada. Initiated a corporate climate change risk and vulnerability assessment
- Coordinated the Town's 14th annual Tree Seedling Program, distributing over 4,000 tree seedlings and nearly 600 trees to Caledon residents

Administration

- Hired three crossing guards due to turnover and growth
- Issued ten invoices for Town property damage from motor vehicle accidents at an overall cost of \$ \$47,000

- **Inquiries Received**

General Phone Queue	5,300
General Mailbox Emails	2,110
Council Inquiries	580

- **Permits Issued:**

Road Occupancy	350
Road Closure/Sharing of the Road	40
Entrance (Culverts)	9
Hauling on Town Roads	9
Excess Loads	215

- **Work Orders Processed:**

Operational	1,960
Streetlights	400
Facilities Maintenance	1,000

2018 Business Plan - Finance & Infrastructure Services

Capital Projects and Property Management (Facilities)

- Implemented the 2017 Facilities Capital Plan, some major projects are Town Hall parking lot expansion, electric vehicle charging station installation, HVAC upgrades, animal shelter cage upgrade, light upgrade at Yard 2, fire station parking lot design, Old Caledon Town Hall roof replacement, Mayfield Arena upgrades and Inglewood fire station mansard replacement
- Implement the facility upgrades and security modifications to facilitate the new Service Caledon strategy
- Project management of large capital projects to increase the capacity of the Town of Caledon including the Bolton Fire Station, the new recreation facility in Southfields, and the Fire Training Facility
- Improved facility operations and performance including significant site repairs at the Public Works yards, security improvement and policy implementation across the Corporation, Public Works Yard 1 carpentry workshop and heated workshop expansion, salt dome structural repairs and various lighting upgrades
- Liaise with the Region of Peel with the new Caledon East Paramedics building and the reconfiguration of Old Church Road in front of Town Hall Campus

Engineering Services

- Implemented one of the Town's largest capital works programs, including the reconstruction of Kennedy Road, George Bolton Parkway and the replacement of the Credit Street Bridge, designs of future roads and bridges, emergency engineering and construction works, crack sealing program, and the annual Town Road Program
- Completed Antrim Court and Blackhorse Village remedial works to bring subdivisions to assumption stage
- Completed inspections for multiple 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
- Initiated Environmental assessments for Old School Road, Old Church Road, and 12 Bridge & Culvert Structures for future rehabilitation/replacement and various storm water facilities
- Bridge inspections, as mandated under the "Ontario Structural Inspection Manual" standard and regulations, were performed for all road crossings
- Completed emergency repairs on failed sections of Tormina Fence in Bolton and proceeded with final permanent installations on various sections
- Received Clean Water/Waste Water Fund (CWWF) grant and are partnering with various conservation agencies (CVC, TRCA) on conservation/storm water projects
- Coordinated with the Region of Peel on various capital infrastructure projects for construction purposes (Mount Hope Rd, Mount Pleasant Rd watermains)

Transportation Engineering

- Reviewed over 250 requests related to traffic safety
- Reviewed multiple development applications for transportation planning elements
- Completed Road Safety Program – guide rail installed on over 21 road sites throughout Caledon
- Over 11,000 Ontario One Call inquiries and 5,000 locate requests completed according to legislative requirements
- Completed 2017 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
- Completed the Caledon Transportation Master Plan (TMP)
- Assistance and support provided to the new School Traffic Safety Committee. 2017 successes include the re-instatement of school bus services for St Nicholas Elementary School students.

2018 Business Plan - Finance & Infrastructure Services

- Worked with the newly formed Caledon Cycling Task Force to develop the work plan and implementation plan for the cycling initiatives in 2017 that include approximately 50 km of designated bike routes, community rides, cycling information kiosks, and bike repair stations
- Initiated the Transit Feasibility Study with approximately 500 public members consulted via public meetings, telephone surveys, website comment sheet, and other social media

Roads and Fleet

- Updated the Town’s Salt Management Plan
- Responded to 55 Winter Events from Snow Removal to Roadside Brushing
- 625 tonnes of Hot Mix laid by hand for pothole repairs
- 45 kilometers of Rural Road Ditching for proper drainage along the roadside
- Removal & replacement of 265 linear meters of concrete curb
- Removal & replacement of 320 square meters of concrete sidewalk
- Cleaning of Catch Basins in all the villages
- 30 Culverts flushed Entrance & Centerline – various sizes
- 1,050 kilometers of Urban Roads swept
- 1,125 kilometers of Gravel Roads Graded
- 8,000 tonnes of Granular “A” placed back onto the gravel roads
- Re-organized fleet staff to better and more efficiently service Town-owned fleet vehicles normally stationed in the east and west parts of the Town.

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 the department’s 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 infrastructure to support growth. These challenges will continue to be ongoing budget pressures.

Overall Department Trends and Challenges

Trends	Challenges
<p>Maintaining the rural/urban infrastructure balance</p> <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. • 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. 	<p>Establishing Baseline Services Levels</p> <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 implement an asset management / work order system, update the Town’s asset management plan and meet the Province’s pending regulation on asset management plans will continue to be a focus area in 2018. <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

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- 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.

Technology Driven Engagement and Service Delivery

- 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. The department will continue to improve on the availability of online offerings, including information/notices, long-term plans, and online form

significantly as has the volume and speeds travelled on those roads.

- 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.
- It will be increasingly important to understand the impacts of climate change on key Town infrastructure in order to prepare for and adapt to changes in changing weather patterns and intensity of storm events.

Maintaining Caledon's "Green" Leadership Position

- Caledon is home to various conservation authorities, the Oak Ridges Moraine, and a significant part of Ontario's designated Green Belt. Development growth will be tempered by the need to protect the Town's biodiversity, water quality, rivers and streams. With climate change a reality, sustainable design along with energy efficient Town operations will be essential in order to maintain the Town's proud "Green" leadership position and legacy;
- In order to maintain Caledon's "Green" leadership position, Finance & Infrastructure Services will be integrating "Green" strategies and policies into operations, including:
 - Protection of the environment through the use of more environmentally friendly materials on our roads and in the construction of new facilities, and the purchase of certified 'green' products and services in Town operations;
 - Employ initiatives to reduce our corporate carbon footprint through energy consumption reduction activities in our facilities and through the purchase of electric vehicles in Town fleet.
 - Reduce community greenhouse gas emissions through leveraging stakeholder resources and partnerships to implement actions in the Town's CCAP (i.e. reduce residential energy use, implement the Town SNAP, installation of public EV charging stations)

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Trends and Challenges by Division

Capital Projects & Property Management (Facilities)

Trends	Challenges
<ul style="list-style-type: none"> • Electric Vehicles (EV) are becoming prevalent in both the public (e.g. Town EV vehicles) and private (businesses/individual) realms. This increases needs for EV chargers at Town facilities complete with building electrical upgrades as required. • Energy efficiency and decreased energy intensity continues to be a priority at facilities. This requires continuous research and implementation of building retrofits and technologies in facilities. 	<ul style="list-style-type: none"> • Upcoming challenges facing the Town from a Facilities Division perspective include: <ul style="list-style-type: none"> • planning for major renovations at Town Hall to accommodate growth (e.g. growth in staff to maintain service levels challenged by growth within the community) • Improvements to existing yards and a new yard in the South-West part of Caledon to more effectively and efficiently service growth in the area • Construction of a new recreation facility and a library in the Southfields community • Work on a number of these initiatives has already begun and others will start the planning process in 2018. • Demands are being placed on Facilities 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.

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 companies have started to signal that 2019 rates may increase due to financial stresses they are facing related to natural disaster claims in 2017. • Changes to the Construction Lien Act, and new trade treaties, such as the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) and the Canadian Free Trade Agreement (CFTA) will require changes to the Town's procurement documents, procedures, and agreements

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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. • Degradation of existing infrastructure such as roads, storm water facilities and bridges with increased risk from Climate Change, particularly storm water events. • Increasing calls for service 	<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 Division should growth continue at the current or accelerated plan. • Staff have been prioritizing from a strategic infrastructure planning methodology that is evolving as asset management becomes prudent in the department. Advances in this data management will allow staff to maintain and replace infrastructure in a coordinated manner moving forward. • Staff are working with the Region of Peel and surveying other municipalities for acoustic infrastructure that falls both on the public and private side.

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 and updating its climate change action plan with a renewed vision focusing on both mitigation and adaptation. 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. • Community behavior change – There is an increasing expectation by residents that municipalities should play a greater role in encouraging positive environmental behaviors at the community level. Many 	<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. To overcome this, staff have been actively benchmarking each facility in order to track and report on energy use, and initiated an energy revolving fund to pay for energy retrofit projects; • 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 on emerging best practices and staff capacity continues to be a challenge for this Division.

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<p>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"> • The Province is providing direction and formalizing municipalities' role in both Climate Change mitigation and adaptation. This has been seen through policy changes under the Coordinated Land Use Review and Ontario Climate Change Plans. Staff continue to review policy and legislation changes and react where appropriate to update Town practices and standards. 	
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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. • New Asset Management Planning rules and regulations introduced by the Province to ensure that municipalities are meeting the challenges faced from aging assets and increased capital funding needs will increase the need to collaborate in the development of a cohesive and coordinated plan of action for the long term 	<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 continue to make significant tax-funded contributions to its capital program in order to meet its share of growth related infrastructure spending, and to address its infrastructure funding deficit on existing assets. • Conducting a review of the assessment base annually to ensure all new growth is captured on the assessment roll and to review the Town’s tax ratios are fair and competitive

2018 Business Plan - Finance & Infrastructure Services

Transportation Engineering

Trends	Challenges
<ul style="list-style-type: none"> Based on the Caledon Transportation Master Plan, surveys suggest that there are short and long term transportation trends such as increasing speeding vehicles and infiltration traffic especially in the rural areas, growing number of vehicle traffic due to population and employment forecasts in the tri-nodal growth areas, increasing aging population resulting in the need of alternative mode of transportation, and upsurging of trucking vehicles that disturb the communities. The Transportation Engineering Division is responsible to mitigate the concerns relating to these trends. Since the inauguration of the Division, there has been an increasing trend of inquiries made by residents, business owners, and councillors, with 119,163,180 traffic inquiries in 2014, 2015, and 2016 respectively. In 2017, it is expected the Division will respond to a total of 200 inquiries. New regulations (such as Bill 65 relating to policies in School Zones and Community Safety Zones), new technologies (such as Automatic Speeding Enforcement and Drivers' Speed Feedback Boards) add diversity and efficiency in providing traffic calming solutions to the communities. Furthermore, the Transportation Engineering Division provides maintenance to the elements on the roadways such as street lighting, guide rail, retro-reflectivity of traffic signage and pavement markings on a routine basis. In summary, the Transportation Engineering Division strives to provide evidence-based solutions to ensure traffic safety and efficiency are optimized. 	<p>Calm traffic</p> <ul style="list-style-type: none"> The Transportation Engineering Division continues to try changing drivers' behavior by road design such as implementing road devices to calm speeding vehicles, discourage infiltration of private and heavy vehicles. The effectiveness of such devices will diminish when drivers become accustomed to them over time. New policies and technologies are required. <p>Promote cycling</p> <ul style="list-style-type: none"> Based on Council direction and approval of budget, the Transportation Engineering Division is responsible to garner the help of the Cycling Task Force to develop a program to encourage cycling, with the goal to achieve the Bicycle Friendly Community designation. The challenge is to design a program that suits the vast diversity of geography of Caledon (rural, suburban, hills through the valleys and escarpments) as well as the demography of the cyclists with various skill levels, for the residents and visitors of Caledon. <p>Assess the feasibility of transit</p> <ul style="list-style-type: none"> Council directed the Transportation Engineering Division to investigate the feasibility of transit services in Caledon. With distinct characteristics of communities and different transit needs, a tailor-fit analysis is needed to provide a fair assessment for each Ward and each community in Caledon. It is important to note that the analysis is required to supplement public input, so voices from different age groups, different commuting needs, living and working in different areas, are heard.

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

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	<ul style="list-style-type: none">• Providing innovative, efficient and effective services• Keeping up with the demands of the mandated service records to assure compliance with <i>Highway Traffic Act</i>, 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
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2018 Business Plan - Finance & Infrastructure Services

5. 2018 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 2018 departmental priorities that the department intends to undertake with the 2018 Operating and Capital Budget requested as part of this Business Plan:

2018 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	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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2018 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	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	Complete the redesign and construction of an AODA compliant front entrance at Fire Administration.	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 the service level and growth requirements. Commence detailed design and create tender	Capital Budget												

2018 Business Plan - Finance & Infrastructure Services

2018 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
	ready documents for an anticipated 2019 construction date.													
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												
7	Complete the repairs and paving of various fire stations and the Kinsmen municipal parking in downtown Bolton.													
PURCHASING AND RISK MANAGEMENT														
1	Update sustainable procurement procedures	Base Operating Budget												
2	Review purchasing card program and policy	Base Operating Budget												
3	Develop a guide for consultants in preparing Tender documents for the Town	Base Operating Budget												
4	Conduct tabletop business continuity exercises	Base Operating Budget												
5	Update procurement documents and process	Capital Budget												

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2018 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	Review current insurance program including opportunities for new types of coverage	Base Operating Budget												
7	Continue to grow our "vendor of record" program	Base Operating Budget												
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												

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2018 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
8	Complete rehabilitation of identified Storm Water Management Facilities	Capital Budget												
ENERGY AND ENVIRONMENT														
1	Coordinate and lead the implementation of the Peel Climate Change Strategy Partnership	Base Operating Budget Capital Budget												
2	Update the Town's Climate Change Action Plan to incorporate a renewed vision to mitigate the impacts of climate change and adapt and become more resilient to extreme weather events.	Capital Budget Base Operating Budget												
3	Implement the Corporate Energy Management Plan in partnership with the Corporate Energy Team.	Base Operating Budget Capital Budget												
4	Update the Town's Corporate Energy Management Plan and transition to a Corporation wide energy policy compliant with the <i>Green Energy Act, 2009</i> requirement to have a 5 year energy conservation and demand management plan.	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												

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2018 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	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												
7	Prepare and present a discussion paper on Climate Change to be considered with the Official Plan Update process.	Base Budget Operating												
8	Undertake a corporate wide energy training program for key facility staff to improve energy literacy and operation based behavior change to reduce energy consumption.	Capital Budget												
9	Work with key agency partners and community stakeholders to highlight storm water management best practices in preparation for extreme weather events.	Base Operating Budget												
10	Update various Town policies including the Sustainable Procurement policy and the Town's Corporate Green Building Standard.	Base Budget Operating												
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												

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2018 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	Implement Traffic Calming measures and Traffic Signal Installation for the intersection as identified in the Caledon Transportation Master Plan	Capital Budget												
4	Complete 2 community cycling events to coincide with application to Share the Road as part of the requirements for a bicycle friendly community.	Base Operating												
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												
6	Conduct a survey to collect vehicle volume, speed and collision data to support traffic analysis	Capital Budget												
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	Base Operating Budget												

2018 Business Plan - Finance & Infrastructure Services

2018 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
	safe passage of traffic on all Town roads													
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
 2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
6211 Old Church Road	Capital Project & Property Management	Expense	01-09-155-43050-375-61520 Wages-Casual Temporary	\$ -	\$ 15,700			
			01-09-155-43050-375-61523 Benefits-Casual Temporary	\$ -	\$ 1,949			
			01-09-155-43050-375-62017 Caretaking Supplies	\$ 3,000	\$ 3,000			
			01-09-155-43050-375-62018 Operating Supplies	\$ 1,000	\$ 1,000			
			01-09-155-43050-375-62111 Maintenance & Repairs-Grounds	\$ 2,000	\$ 2,000			
			01-09-155-43050-375-62112 Maintenance & Repairs-Building	\$ 10,000	\$ 10,000			
			01-09-155-43050-375-62114 Small Equip Repair/Purchase	\$ 1,000	\$ 1,000			
			01-09-155-43050-375-62115 Maint&Repairs-Non Preventative	\$ 4,500	\$ 10,000			
			01-09-155-43050-375-62215 Natural Gas	\$ 3,037	\$ 4,512			
			01-09-155-43050-375-62216 Electricity	\$ 8,325	\$ 10,114			
			01-09-155-43050-375-62217 Water/Waste Water	\$ 500	\$ 2,000			
			01-09-155-43050-375-62335 Contracted Services	\$ 24,000	\$ 23,500			
			Expense Total				\$ 57,362	\$ 84,775
Capital Project & Property Management Total				\$ 57,362	\$ 84,775			
6211 Old Church Road Total								
Alton Town Hall	Capital Project & Property Management	Expense	01-09-155-43050-310-62312 Insurance	\$ 2,528	\$ 2,478			
			Expense Total				\$ 2,528	\$ 2,478
			Capital Project & Property Management Total				\$ 2,528	\$ 2,478
Alton Town Hall Total								
Belfountain Community Hall	Capital Project & Property Management	Revenue	01-09-155-43050-315-50060 Auditorium/Room Rentals	\$ (1,000)	\$ (1,000)			
			01-09-155-43050-315-50230 Rentals	\$ (10,092)	\$ (5,400)			
		Revenue Total				\$ (11,092)	\$ (6,400)	
		Expense	01-09-155-43030-315-61520 Wages-Casual Temporary	\$ 14,300	\$ 14,040			
			01-09-155-43030-315-61523 Benefits-Casual Temporary	\$ 1,749	\$ 1,743			
			01-09-155-43030-315-62018 Operating Supplies	\$ 1,500	\$ 1,500			
			01-09-155-43030-315-62112 Maintenance & Repairs-Building	\$ 1,500	\$ 1,500			
			01-09-155-43030-315-62321 Rental Facility	\$ 7,032	\$ 5,400			
			01-09-155-43030-315-62335 Contracted Services	\$ 3,500	\$ 3,500			
			01-09-155-43030-315-62397 Telephone	\$ 2,500	\$ 2,500			
			01-09-155-43050-315-61520 Wages-Casual Temporary	\$ -	\$ 1,200			
			01-09-155-43050-315-61523 Benefits-Casual Temporary	\$ -	\$ 149			
			01-09-155-43050-315-62011 Office Supplies	\$ 100	\$ 100			
			01-09-155-43050-315-62014 Uniforms/Protective Clothing	\$ 200	\$ 100			
			01-09-155-43050-315-62017 Caretaking Supplies	\$ 500	\$ 500			
			01-09-155-43050-315-62018 Operating Supplies	\$ 500	\$ 500			
			01-09-155-43050-315-62111 Maintenance & Repairs-Grounds	\$ 2,000	\$ 2,000			
			01-09-155-43050-315-62112 Maintenance & Repairs-Building	\$ 3,000	\$ 3,000			
			01-09-155-43050-315-62114 Small Equip Repair/Purchase	\$ 500	\$ 500			
			01-09-155-43050-315-62215 Natural Gas	\$ 3,876	\$ 5,876			
			01-09-155-43050-315-62216 Electricity	\$ 1,797	\$ 1,637			
			01-09-155-43050-315-62312 Insurance	\$ 2,835	\$ 2,779			
			01-09-155-43050-315-62335 Contracted Services	\$ 2,550	\$ 2,500			
			01-09-155-43050-315-62437 Contribution to Reserves	\$ 1,000	\$ -			
			Expense Total				\$ 50,939	\$ 51,024
			Capital Project & Property Management Total				\$ 39,847	\$ 44,624
			Belfountain Community Hall Total					
Bolton Municipal Lot	Capital Project & Property Management		Expense	01-09-155-43050-500-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ -		
		Expense Total				\$ 5,000	\$ -	
		Capital Project & Property Management Total				\$ 5,000	\$ -	
Bolton Municipal Lot Total								
Fire Administration	Capital Project & Property Management	Revenue	01-09-155-43050-199-50655 Lease Revenue	\$ (7,794)	\$ (7,560)			
			Revenue Total				\$ (7,794)	\$ (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				\$ (4,894)	\$ (4,660)			
Fire Administration Total								
Kinsmen Building - Bolton	Capital Project & Property Management	Expense	01-09-155-43050-330-62111 Maintenance & Repairs-Grounds	\$ 1,500	\$ -			
			01-09-155-43050-330-62112 Maintenance & Repairs-Building	\$ 2,500	\$ 2,500			
			01-09-155-43050-330-62312 Insurance	\$ 1,162	\$ 1,139			
			01-09-155-43050-330-62437 Contribution to Reserves	\$ 1,000	\$ 500			
		Expense Total				\$ 6,162	\$ 4,139	
Capital Project & Property Management Total				\$ 6,162	\$ 4,139			
Kinsmen Building - Bolton Total								

TOWN OF CALEDON
2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Melville	Capital Project & Property Management	Expense	01-09-155-43050-335-62112 Maintenance & Repairs-Building	\$ 1,200	\$ 1,200
			01-09-155-43050-335-62312 Insurance	\$ 793	\$ 777
			01-09-155-43050-335-62437 Contribution to Reserves	\$ 500	\$ 300
			Expense Total	\$ 2,493	\$ 2,277
Capital Project & Property Management Total				\$ 2,493	\$ 2,277
Melville Total				\$ 2,493	\$ 2,277
Old Bolton Fire Station	Capital Project & Property Management	Expense	01-09-155-43050-305-62017 Caretaking Supplies	\$ 500	\$ -
			01-09-155-43050-305-62018 Operating Supplies	\$ 2,500	\$ -
			01-09-155-43050-305-62111 Maintenance & Repairs-Grounds	\$ 4,900	\$ -
			01-09-155-43050-305-62112 Maintenance & Repairs-Building	\$ 5,000	\$ -
			01-09-155-43050-305-62215 Natural Gas	\$ 4,500	\$ -
			01-09-155-43050-305-62216 Electricity	\$ 15,000	\$ -
			01-09-155-43050-305-62312 Insurance	\$ 3,934	\$ -
			01-09-155-43050-305-62335 Contracted Services	\$ 2,600	\$ -
				Expense Total	\$ 38,934
		Capital Project & Property Management Total			
Old Bolton Fire Station Total				\$ 38,934	\$ -
Old Caledon Township Hall	Capital Project & Property Management	Expense	01-09-155-43050-340-61520 Wages-Casual Temporary	\$ -	\$ 500
			01-09-155-43050-340-61523 Benefits-Casual Temporary	\$ -	\$ 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	\$ 4,500
			01-09-155-43050-340-62112 Maintenance & Repairs-Building	\$ 1,000	\$ 1,000
			01-09-155-43050-340-62312 Insurance	\$ 3,771	\$ 3,697
			01-09-155-43050-340-62335 Contracted Services	\$ 6,500	\$ 6,000
			01-09-155-43050-340-62397 Telephone	\$ 1,000	\$ 1,400
			01-09-155-43050-340-62437 Contribution to Reserves	\$ 1,000	\$ 300
				Expense Total	\$ 18,121
		Capital Project & Property Management Total			
Old Caledon Township Hall Total				\$ 18,121	\$ 17,809
OPP Bolton	Capital Project & Property Management	Expense	01-09-155-43030-210-62014 Uniforms/Protective Clothing	\$ -	\$ 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	\$ 5,508	\$ 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	\$ 15,349	\$ 16,291
Capital Project & Property Management Total				\$ 15,349	\$ 16,291
OPP Bolton Total				\$ 15,349	\$ 16,291
OPP Caledon East	Capital Project & Property Management	Revenue	01-09-155-43030-220-50310 External Cost Recovery	\$ (20,000)	\$ (20,000)
			01-09-155-43030-220-50512 OPP False Alarms	\$ (7,632)	\$ (7,632)
			01-09-155-43030-220-50513 OPP Miscellaneous	\$ (48,121)	\$ (48,121)
			01-09-155-43030-220-50516 Rents-OPP Caledon East	\$ (56,000)	\$ (56,000)
			01-09-155-43030-220-50517 Recoveries-OPP	\$ (427,872)	\$ (408,958)
				Revenue Total	\$ (559,625)
		Expense	01-09-155-43030-220-61108 Distributed Salaries	\$ 93,820	\$ 75,628
			01-09-155-43030-220-61510 Salaries-Permanent	\$ 65,551	\$ 70,763
			01-09-155-43030-220-61513 Benefits-Permanent	\$ 20,672	\$ 22,619
			01-09-155-43030-220-61520 Wages-Casual Temporary	\$ 3,300	\$ 3,300
			01-09-155-43030-220-61523 Benefits-Casual Temporary	\$ 404	\$ 410
			01-09-155-43030-220-62014 Uniforms/Protective Clothing	\$ 450	\$ -
			01-09-155-43030-220-62017 Caretaking Supplies	\$ 5,250	\$ 5,150
			01-09-155-43030-220-62018 Operating Supplies	\$ 7,875	\$ 7,725
			01-09-155-43030-220-62021 Program Supplies	\$ 5,000	\$ 5,000
			01-09-155-43030-220-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ 3,000
			01-09-155-43030-220-62112 Maintenance & Repairs-Building	\$ 7,875	\$ 7,725
			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	\$ 5,000
			01-09-155-43030-220-62215 Natural Gas	\$ 5,714	\$ 5,714
			01-09-155-43030-220-62216 Electricity	\$ 62,970	\$ 62,970
			01-09-155-43030-220-62217 Water/Waste Water	\$ 2,110	\$ 2,000
			01-09-155-43030-220-62310 Training/Development/Seminars	\$ 1,550	\$ 1,550
			01-09-155-43030-220-62312 Insurance	\$ 7,116	\$ 6,777
			01-09-155-43030-220-62314 Mileage	\$ 600	\$ 600

TOWN OF CALEDON
2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
OPP Caledon East	Capital Project & Property Management	Expense	01-09-155-43030-220-62319 Grants	\$ 20,000	\$ 27,000
			01-09-155-43030-220-62335 Contracted Services	\$ 111,508	\$ 100,000
			01-09-155-43030-220-62396 Mobile Phones / Pagers	\$ 746	\$ 746
			01-09-155-43030-220-62397 Telephone	\$ 4,000	\$ 3,500
		01-09-155-43030-220-62437 Contribution to Reserves	\$ -	\$ 2,000	
Expense Total			\$ 443,511	\$ 426,177	
Capital Project & Property Management Total			\$ (116,114)	\$ (114,534)	
OPP Caledon East Total					
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					
Peel Paramedic (Old Church)	Capital Project & Property Management	Revenue	01-09-155-43050-198-50655 Lease Revenue	\$ (6,500)	\$ -
		Revenue Total	\$ (6,500)	\$ -	
		Expense	01-09-155-43050-198-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ -
		Expense Total	\$ 5,000	\$ -	
Capital Project & Property Management Total			\$ (1,500)	\$ -	
Peel Paramedic (Old Church) Total					
St.Andrew	Capital Project & Property Management	Expense	01-09-155-43050-360-62112 Maintenance & Repairs-Building	\$ 1,200	\$ 600
			01-09-155-43050-360-62312 Insurance	\$ 3,352	\$ 3,286
			01-09-155-43050-360-62437 Contribution to Reserves	\$ 500	\$ 300
		Expense Total	\$ 5,052	\$ 4,186	
Capital Project & Property Management Total			\$ 5,052	\$ 4,186	
St.Andrew Total					
Town Hall	Administration	Expense	01-09-115-40010-365-61510 Salaries-Permanent	\$ 200,181	\$ 191,027
			01-09-115-40010-365-61513 Benefits-Permanent	\$ 62,800	\$ 63,949
			01-09-115-40010-365-61520 Wages-Casual Temporary	\$ 235,855	\$ 223,834
			01-09-115-40010-365-61523 Benefits-Casual Temporary	\$ 28,850	\$ 27,863
			01-09-115-40010-365-62011 Office Supplies	\$ 2,500	\$ 3,000
			01-09-115-40010-365-62014 Uniforms/Protective Clothing	\$ 1,035	\$ 1,035
			01-09-115-40010-365-62245 Studies/Consultants	\$ 1,000	\$ 1,000
			01-09-115-40010-365-62310 Training/Development/Seminars	\$ 2,000	\$ 3,500
			01-09-115-40010-365-62311 Memberships/Dues	\$ 2,500	\$ 2,500
			01-09-115-40010-365-62312 Insurance	\$ 258,938	\$ 253,861
			01-09-115-40010-365-62314 Mileage	\$ 500	\$ 500
			01-09-115-40010-365-62315 Printing & Advertising	\$ 500	\$ 1,000
			01-09-115-40010-365-62346 Courier	\$ 250	\$ 250
			01-09-115-40010-365-62375 Meeting Expenses	\$ 1,000	\$ 1,000
			01-09-115-40010-365-62396 Mobile Phones / Pagers	\$ 500	\$ 500
			Expense Total	\$ 798,409	\$ 774,819
			Administration Total		
	Capital Project & Property Management	Revenue	01-09-155-75300-365-50560 Counter Sales	\$ (55,000)	\$ (50,000)
			01-09-155-75300-365-50561 Catered Sales	\$ (6,500)	\$ (6,500)
			01-09-155-43040-365-50613 Miscellaneous Fees	\$ (4,000)	\$ -
		Revenue Total	\$ (65,500)	\$ (56,500)	
		Expense	01-09-155-43020-365-61510 Salaries-Permanent	\$ 195,566	\$ 179,494
			01-09-155-43020-365-61512 Recovery-Salaries-Permanent	\$ (175,473)	\$ (166,774)
			01-09-155-43020-365-61513 Benefits-Permanent	\$ 55,109	\$ 52,799
			01-09-155-43020-365-62011 Office Supplies	\$ 1,000	\$ 1,000
			01-09-155-43020-365-62014 Uniforms/Protective Clothing	\$ 500	\$ 500
			01-09-155-43020-365-62018 Operating Supplies	\$ 500	\$ 500
01-09-155-43020-365-62239 Equipment	\$ 1,000		\$ 1,000		
01-09-155-43020-365-62310 Training/Development/Seminars	\$ 7,500		\$ 7,500		
01-09-155-43020-365-62311 Memberships/Dues	\$ 3,100		\$ 3,100		
01-09-155-43020-365-62314 Mileage	\$ 1,667		\$ 1,667		
01-09-155-43020-365-62396 Mobile Phones / Pagers	\$ 850		\$ 850		
01-09-155-43040-365-61510 Salaries-Permanent	\$ 166,483		\$ 166,089		
01-09-155-43040-365-61513 Benefits-Permanent	\$ 49,022		\$ 49,838		
01-09-155-43040-365-61520 Wages-Casual Temporary	\$ 76,439		\$ 55,957		
01-09-155-43040-365-61523 Benefits-Casual Temporary	\$ 9,347		\$ 6,771		
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	\$ 1,500			
01-09-155-43040-365-62114 Small Equip Repair/Purchase	\$ 3,000	\$ 2,500			
01-09-155-43040-365-62239 Equipment	\$ 750	\$ 750			
01-09-155-43040-365-62256 Security	\$ 15,000	\$ 11,000			
01-09-155-43040-365-62310 Training/Development/Seminars	\$ 1,750	\$ 1,750			
01-09-155-43040-365-62311 Memberships/Dues	\$ 500	\$ -			

TOWN OF CALEDON
 2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget				
Town Hall	Capital Project & Property Management	Expense	01-09-155-43040-365-62314 Mileage	\$ 1,500	\$ 2,000				
			01-09-155-43040-365-62335 Contracted Services	\$ 12,000	\$ 10,000				
			01-09-155-43040-365-62396 Mobile Phones / Pagers	\$ 900	\$ 900				
			01-09-155-43050-365-61510 Salaries-Permanent	\$ 178,606	\$ 173,374				
			01-09-155-43050-365-61512 Recovery-Salaries-Permanent	\$ (77,320)	\$ (114,828)				
			01-09-155-43050-365-61513 Benefits-Permanent	\$ 51,607	\$ 51,497				
			01-09-155-43050-365-61520 Wages-Casual Temporary	\$ 53,444	\$ 51,900				
			01-09-155-43050-365-61523 Benefits-Casual Temporary	\$ 10,463	\$ 10,240				
			01-09-155-43050-365-62011 Office Supplies	\$ 200	\$ 200				
			01-09-155-43050-365-62014 Uniforms/Protective Clothing	\$ 550	\$ 550				
			01-09-155-43050-365-62017 Caretaking Supplies	\$ 13,000	\$ 11,000				
			01-09-155-43050-365-62018 Operating Supplies	\$ 11,000	\$ 11,000				
			01-09-155-43050-365-62111 Maintenance & Repairs-Grounds	\$ 5,000	\$ 5,000				
			01-09-155-43050-365-62112 Maintenance & Repairs-Building	\$ 40,000	\$ 35,000				
			01-09-155-43050-365-62114 Small Equip Repair/Purchase	\$ 8,000	\$ 8,000				
			01-09-155-43050-365-62115 Maint&Repairs-Non Preventative	\$ 15,000	\$ 15,000				
			01-09-155-43050-365-62130 Generator-Fuel & Maintenance	\$ 7,500	\$ 7,500				
			01-09-155-43050-365-62215 Natural Gas	\$ 14,709	\$ 20,277				
			01-09-155-43050-365-62216 Electricity	\$ 150,714	\$ 130,000				
			01-09-155-43050-365-62217 Water/Waste Water	\$ 5,250	\$ 5,000				
			01-09-155-43050-365-62256 Security	\$ 16,000	\$ 16,000				
			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	\$ 32,750	\$ 27,750				
			01-09-155-43050-365-62396 Mobile Phones / Pagers	\$ 1,750	\$ 1,750				
			01-09-155-43050-365-62437 Contribution to Reserves	\$ 11,000	\$ 10,600				
			01-09-155-75300-365-61520 Wages-Casual Temporary	\$ 86,035	\$ 84,500				
			01-09-155-75300-365-61523 Benefits-Casual Temporary	\$ 18,267	\$ 18,093				
			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	\$ 8,000	\$ 7,000				
			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	\$ 3,000	\$ 2,000				
			Expense Total			\$ 1,259,435	\$ 1,144,494		
			Capital Project & Property Management Total			\$ 1,193,935	\$ 1,087,994		
			Energy & Environment	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)	
						01-09-255-44040-365-50760 Special Events	\$ -	\$ (100)	
					Revenue Total			\$ (41,000)	\$ (42,100)
					Expense	01-09-255-44040-365-61510 Salaries-Permanent	\$ 230,173	\$ 231,292	
						01-09-255-44040-365-61513 Benefits-Permanent	\$ 69,460	\$ 72,102	
						01-09-255-44040-365-61520 Wages-Casual Temporary	\$ 11,100	\$ 10,900	
						01-09-255-44040-365-61523 Benefits-Casual Temporary	\$ 1,358	\$ 1,353	
						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	\$ 21,985	\$ 21,000	
						01-09-255-44040-365-62310 Training/Development/Seminars	\$ 5,500	\$ 5,250	
						01-09-255-44040-365-62311 Memberships/Dues	\$ 5,865	\$ 5,500	
						01-09-255-44040-365-62314 Mileage	\$ 1,500	\$ 1,500	
		01-09-255-44040-365-62315 Printing & Advertising				\$ 3,000	\$ 3,500		
01-09-255-44040-365-62320 Smart Commute	\$ 1,400	\$ 1,400							
01-09-255-44040-365-62328 Tree Seedling Program	\$ 11,000	\$ 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 Expenses	\$ 650	\$ 650							
01-09-255-44040-365-62393 School Community Green Fund	\$ 18,000	\$ 18,000							
01-09-255-44040-365-62396 Mobile Phones / Pagers	\$ 500	\$ 300							
01-09-255-44040-365-62437 Contribution to Reserves	\$ 29,750	\$ 29,750							
01-09-255-44040-365-62446 MicroFIT Meters	\$ 250	\$ 250							
Expense Total						\$ 427,791	\$ 429,047		
Energy & Environment Total						\$ 386,791	\$ 386,947		

TOWN OF CALEDON
2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Town Hall	Engineering Services	Revenue	01-09-265-49010-365-50310 External Recovery - Region	\$ (340,612)	\$ (340,612)
			01-09-265-49010-365-50319 Grants/Subsidies	\$ (500)	\$ (500)
			01-09-265-49010-365-50328 Engineering Fee	\$ (479,508)	\$ (359,510)
			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		\$ (831,580)	\$ (711,582)
		Expense	01-09-265-49010-365-61109 Salary Recovery	\$ (443,527)	\$ (469,909)
			01-09-265-49010-365-61510 Salaries-Permanent	\$ 982,782	\$ 865,268
			01-09-265-49010-365-61513 Benefits-Permanent	\$ 285,786	\$ 256,165
			01-09-265-49010-365-61520 Wages-Casual Temporary	\$ 35,900	\$ 57,580
			01-09-265-49010-365-61523 Benefits-Casual Temporary	\$ 4,391	\$ 7,454
			01-09-265-49010-365-62014 Uniforms/Protective Clothing	\$ 3,700	\$ 3,400
			01-09-265-49010-365-62018 Operating Supplies	\$ 500	\$ 350
			01-09-265-49010-365-62245 Studies/Consultants	\$ 147,150	\$ 142,850
			01-09-265-49010-365-62310 Training/Development/Seminars	\$ 19,000	\$ 16,500
			01-09-265-49010-365-62311 Memberships/Dues	\$ 4,550	\$ 3,000
			01-09-265-49010-365-62314 Mileage	\$ 13,700	\$ 10,500
			01-09-265-49010-365-62315 Printing & Advertising	\$ 500	\$ 500
			01-09-265-49010-365-62396 Mobile Phones / Pagers	\$ 3,200	\$ 2,835
			01-09-265-49010-365-62402 External Debt Repayment	\$ 1,190,612	\$ 790,612
	01-09-265-49010-365-62403 External Debt Repay. Principal		\$ 310,000	\$ 310,000	
	01-09-265-49010-365-62418 Debt Repayment	\$ 140,000	\$ 140,000		
	01-09-265-49010-365-62437 Contribution to Reserves	\$ 19,500	\$ 19,500		
	Expense Total		\$ 2,717,744	\$ 2,156,605	
	Engineering Services Total		\$ 1,886,164	\$ 1,445,023	
	Finance	Revenue	01-01-285-43060-365-50310 External Cost Recovery	\$ (43,620)	\$ -
			01-01-285-43070-365-50522 Copy Fees	\$ -	\$ (1,200)
			01-01-285-43070-365-50562 Garbage Tag Sales	\$ -	\$ (2,800)
			Revenue Total	\$ (43,620)	\$ (4,000)
		Expense	01-01-285-43060-365-61510 Salaries-Permanent	\$ 1,232,529	\$ 1,146,029
			01-01-285-43060-365-61513 Benefits-Permanent	\$ 356,898	\$ 338,672
			01-01-285-43060-365-61520 Wages-Casual Temporary	\$ 46,100	\$ -
			01-01-285-43060-365-61523 Benefits-Casual Temporary	\$ 5,558	\$ -
			01-01-285-43060-365-62011 Office Supplies	\$ 6,000	\$ 6,000
			01-01-285-43060-365-62310 Training/Development/Seminars	\$ 25,000	\$ 21,000
			01-01-285-43060-365-62311 Memberships/Dues	\$ 14,000	\$ 11,000
			01-01-285-43060-365-62314 Mileage	\$ 1,000	\$ 1,000
			01-01-285-43060-365-62315 Printing & Advertising	\$ 4,000	\$ 4,000
			01-01-285-43060-365-62335 Contracted Services	\$ 2,200	\$ 2,200
			01-01-285-43060-365-62346 Courier	\$ 200	\$ 200
01-01-285-43060-365-62375 Meeting Expense			\$ 500	\$ 400	
01-01-285-43060-365-62396 Mobile Phones / Pagers			\$ 1,100	\$ 800	
01-01-285-43070-365-61510 Salaries-Permanent			\$ 364,555	\$ 354,180	
01-01-285-43070-365-61513 Benefits-Permanent			\$ 104,536	\$ 105,958	
01-01-285-43070-365-62011 Office Supplies			\$ 1,000	\$ 1,000	
01-01-285-43070-365-62310 Training/Development/Seminars			\$ 5,500	\$ 5,000	
01-01-285-43070-365-62311 Memberships/Dues			\$ 3,600	\$ 2,500	
01-01-285-43070-365-62314 Mileage			\$ 900	\$ 900	
01-01-285-43070-365-62315 Printing & Advertising			\$ 13,250	\$ 12,500	
01-01-285-43070-365-62335 Contracted Services			\$ 185,220	\$ 145,220	
01-01-285-43070-365-62396 Mobile Phones / Pagers			\$ 336	\$ 252	
01-01-285-43070-365-62412 Special Charges			\$ 2,000	\$ 2,000	
01-01-285-43070-365-62415 Garbage Tags			\$ -	\$ 1,000	
Expense Total				\$ 2,375,982	\$ 2,161,811
Finance Total				\$ 2,332,362	\$ 2,157,811
Purchasing & Risk Management		Revenue	01-01-435-43090-365-50520 Document Sales	\$ (22,000)	\$ (18,000)
		Revenue Total		\$ (22,000)	\$ (18,000)
		Expense	01-01-435-43090-365-61510 Salaries-Permanent	\$ 532,086	\$ 524,056
			01-01-435-43090-365-61513 Benefits-Permanent	\$ 160,172	\$ 163,435
			01-01-435-43090-365-62011 Office Supplies	\$ 2,500	\$ 2,500
	01-01-435-43090-365-62020 E-Registration Fees		\$ 2,200	\$ -	
	01-01-435-43090-365-62310 Training/Development/Seminars		\$ 17,525	\$ 17,525	
	01-01-435-43090-365-62311 Memberships/Dues		\$ 5,395	\$ 5,395	
	01-01-435-43090-365-62314 Mileage		\$ 1,000	\$ 1,000	
	01-01-435-43090-365-62396 Mobile Phones / Pagers	\$ 276	\$ 276		
Expense Total		\$ 721,154	\$ 714,187		
Purchasing & Risk Management Total		\$ 699,154	\$ 696,187		

TOWN OF CALEDON
 2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
Town Hall	Road & Fleet Services	Revenue	01-09-495-40010-365-50050 Miscellaneous	\$ (24,078)	\$ (24,078)			
			01-09-495-40010-365-50300 Internal Recoveries	\$ (83,200)	\$ (83,200)			
			01-09-495-40010-365-50304 Peel Services	\$ (15,000)	\$ (15,000)			
			01-09-495-40010-365-50305 Culvert Permits	\$ (37,390)	\$ (37,390)			
			01-09-495-40010-365-50306 Mainten. Unassumed Roads	\$ (60,000)	\$ (60,000)			
			01-09-495-40010-365-50309 Municipal Sign #	\$ (5,000)	\$ (5,000)			
			01-09-495-40010-365-50310 External Cost Recovery	\$ (25,000)	\$ (25,000)			
			01-09-495-40010-365-50312 Peel Ambulance	\$ (2,500)	\$ (2,500)			
			01-09-495-40010-365-50314 Caledon Community Service	\$ (120,000)	\$ (120,000)			
			01-09-495-40010-365-50319 Grants/Subsidies	\$ (8,000)	\$ (8,000)			
			01-09-495-40010-365-50331 Program Cost Recoveries	\$ (10,000)	\$ (10,000)			
			01-09-495-40010-365-50334 Vehicle-Building & Enforcement	\$ (12,000)	\$ (10,000)			
			01-09-495-40010-365-50336 Recreation-vehicle rental	\$ (5,500)	\$ (5,000)			
			01-09-495-40010-365-50340 Inter. Fleet Maintenance	\$ (267,012)	\$ (257,012)			
			01-09-495-40010-365-50353 Heavy Truckload Rd Use	\$ (4,966)	\$ (4,966)			
			01-09-495-40010-365-50358 Scrap Metal Sales	\$ (5,000)	\$ (5,000)			
			01-09-495-40010-365-50360 Streetlight Recovery	\$ -	\$ 15,100			
			01-09-495-49090-365-50310 External Cost Recovery	\$ (35,000)	\$ -			
			01-09-495-49140-365-50310 External Cost Recovery	\$ (46,000)	\$ (46,000)			
			Revenue Total			\$ (765,646)	\$ (703,046)	
					Expense	01-09-495-40010-365-62014 Uniforms/Protective Clothing	\$ 85,000	\$ 81,000
						01-09-495-40010-365-62018 Operating Supplies	\$ 6,000	\$ 6,000
						01-09-495-40010-365-62122 Pit Operations	\$ 5,000	\$ 5,000
				01-09-495-40010-365-62216 Electricity		\$ -	\$ 171,084	
				01-09-495-40010-365-62310 Training/Development/Seminars		\$ 40,000	\$ 40,000	
				01-09-495-40010-365-62311 Memberships/Dues		\$ 18,000	\$ 11,000	
				01-09-495-40010-365-62314 Mileage		\$ 1,500	\$ 1,500	
				01-09-495-40010-365-62339 Communication Equipment		\$ 16,462	\$ 16,462	
				01-09-495-40010-365-62361 Professional Services		\$ 45,000	\$ 45,000	
				01-09-495-40010-365-62396 Mobile Phones / Pagers		\$ 5,808	\$ 5,808	
				01-09-495-40010-365-62418 Debt Repayment		\$ 290,370	\$ 290,370	
				01-09-495-40010-365-62437 Contribution to reserves		\$ 5,000	\$ 5,000	
				01-09-495-40010-365-63037 Software Licence Subscription		\$ 7,000	\$ 7,000	
				01-09-495-49050-365-61510 Salaries-Permanent		\$ 142,823	\$ 147,562	
				01-09-495-49050-365-61513 Benefits-Permanent		\$ 43,885	\$ 45,751	
				01-09-495-49050-365-61540 Wages-CUPE		\$ 543,258	\$ 535,142	
				01-09-495-49050-365-61541 Overtime-CUPE		\$ 20,000	\$ 20,000	
				01-09-495-49050-365-61543 Benefits-CUPE		\$ 168,079	\$ 174,506	
				01-09-495-49050-365-62001 Fire/Hvy Duty Vehicle Mtce/Sup		\$ 385,000	\$ 300,000	
				01-09-495-49050-365-62002 Constr. Vehicle Mtce/Supplies		\$ 250,000	\$ 200,000	
				01-09-495-49050-365-62003 Diesel Fuel		\$ 425,000	\$ 373,000	
				01-09-495-49050-365-62004 Unleaded Gasoline		\$ 200,434	\$ 200,434	
				01-09-495-49050-365-62005 Misc Fuels		\$ 75,000	\$ 75,000	
				01-09-495-49050-365-62012 Vehicle Maintenance/Supplies		\$ 150,000	\$ 150,000	
				01-09-495-49050-365-62114 Small Equip Repair/Purchase		\$ 100,000	\$ 80,000	
				01-09-495-49050-365-62316 Rental Equipment		\$ 40,000	\$ 40,000	
				01-09-495-49050-365-62397 Telephone		\$ 15,000	\$ -	
				01-09-495-49050-365-62418 Debt Repayment		\$ -	\$ 309,954	
				01-09-495-49050-365-62437 Contribution to Reserves		\$ 240,000	\$ 330,046	
				01-09-495-49080-365-61216 Standby		\$ 17,000	\$ 17,000	
				01-09-495-49080-365-61510 Salaries-Permanent	\$ 424,785	\$ 410,028		
				01-09-495-49080-365-61511 Overtime-Permanent	\$ 39,500	\$ 39,500		
				01-09-495-49080-365-61513 Benefits-Permanent	\$ 124,226	\$ 124,551		
		01-09-495-49080-365-61520 Wages-Casual Temporary	\$ 101,700	\$ 100,189				
		01-09-495-49080-365-61523 Benefits-Casual Temporary	\$ 12,440	\$ 12,023				
		01-09-495-49080-365-61540 Wages-CUPE	\$ 2,024,616	\$ 1,992,746				
		01-09-495-49080-365-61541 Overtime-CUPE	\$ 80,000	\$ 80,000				
		01-09-495-49080-365-61542 Recovery-Wages-CUPE	\$ (11,404)	\$ (11,404)				
		01-09-495-49080-365-61543 Benefits-CUPE	\$ 563,401	\$ 583,129				
		01-09-495-49090-365-62018 Operation Supplies	\$ 3,444	\$ 3,444				
		01-09-495-49090-365-62227 Material - Cold Patch	\$ 100,000	\$ 100,000				
		01-09-495-49090-365-62230 Base Repairs-Paved	\$ 100,000	\$ 100,000				
		01-09-495-49090-365-62235 Sidewalk Maintenance	\$ 135,000	\$ 135,000				
		01-09-495-49090-365-62335 Contracted Services	\$ 65,000	\$ 65,000				
		01-09-495-49090-365-62349 Sweeping Contracts	\$ 95,000	\$ 95,000				
		01-09-495-49100-365-62018 Operating Supplies	\$ 1,500	\$ 1,500				
		01-09-495-49100-365-62040 Gravel	\$ 175,000	\$ 175,000				
		01-09-495-49100-365-62226 Base Repairs-Unpaved	\$ 30,000	\$ 30,000				
		01-09-495-49100-365-62239 Equipment	\$ 25,000	\$ 25,000				
		01-09-495-49100-365-63036 Summer Mtrl Purch-Calcium	\$ 177,434	\$ 177,434				

TOWN OF CALEDON
2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
Town Hall	Road & Fleet Services	Expense	01-09-495-49140-365-62255 RofP. Plow/Sand Contract	\$ 50,000	\$ 50,000			
			01-09-495-49140-365-62335 Contracted Services	\$ 46,039	\$ 46,039			
			01-09-495-49140-365-62336 Equipment Rental	\$ 20,000	\$ 20,000			
			01-09-495-49140-365-62363 Winter Parking Lot Maint.	\$ 45,976	\$ 45,976			
			01-09-495-49140-365-63036 Calcium	\$ 75,000	\$ 120,000			
			01-09-495-49140-365-63038 Salt & Sand	\$ 830,000	\$ 830,000			
			01-09-495-49200-365-62018 Operating Supplies	\$ 1,500	\$ 1,500			
			01-09-495-49200-365-62237 Tree Maintenance Contract	\$ 50,000	\$ 50,000			
			01-09-495-49200-365-62257 Shouldering	\$ 25,000	\$ 25,000			
			01-09-495-49200-365-62335 Contracted Services	\$ 3,000	\$ 1,000			
			01-09-495-49200-365-62365 Guide Beam/Post Maint.	\$ 20,000	\$ 20,000			
			01-09-495-49200-365-62437 Contribution to Reserves	\$ 225,000	\$ 225,000			
			01-09-495-49210-365-62018 Operating Supplies	\$ 1,500	\$ 1,500			
			01-09-495-49210-365-62335 Contracted Services	\$ 1,000	\$ 1,000			
			01-09-495-49210-365-62338 Catch Basin Cleaning	\$ 65,000	\$ 60,000			
			01-09-495-49210-365-62351 Ditch Cleaning	\$ 56,000	\$ 56,000			
			01-09-495-49210-365-62367 Culvert	\$ 50,000	\$ 50,000			
			01-09-495-49210-365-62369 Culvert Maintenance	\$ 52,000	\$ 52,000			
			01-09-495-49220-365-62335 Contracted Services	\$ 50,000	\$ 50,000			
			01-09-495-49220-365-62343 Contract-Railway Crossing	\$ 60,000	\$ 60,000			
			01-09-495-49220-365-62364 Bridge Maintenance	\$ 20,000	\$ 20,000			
			Expense Total				\$ 9,354,276	\$ 9,706,774
			Road & Fleet Services Total				\$ 8,588,630	\$ 9,003,728
			Town Hall	Traffic	Revenue	01-09-500-49115-365-50310 External Cost Recovery	\$ (45,000)	\$ (35,000)
						01-09-500-49115-365-50360 Streetlight Recovery	\$ (115,100)	\$ (115,100)
					Revenue Total			
Expense	01-09-500-49115-365-61510 Salaries- Permanent	\$ 334,178			\$ 317,445			
	01-09-500-49115-365-61511 Overtime-Permanent	\$ 6,500			\$ 6,500			
	01-09-500-49115-365-61512 Recovery-Salaries-Permanent	\$ -			\$ (33,484)			
	01-09-500-49115-365-61513 Benefits - Permanent	\$ 98,043			\$ 97,374			
	01-09-500-49115-365-61520 Wages-Casual Temporary	\$ 67,700			\$ 66,700			
	01-09-500-49115-365-61521 Overtime	\$ 2,500			\$ 2,500			
	01-09-500-49115-365-61523 Benefits-Casual Temporary	\$ 8,281			\$ 8,279			
	01-09-500-49115-365-62014 Uniforms	\$ 900			\$ 900			
	01-09-500-49115-365-62245 Studies/Consultants	\$ 66,000			\$ 66,000			
	01-09-500-49115-365-62310 Training/Development/Seminars	\$ 8,000			\$ 7,500			
	01-09-500-49115-365-62311 Memberships/Dues	\$ 2,500			\$ 2,500			
	01-09-500-49115-365-62314 Mileage	\$ 6,000			\$ 6,000			
	01-09-500-49115-365-62315 Printing & Advertising	\$ 500			\$ 500			
	01-09-500-49115-365-62335 Contracted Services	\$ 110,000			\$ 139,000			
	01-09-500-49115-365-62347 Pavement Marking Contract	\$ 180,000			\$ 170,540			
	01-09-500-49115-365-62375 Meeting Expense	\$ 650			\$ 650			
	01-09-500-49115-365-62396 Mobile Phones/Pagers	\$ 1,250			\$ 1,250			
	01-09-500-49115-365-62398 Expenses - Recoverable	\$ 10,000			\$ -			
	01-09-500-49115-365-62659 Streetlight Maintenance	\$ 137,000			\$ 137,000			
	01-09-500-49115-365-62660 Traffic Operations Maintenance	\$ 100,000			\$ 100,000			
	01-09-500-49115-365-62661 Streetlight Mtce-Region	\$ 35,000			\$ 35,000			
	01-09-500-49115-365-62216 Electricity	\$ 625,000			\$ 625,000			
	Expense Total				\$ 1,800,002	\$ 1,757,154		
	Traffic Total				\$ 1,639,902	\$ 1,607,054		
	Town Hall Total				\$ 17,525,347	\$ 17,159,563		
	Yard 1	Capital Project & Property Management	Expense	01-09-155-43050-511-62018 Operating Supplies	\$ 39,040	\$ 38,290		
01-09-155-43050-511-62112 Maintenance & Repairs-Building				\$ 55,837	\$ 54,837			
01-09-155-43050-511-62215 Natural Gas				\$ 8,722	\$ 8,722			
01-09-155-43050-511-62216 Electricity				\$ 32,610	\$ 23,879			
01-09-155-43050-511-62312 Insurance				\$ 4,684	\$ 4,592			
01-09-155-43050-511-62397 Telephone				\$ 6,500	\$ 6,000			
Expense Total				\$ 147,393	\$ 136,320			
Capital Project & Property Management Total				\$ 147,393	\$ 136,320			
Yard 1 Total				\$ 147,393	\$ 136,320			

TOWN OF CALEDON
 2018 OPERATING BUDGET - FINANCE AND INFRASTRUCTURE (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Yard 2	Capital Project & Property Management	Expense	01-09-155-43050-512-62018 Operating Supplies	\$ 25,841	\$ 25,091
			01-09-155-43050-512-62112 Maintenance & Repairs-Building	\$ 65,921	\$ 64,921
			01-09-155-43050-512-62215 Natural Gas	\$ 7,684	\$ 10,657
			01-09-155-43050-512-62216 Electricity	\$ 20,245	\$ 25,371
			01-09-155-43050-512-62312 Insurance	\$ 9,789	\$ 9,597
			01-09-155-43050-512-62396 Mobile Phones / Pagers	\$ 770	\$ 770
			01-09-155-43050-512-62397 Telephone	\$ 3,700	\$ 3,630
		Expense Total	\$ 133,950	\$ 140,037	
Capital Project & Property Management Total				\$ 133,950	\$ 140,037
Yard 2 Total				\$ 133,950	\$ 140,037
Yard 3	Capital Project & Property Management	Expense	01-09-155-43050-513-62018 Operating Supplies	\$ 11,664	\$ 10,914
			01-09-155-43050-513-62112 Maintenance & Repairs-Building	\$ 22,230	\$ 21,230
			01-09-155-43050-513-62215 Natural Gas	\$ 3,127	\$ 4,291
			01-09-155-43050-513-62216 Electricity	\$ 5,890	\$ 8,383
			01-09-155-43050-513-62397 Telephone	\$ 3,000	\$ 2,900
			01-09-155-43050-513-62312 Insurance	\$ 3,016	\$ 3,016
			Expense Total	\$ 48,927	\$ 50,734
		Capital Project & Property Management Total			
Yard 3 Total				\$ 48,927	\$ 50,734
Finance & Infrastructure Total				\$ 17,936,641	\$ 17,556,723

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account	2018 Budget	2017 Budget	
Administration	Expense	01-10-115-40010-365-62312 Insurance	\$ 155,838.00	\$ 151,382.00	
		01-10-115-40010-365-62317 Audit	\$ 50,000.00	\$ 50,000.00	
		01-10-115-40010-365-62319 Grants	\$ 121,130.00	\$ 121,130.00	
		01-10-115-40010-365-62327 Municipal Taxes	\$ 13,500.00	\$ 16,767.00	
		01-10-115-40010-365-62335 Contracted Services	\$ 20,250.00	\$ 20,000.00	
		01-10-115-40010-365-62408 Contingency	\$ 464,051.00	\$ 439,051.00	
		01-10-115-40010-365-62805 Managed Payroll Savings	\$ (333,333.00)	\$ (333,333.00)	
		01-10-115-40010-850-62327 Municipal Taxes	\$ 80,000.00	\$ -	
		01-10-115-40010-365-62418 Debt Repayment	\$ 515,419.00	\$ 515,419.00	
Expense Total			\$ 1,086,855.00	\$ 980,416.00	
Administration Total			\$ 1,086,855.00	\$ 980,416.00	
Bolton Business Improvement	Expense	01-10-135-42010-365-62319 Grants	\$ 56,000.00	\$ 56,000.00	
		01-10-135-42010-365-62437 Contribution to Reserves	\$ 98,995.00	\$ 98,995.00	
	Expense Total			\$ 154,995.00	\$ 154,995.00
Bolton Business Improvement Total			\$ 154,995.00	\$ 154,995.00	
Capital/Reserve Transfer	Revenue	01-10-165-42020-365-50986 Reserve Fund To Revenue	\$ (2,638,735.00)	\$ (2,638,735.00)	
	Revenue Total			\$ (2,638,735.00)	\$ (2,638,735.00)
Capital/Reserve Transfer Total			\$ (2,638,735.00)	\$ (2,638,735.00)	
Centralized Charges	Revenue	01-10-175-42030-365-50348 Insurance Reimbursements	\$ (20,000.00)	\$ (20,000.00)	
	Revenue Total			\$ (20,000.00)	\$ (20,000.00)
	Expense	01-10-175-42030-365-62009 Bulk Office Supplies	\$ 20,000.00	\$ 20,000.00	
		01-10-175-42030-365-62011 Office Supplies	\$ 5,500.00	\$ 3,400.00	
		01-10-175-42030-365-62018 Operating Supplies	\$ 20,000.00	\$ 20,000.00	
		01-10-175-42030-365-62249 Copiers/Faxes	\$ 124,000.00	\$ 165,000.00	
		01-10-175-42030-365-62254 Maintenance Contracts - IT	\$ 1,046,930.00	\$ 872,351.00	
		01-10-175-42030-365-62305 Computer Services	\$ 60,000.00	\$ 60,000.00	
		01-10-175-42030-365-62309 Insurance Deductible	\$ 290,000.00	\$ 290,000.00	
		01-10-175-42030-365-62313 Insurance Adjust. Service	\$ 40,000.00	\$ 40,000.00	
		01-10-175-42030-365-62322 Postage	\$ 110,000.00	\$ 110,000.00	
		01-10-175-42030-365-62396 Mobile Phones / Pagers	\$ 1,500.00	\$ 1,500.00	
		01-10-175-42030-365-62397 Telephone	\$ 77,000.00	\$ 77,000.00	
		01-10-175-42030-365-62016 Records Management Supplies2	\$ 25,000.00	\$ 25,000.00	
Expense Total			\$ 1,819,930.00	\$ 1,664,251.00	
Centralized Charges Total			\$ 1,799,930.00	\$ 1,664,251.00	
Fees & Service Charges	Revenue	01-10-275-42170-365-50050 Miscellaneous	\$ (21,100.00)	\$ (41,100.00)	
		01-10-275-42170-365-50300 Internal Recoveries	\$ (745,562.00)	\$ (730,943.00)	
		01-10-275-42170-365-50333 Mortgage Company Fee	\$ (60,000.00)	\$ (50,000.00)	
		01-10-275-42170-365-50335 Ownership Change Fee	\$ (43,750.00)	\$ (43,750.00)	
		01-10-275-42170-365-50339 Tax Account Fees	\$ (89,092.00)	\$ (89,092.00)	
		01-10-275-42170-365-50354 Tax Cert. - Fast Track	\$ (23,961.00)	\$ (23,961.00)	
		01-10-275-42170-365-50515 Tax Certificate	\$ (25,989.00)	\$ (25,989.00)	
	Revenue Total			\$ (1,009,454.00)	\$ (1,004,835.00)
Fees & Service Charges Total			\$ (1,009,454.00)	\$ (1,004,835.00)	
Financial Expenses	Expense	01-10-295-42180-365-62244 Bank Charges	\$ 141,513.00	\$ 116,000.00	
		01-10-295-42180-365-62417 Town PIL due to Region	\$ 21,400.00	\$ 20,400.00	
		01-10-295-42180-365-62420 Caledon Hydro Debt Repayment	\$ 318,735.00	\$ 318,735.00	
		01-10-295-42180-365-62421 Collection Fees	\$ 1,000.00	\$ 1,000.00	
		01-10-295-42180-365-62422 Tax Adjustments	\$ 400,000.00	\$ 300,000.00	
		01-10-295-42180-365-62429 Caledon Hydro Debt Principal	\$ 2,320,000.00	\$ 2,320,000.00	
Expense Total			\$ 3,202,648.00	\$ 3,076,135.00	
Financial Expenses Total			\$ 3,202,648.00	\$ 3,076,135.00	
Grants	Revenue	01-10-415-42230-365-50952 General Support Grant	\$ (1,156,300.00)	\$ (1,147,400.00)	
	Revenue Total			\$ (1,156,300.00)	\$ (1,147,400.00)
	Expense	01-10-415-42230-365-62251 Grants-DC Exemptions/Discounts	\$ 100,000.00	\$ 100,000.00	
	Expense Total			\$ 100,000.00	\$ 100,000.00
Grants Total			\$ (1,056,300.00)	\$ (1,047,400.00)	
Other Revenue	Revenue	01-10-375-42200-365-50575 Penalty/Interest-Taxes	\$ (1,375,000.00)	\$ (1,375,000.00)	
		01-10-375-42200-365-50580 Interest Earned	\$ (2,012,143.00)	\$ (1,669,757.00)	
	Revenue Total			\$ (3,387,143.00)	\$ (3,044,757.00)
Other Revenue Total			\$ (3,387,143.00)	\$ (3,044,757.00)	

TOWN OF CALEDON
2018 OPERATING BUDGET - CORPORATE ACCOUNTS

Division	Revenue/ Expense	Account	2018 Budget	2017 Budget
Reserves	Expense	01-10-485-40010-365-62420 Interest Earned on Reserves	\$ 575,000.00	\$ 550,000.00
		01-10-485-40010-365-62437 Contribution to Reserves	\$ 353,000.00	\$ 215,000.00
		01-10-485-40010-365-62438 Capital exp. (tax levy)	\$ 17,739,296.00	\$ 14,820,586.00
		01-10-485-40010-365-62440 Contribution to Broadband Levy	\$ 300,000.00	\$ 300,000.00
	Expense Total		\$ 18,967,296.00	\$ 15,885,586.00
Reserves Total			\$ 18,967,296.00	\$ 15,885,586.00
Taxation	Revenue	01-10-505-42210-365-50932 PIL-Canada	\$ (30,000.00)	\$ (28,000.00)
		01-10-505-42210-365-50934 PIL-Ontario	\$ (80,850.00)	\$ (75,850.00)
		01-10-505-42210-365-50944 Other Municipalities	\$ (200,757.00)	\$ (112,557.00)
		01-10-505-42210-365-50946 PIL - Other	\$ (85,000.00)	\$ (105,000.00)
		01-10-505-42240-365-50923 Property Tax - Railways	\$ (110,000.00)	\$ (110,000.00)
		01-10-505-42260-365-50900 Current Levy-Res/Farm	\$ (54,666,191.00)	\$ (49,158,249.00)
		01-10-505-42260-365-50901 Current Levy-Multi Res	\$ (183,273.00)	\$ (183,273.00)
		01-10-505-42260-365-50902 Current Levy - Commercial	\$ (5,325,613.00)	\$ (5,325,613.00)
		01-10-505-42260-365-50903 Current Levy-Industrial	\$ (2,647,820.00)	\$ (2,647,820.00)
		01-10-505-42260-365-50904 Current Levy - Pipelines	\$ (55,868.00)	\$ (55,868.00)
		01-10-505-42260-365-50905 Current Levy-Farmland	\$ (517,303.00)	\$ (517,303.00)
		01-10-505-42260-365-50906 Current Levy-Managed Fore	\$ (53,571.00)	\$ (53,571.00)
		01-10-505-42260-365-50907 Supplementary-Res/Farm	\$ (853,215.00)	\$ (803,214.00)
		01-10-505-42260-365-50915 Broadband Tax levy----Broadband Tax Levy	\$ (300,000.00)	\$ (300,000.00)
		01-10-505-42260-365-50922 Bolton B.I.A.	\$ (56,000.00)	\$ (56,000.00)
		Revenue Total		\$ (65,165,461.00)
	Expense	01-10-505-42250-365-62551 Elderly Tax Assistance	\$ 56,800.00	\$ 54,550.00
Expense Total		\$ 56,800.00	\$ 54,550.00	
Taxation Total		\$ (65,108,661.00)	\$ (59,477,768.00)	
Parks & Recreation Total		\$ (47,988,569.00)	\$ (45,452,112.00)	

TOWN OF CALEDON
2018 CAPITAL BUDGET - FINANCE AND INFRASTRUCTURE

Department	Division	Project #	Project Name	Total Project Budget
Finance & Infrastructure Services	Capital Project & Property Management	18-001	Ontario Provincial Police Equipment	\$ 150,000
		18-002	Fire Administration Entrance Replacement	\$ 111,818
		18-003	Yard 1 Expansion - Phase 2	\$ 1,770,600
		18-132	Town Hall Improvements	\$ 325,000
	Energy & Environment	18-055	Energy and Environment Consultants	\$ 67,000
		18-056	Corporate Energy Plan and Training	\$ 54,400
	Engineering Services	18-057	Enhanced Roads Program Comprehensive list of roads can be located attached to detail sheet	\$ 4,100,000
		18-058	Crack Sealing Program Comprehensive list of roads can be located attached to detail sheet	\$ 191,600
		18-059	Growth-related Roads Program - Castlederg Sideroad from The Gore Road to Humber Station Road - Castlederg Sideroad from Humber Station Road to Duffy's Lane - Old School Road from McLaughlin Road to Rail Line RR - Old School Road from Rail Line RR to Hurontario Street - Old School Road from Heritage Road to Mississauga Road	\$ 6,204,800
		18-060	Roads Rehabilitation & Reconstruction Program - Albert St (James Street to John Street) - Quarry Drive - Region of Peel has agreed to cost share \$200,000 towards this project - Mount Hope Road (Cedar Meadows Lane to 300m South of Hunsden Sideroad) - George Bolton Parkway (Nixon Road to Coleraine Drive)	\$ 2,315,825
		18-061	Road Engineering Design and Environmental Assessment Comprehensive list of roads can be located attached to detail sheet	\$ 3,958,500
		18-062	Railway Crossing Asphalt Repairs	\$ 51,600
		18-063	Stormwater Management Program	\$ 1,500,000
		18-074	Bridge & Culvert Construction Program - Shaws Creek Road (0.45km North of Charleston Sideroad) - Innis Lake Road (200m South of Finnerty Sideroad), - Kennedy Road (2.4km South of Highpoint Sideroad) - Centreville Creek Road Bridge	\$ 2,322,235
		18-075	Bridge & Culvert Design Program Comprehensive list of all bridges and culverts can be located attached to the detail sheet	\$ 488,400
		18-119	Tormina Acoustic Fence Replacement Phase 2 of 7	\$ 376,065
		18-127	The Grange Road Bridge Rehabilitation	\$ 818,163
		18-140	Alton Storm Drainage Study - Phase 2	\$ 77,000
		18-141	Mayfield West Comprehensive Adaptive Management Plan (C.A.M.P.)	\$ 36,682
		18-143	Implementation of Recommendations from Alton Drainage Study Phase 1	\$ 286,230
		Finance	18-023	Development Charge (DC) Background Study
	18-146		Asset Management Plan Policy	\$ 150,000
	Purchasing & Risk Management	18-134	Procurement Contracts Updating	\$ 80,000
	Road & Fleet Services	18-009	Replacement of Light Duty Vehicles	\$ 225,000
		18-010	Cargo Van (Animal/By-Law)	\$ 50,000
		18-011	Tandem Axle Dump Truck Replacement	\$ 700,000
		18-012	Front End Loader Replacement	\$ 275,000
		18-014	Electric Fleet Vehicle (Town Hall)	\$ 41,000
		18-015	Two Post Hoist (Yard 2) Replacement	\$ 25,000
		18-016	Parks Mowers	\$ 70,000
		18-017	Roadside Mower Attachment	\$ 20,000
18-019		Resurfacing Centreville Creek Gravel Road	\$ 100,000	
18-020		Sidewalk Repair & Rehabilitation Program	\$ 100,000	
Traffic	18-064	Traffic Data Collection Program	\$ 74,000	
	18-065	Traffic Calming	\$ 156,000	
	18-080	Road Safety Program Comprehensive list of roads can be located attached to the detail sheet	\$ 400,000	
	18-081	Cycling Program	\$ 75,000	
Finance & Infrastructure Services Total				\$ 27,946,918

Town of Caledon
 2019-2028 Total Capital Projects Details and Funding Sources
 Department Finance & Infrastructure Services

Baseline	Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources							
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Project Cost	Tax Levy	Reserves	Development Charges	Gas Tax	Debtenture	Other	Total Funding
Baseline	Bridge Program	\$ 3,000,000	\$ 3,100,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 34,100,000	\$ 233,010	\$ -	\$ -	\$ 33,866,990	\$ -	\$ -	\$ 34,100,000
	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	\$ 10,000,000	\$ 5,350,000	\$ 4,650,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000,000	
	Roads Program	\$ 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	\$ 21,000,000	\$ 6,191,813	\$ -	\$ -	\$ 841,247	\$ -	\$ -	\$ 21,000,000	
	Roads Safety Program	\$ 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	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
Baseline Total		\$ 6,460,000	\$ 6,560,000	\$ 6,960,000	\$ 6,960,000	\$ 7,460,000	\$ 7,460,000	\$ 6,960,000	\$ 6,960,000	\$ 6,960,000	\$ 6,960,000	\$ 69,700,000	\$ 16,374,823	\$ 4,650,000	\$ -	\$ 34,708,237	\$ -	\$ 13,966,940	\$ 69,700,000
Above Baseline	2023 DC Background Study					\$ 200,000						\$ 200,000	\$ 49,334	\$ -	\$ 150,666	\$ -	\$ -	\$ 200,000	
	2028 DC Background Study										\$ 200,000	\$ 49,334	\$ -	\$ 150,666	\$ -	\$ -	\$ -	\$ 200,000	
	Acoustic Fencing Program	\$ 365,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,660,000	\$ 1,200,000	\$ 1,460,000	\$ -	\$ -	\$ -	\$ -	\$ 2,660,000	
	Annual OPP Repair & Equipmen	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000	
	Bridge Design Environmental Assessmen	\$ 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 Assessmen	\$ 200,000				\$ 200,000					\$ 200,000	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 600,000	
	Capital Projects and Property Management (General)			\$ 500,000		\$ 500,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 4,750,000	\$ 4,750,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,750,000	
	Crack Sealing Program	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 2,000,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	
	Cycling Infrastructure	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 700,000	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	
	DC Roads Program	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000	\$ 35,000,000	\$ 10,000,000	\$ -	\$ 25,000,000	\$ -	\$ -	\$ -	\$ 35,000,000	
	Energy and Environmenta	\$ 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	\$ 41,000,000	\$ 33,825,000	\$ -	\$ -	\$ -	\$ 7,175,000	\$ -	\$ 41,000,000	
	Facility Energy Reductor	\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000		\$ 50,000	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000	
	Fire Administration Generator Connectio	\$ 80,000									\$ 80,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	
	Fire Administration Roo	\$ 120,000									\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000	
	Fleet - New Equipment Replacer	\$ 850,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 6,250,000	\$ 5,519,401	\$ -	\$ 730,599	\$ -	\$ -	\$ -	\$ 6,250,000	
	Kinsmen Building Parking Lot Resurfacing	\$ 131,378									\$ 131,378	\$ 131,378	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 131,378	
	LED Streetlight Retrofl	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000						\$ 4,000,000	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ 4,000,000	
	Melville Roof Replacemen		\$ 48,450								\$ 48,450	\$ 48,450	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,450	
	Public Works New Operation Centre - Yard 4 - Phase					\$ 4,656,140					\$ 4,656,140	\$ -	\$ -	\$ 4,656,140	\$ -	\$ -	\$ -	\$ 4,656,140	
	Public Works New Operation Centre - Yard 4 - Phase 2 Tax Cashflo					\$ 1,014,389	\$ 1,029,844	\$ 1,029,844	\$ 1,029,844		\$ 4,103,920	\$ 4,103,920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,103,920	
	Railway Crossing Asphalt Repair	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	
	Road Design and Environmental Assessmen	\$ 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	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000	
	Stormwater Management Program	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 20,000,000	\$ 20,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000,000	
	Tomina Fence	\$ 355,000	\$ 355,000	\$ 355,000	\$ 355,000	\$ 355,000					\$ 1,775,000	\$ 355,000	\$ 1,420,000	\$ -	\$ -	\$ -	\$ -	\$ 1,775,000	
	Town Hall Expansior	\$ 6,244,250	\$ 6,244,250	\$ 6,244,250	\$ 6,244,250	\$ 355,000					\$ 24,977,000	\$ 24,977,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,977,000	
	Traffic Calming	\$ 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 2 Expansior	\$ 1,155,706	\$ 1,155,706	\$ 1,155,706	\$ 1,155,706						\$ 4,622,822	\$ 2,167,179	\$ -	\$ 2,455,643	\$ -	\$ -	\$ -	\$ 4,622,822	
	Yard 2 Salt Dome Expansior		\$ 500,000	\$ 200,000							\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 700,000	
Above Baseline Total		\$ 21,313,334	\$ 20,930,406	\$ 21,231,956	\$ 21,381,956	\$ 18,487,529	\$ 13,691,844	\$ 13,541,844	\$ 13,491,844	\$ 12,512,000	\$ 12,862,000	\$ 169,444,710	\$ 118,945,996	\$ 6,880,000	\$ 33,143,714	\$ -	\$ 7,175,000	\$ 3,300,000	\$ 169,444,710
Grand Total		\$ 27,773,334	\$ 27,490,406	\$ 28,191,956	\$ 28,341,956	\$ 25,947,529	\$ 21,151,844	\$ 20,501,844	\$ 20,451,844	\$ 19,472,000	\$ 19,822,000	\$ 239,144,710	\$ 135,320,819	\$ 11,530,000	\$ 33,143,714	\$ 34,708,237	\$ 7,175,000	\$ 17,266,940	\$ 239,144,710

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

Assumptions:
 Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.

ANNUAL BUDGET FISCAL YEAR 2018

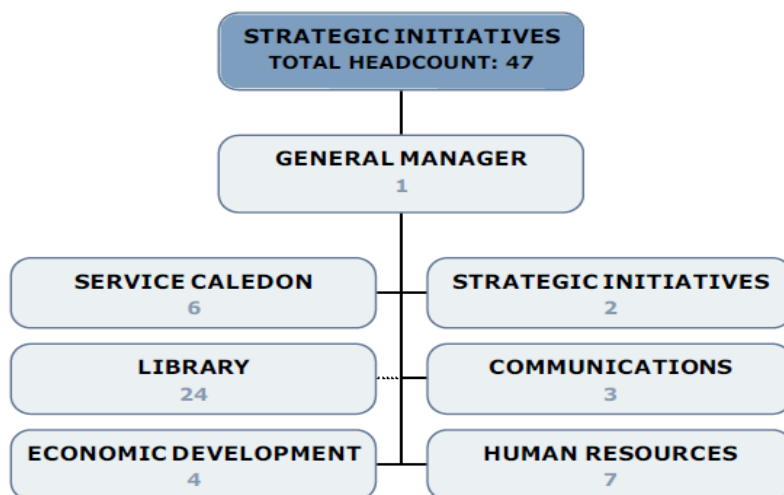
Strategic Initiatives

2018



2018 Business Plan – Strategic Initiatives

1. DEPARTMENTAL ROLE AND COST CENTRE AREAS



Economic Development

- Work with other Town departments to protect the supply of employment lands, consult on the business permitting process and support Town projects from an economic development lens
- Manage three Community Improvement Plans (Six Villages, Caledon East and Bolton)
- Develop and implement marketing for the promotion of Caledon as an attractive location for new and expanding business
- Create programming to support entrepreneurship and small business development including courses, workshops, access to resources, and providing opportunities for networking
- Create and implement an Economic Development Strategy
- Town Liaison with business leaders and associations
- Consult with investors on location analysis and permit process
- Continue implementation of tourism strategy focusing on :
 - Soft adventure/sport tourism
 - Cycling
 - Arts, culture and heritage
 - Agri-tourism
 - Partnerships and collaboration
 - Rural Affairs

Communications, Marketing and Creative Services

- Provide strategic consultation for issues management, and alerts to opportunities and challenges
- Enhance the Town's brand recognition through professional, engaging communications of Town activities
- Maintain, grow and update branding, identity and graphic standards, and protects the corporate brand
- Implement and maintain online strategy and communications, including website, social media and emerging digital channels
- Proactively seek editorial opportunities
- Manage emergency information and response coordination under the Community Emergency Response Plan

2018 Business Plan – Strategic Initiatives

Service Caledon

- Provide frontline customer service to residents of Caledon
- Manage primary phone, and email service channels
- Provide training and development for staff on service excellence
- Track key indicators of service excellence and report to the Corporation on them
- Identify opportunities for improved customer service

Corporate Projects/Partnerships & Events

- Manage and deliver existing corporate events
- Utilize and leverage cross-event opportunities in a strategic manner
- Standardize event process and resourcing
- 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
- Direct and champion the Town's long-term strategic planning, corporate policy development, organization reviews and service initiatives
- Manage and coordinate 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 and support process improvements across the Town
- Develop business cases, including policy and issue analysis
- Monitor and report on emerging trends and opportunities

Human Resources

- Support organizational capability and effectiveness that enable departments to meet their objectives and deliverables through:
 - Recruitment and Staffing
 - Talent Management and Career Development
 - Organizational reviews and organizational development
 - Maintaining a pulse on legislative compliance and ensuring HR policies and procedures are current
 - Guidance on employee and labour relations issues
- Delivering HR Service Excellence and value-added programs including:
 - Managing annual compensation processes
 - Health and Safety programs to educate employees, ensure legislative compliance and an overall safe working environment
 - Wellness initiatives to enhance employees' knowledge and capabilities
 - Compensation and benefit reviews to ensure market competitiveness
 - Leveraging technology to efficiently manage employee data
- Creating a positive and enriching employee experience aligned and in support of the TEAM Caledon vision and mission by:
 - Managing a robust onboarding program for new employees
 - Providing and supporting a myriad of learning and educational opportunities
 - Promoting and managing employee recognition activities and programs
 - Delivering opportunities for employee engagement through various activities such as the Employee Liaison Group, Wellness Committee, and others

2018 Business Plan – Strategic Initiatives

Administration

- Liaison with Library and OPP
- Media Relations and Emergency Communications

Library

Under the governance of the Library Board and direction of the CEO/Chief Librarian, the Caledon Public Library is responsible for:

- Serving the entire community via its physical branches and website
- Providing 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
- Providing access to digital networks 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 that are 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

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
- Secondary clients include:
 - Senior government departments and agencies
 - Community organizations, agencies and groups
 - Advisory boards and committees
 - General public

Communications, Marketing and Creative Services

- Mayor and Council
- Town staff
- Residents and businesses in the municipality
- Visitors and other partner stakeholders
- Media

Corporate Projects, Partnerships and Events

- Members of Council and its committees
- Town staff
- Residents and businesses in the municipality

2018 Business Plan – Strategic Initiatives

- Visitors and other partner stakeholders
- Community organizations

Service Caledon

- Residents and businesses in the municipality
- Town Staff
- Visitors

Human Resources

- Town Staff
- Job Applicants/Volunteers/Co-op Interns
- Benefit Providers/Vendors/Consultants
- Government Agencies/Ministries/Municipalities
- Local and National Union and Association representatives
- Council

Library

- Residents
- Job seekers
- Small business owners and entrepreneurs
- Community agencies or services
- Visitors

3. 2017 ACHIEVEMENTS

Economic Development

- Redesign of The Business Report (the economic development email newsletter)
- Creation of the Caledon Business Centre, and the establishment of the Caledon Business Innovation Zone (CBIZ)
- Alignment of resources to support the Business Centre and the addition of a resource to support tourism development
- Establishment of additional marketing through OntarioTravel.net, Central Counties Tourism, Instagram and Festivals & Events Ontario to increase Provincial marketing of Caledon events and attractions
- Completion of the Competitive Analysis Report
- Completion of the Business Retention and Expansion (BR&E) Report
- Successful application for Rural Economic Development (RED) Funding
- Launch of Workforce Development Project in Collaboration with Jobs Caledon
- Completion of major industrial projects – Canadian Tire Distribution Centre and the addition of Mars Canada Food Production Facility
- Launched BizPal - an innovative online service that provides users simplified access to information about business permits, licences and other requirements needed to establish, operate and grow
- Launched a new business advice column for the Caledon Citizen
- Launched Localintel – a new Micro- Economic Development Site designed to provide detailed demographic and site location data assisting new and existing businesses make informed decisions

Communications, Marketing and Creative Services

- Completion of a review of Communications' operating model to find ways to better serve the Town's communication needs
- Growth of social media following through active use of tools, and contests to attract new followers
 - Facebook followers increased by 14%

2018 Business Plan – Strategic Initiatives

- Twitter account received on average 120,000 impressions (views) per month
- Held first Instagram “takeover” in partnership with Caledon Equestrian Park
- Upgraded and updated web presence for various departments/divisions (Adult 55+, Roads, Cycling, Transportation, Roads) and launched a revised online Burn Permit application
 - Unique page views have increased 9% on caledon.ca and 82% on visitcaledon.ca
- Subscribers to the Town’s Pingstreet application increased 23% and the number of reports submitted through the application increased by 51%
- Supported marketing, communications and promotions for Caledon Day and the inaugural Cheers Caledon! Events, Great Trail Celebration, New Fire Training Facility, New Bolton Fire Hall, Southfields Ground Breaking, and others
- Executed online contest for Fire Prevention Week to increase awareness and engagement about fire prevention and safety
- Developed a new brand for Caledon Animal Services.
- Increased the creative services capabilities to include more strategic level services through the addition of a part-time resources
- Reviewed our print advertising strategy
- Provided design direction for Town-wide Signage and the new front counter to support Service Caledon
- Researched and found a new software solution to drive Town-wide digital screens

Corporate Projects, Partnerships and Events

- Created and coordinated the launch of the TEAM Caledon, Corporate Strategic Plan and embedded the vision, mission and goals into the corporate culture.
- Developed a set of key performance indicators to monitor the implementation of the TEAM Caledon Plan and report on progress.
- Completed a business case on six options for a Centre for the Arts and provided analysis and recommendations to Council.
- Managed the development of a Wayfinding and Signage Strategy to update all Town signage to reflect a cohesive Town brand and improve ease of wayfinding around Caledon.
- Conducted reviews of volunteer fire fighter data tracking, building services cash-receipt and legal in-take processes and provided implementation plans for improved efficiency and customer service outcomes.
- Represented Caledon at the Region regarding a potential action to petition for a fair funding arrangement for Peel.
- Improved access to data for staff through a Statistics Canada free survey of residents, and collaboration with the Peel Data Centre to establish coordinated population values.
- Secured increased sponsorship revenue to support Caledon Day activities
- Collaborated with Recreation to organize the first Cheers Caledon! Craft beer and cider event
- Organized the Council Community Charity Golf Tournament, which surpassed the \$1 million mark for funds raised during the existence of the tournament

Service Caledon

- Partnered with the Lazaridis School of Business for a client satisfaction survey with over 230 respondents
- Developed Service Excellence Quality Standards to guide future service expectations across the organization
- Facilitated over 30 training sessions for over 400 staff
- Celebrated Client Services Week and recognized over 60 employees for their exceptional service
- Launched a Service Excellence Strategy with aggressive targets to exceed client expectations in multiple service areas
- Recruited a manager to lead future service deliverables
- Coordinated the design, and facilitated the opening of Service Caledon, a new centralized service division set to open January 2018

2018 Business Plan – Strategic Initiatives

Human Resources

- Organization capability and effectiveness:
 - Supported/advised departments/divisions in reviewing and implementing organization restructures, changes and transitions and all people-related activities
 - Managed the partnership with Mohawk Enterprise to deliver a comprehensive learning program for the Corporate Management Team
 - Partnered with Recreation to undertake a review and re-alignment of job descriptions and wage rates for casual positions across all families of buildings
 - Initiated a compensation review of casual rates to ensure legislative compliance
 - Conducted the full cycle recruitment process and related activities for all recruiting activity
- Value-added HR service excellence and HR programs and initiatives:
 - Initiated a group benefits market review to deliver a revised cost-effective group benefit plan and create value for employees through plan design changes
 - Implemented an improved Applicant Tracking System (ATS) with greater functionality and improved system features and accesses
 - Completed a preliminary overview of InfoHR (HRIS system) functionality and capability to determine optimized use of system features
 - Reviewed and refreshed the job description/job evaluation process, completing a current state analysis and phased recommendation
 - Developed and launched a revised Alternative Work Arrangement Program and all related procedures
 - Incorporated TEAM Caledon branding into HR materials and hand-outs
 - Monitored and reviewed ongoing numerous legislative changes impacting the organization and recommended required actions to ensure compliance

Library

- The Library Board and Staff created and adopted a strategic plan that will direct our activities for the next four years. The plan identifies four key strategic goals, highlighting the Library's efforts to Strengthen Facilities, Invest in People, Build Relationship, Encourage Discovery, Innovation and Creativity
- A comprehensive Service/Facility Review and Master Plan was completed and shared with Council, providing recommendations to meet shifting expectations of library services and the needs of a growing Caledon
- Caledon Public Library was the proud recipient of the 2016 Angus Mowat Award of Excellence in recognition of Caledon Public Library's Click•Create•Celebrate initiative, an annual contest encouraging submissions of film making, short story, poetry and photography from all age groups
- CPL staff were honoured to present a session at the Ontario Library Association annual conference entitled Library Living: Programming for Adults with Intellectual Disabilities, highlighting the CPL's efforts to address the lack of meaningful and interactive day programs available to these individuals
- Remote holds lockers were introduced in the recently renovated Belfountain Community Hall. The launch of this new service coincided with the closure of the branch located in the Belfountain Public School on May 30
- The Library continued to grow our digital collections, including the addition of:
 - Hoopla digital media service, allowing library members to borrow movies, music, audiobooks, ebooks, comics and television shows via computer, tablet or phone.
 - STEMVillage, an online portal that provides students and their parents with access to curriculum based learning tools, all packaged in a goal oriented, fun format
- Created a companion effort to Read Local Caledon, called Artful Caledon, and received a generous donation from the Frank Cowan Company and Secure Insurance to support its efforts to support local artists
- The following performance measures reflect library usage during the first half of 2017:
 - More than 10,400 participated in the 655 programs and special events offered

2018 Business Plan – Strategic Initiatives

- More than 21,600 digital titles were borrowed and our online resources were accessed 166,768 times – a combined increase of 7.1% over the same period in 2016
- Use of the wireless networks at all branches increased by 37% over 2016 – rising to 16,088

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 2018 and beyond are as follows:

Economic Development

Trends	Challenges
<ul style="list-style-type: none"> • Increased uncertainty on global trade associated with events ie. NAFTA, BREXIT will have consequences on local markets • Tourism trends have improved in Ontario with the current value of the Canadian dollar and positive exposure of Canada internationally • Increase in amount of Ontario residents vacationing within Ontario • Manufacturing sector has realized growth in association with the value of the dollar and increased exports • Businesses have become more efficient with the use of new and innovative methods to provide goods and services which has added to their net revenues 	<ul style="list-style-type: none"> • Town of Caledon unable to participate with Global Toronto due to substantial ask in partnership fee • The deficit of serviced industrial land within the Town has made it difficult to locate potential industrial growth • Lack of skilled labour to supply Caledon's industrial labour demand • Restrictions on growth related to Provincial land use policy, GTA West Corridor and OMB delays associated with appeals

Communications, Marketing and Creative Services

Trends	Challenges
<ul style="list-style-type: none"> • Communications continues to move to more digital methods including web and social media, but also include online community engagement portals • Moving towards a more consultative method of providing communications services versus creating products • Continued growth of non-traditional media sources as a method for the community to get their information • Need to be timely and accurate with information in response to events 	<ul style="list-style-type: none"> • Continued demand to be active on various social media channels and the challenge to meet the demand of continuously creating content and responding to the demand. • Keeping up with the technology changes to update skill sets and knowledge of the industry.

Corporate Projects, Partnerships and Events

Trends	Challenges
<ul style="list-style-type: none"> • Need for more inter-governmental relations work to ensure Caledon's voice is heard amongst Peel, Ontario and broader conversations • Increased focus on innovation across municipal sector 	<ul style="list-style-type: none"> • Prioritizing requests for corporate projects support across the Town • Balancing number of corporate events requiring support and time required to build partnerships for the various programs and builds occurring at the Town

2018 Business Plan – Strategic Initiatives

<ul style="list-style-type: none"> Increased interest in and need to attract partnerships and sponsorships to help support new capital projects and corporate programs 	
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Human Resources

Trends	Challenges
<ul style="list-style-type: none"> Competing for talent – limited available qualified resources in various functional areas impacted by aging demographics Focus on employee engagement and retention Increased expectations of employees for learning and career development opportunities and career progression HR department/services must continue to evolve from a transaction-based service to a business model providing value-added strategic people solutions 	<ul style="list-style-type: none"> Enabling staff and the organization as a whole to build resiliency, agility and adaptability to change to accommodate requirements due to Town growth Shortages of qualified resources particularly in key functional areas. Other municipalities and broader public service organizations are pursuing the same talent pool. An improving economy may trigger increased turnover and pressures to compete for talent Addressing engagement and work issues for a multi-generational work force – with distinct needs, characteristics and expectations Resourcing for planning and implementing HR technology improvements to maximize transactional and process efficiencies

Library

Trends	Challenges
<ul style="list-style-type: none"> 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. Availability of tools and technology that support knowledge sharing that are available both publically and specifically to the Library Use of hand held devices, including smart phones, as a means of accessing library resources Expanding expectations for library services including media and maker technologies such as 3D printers, video and sound editing software, and green screens. 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 evolving library services. Growing population continues to impact the growing demand for Library resources (in person and especially online) which comes with increased costs. The pace at which technologies and library services, are shifting and expanding, has significant implications on the skills required of library staff. The Ministry of Tourism, Culture and Sport recently announced a planned review of the provincial funding provided in support of public libraries. It is unknown yet the impact this will have on the Library's current funding model.

2018 Business Plan – Strategic Initiatives

5. 2018 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 that the department intends to undertake with the 2018 Operating and Capital Budget requested as part of this Business Plan:

2018 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	Performance Measures to provide quantifiable bench marks and enable us to measure our success	Operating Budget												
2	Communication effectiveness – the role of Economic Development within the community	Operating Budget												
3	Implement Tourism Strategy	Operating Budget New Service Level Request												
4	Caledon Business Innovation Zone – C-BIZ	Operating Budget												
5	Business Retention and Expansion-Employment Attraction (RED Funding) project	Operating Budget												

2018 Business Plan – Strategic Initiatives

2018 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
COMMUNICATIONS, MARKETING, CREATIVE SERVICES														
1	Design and Content Review of a Good Neighbour Guide	New Service Level Request												
2	Development of an Internship Program	New Service Level Request												
3	Ongoing Website Enhancements	Operating Budget												
4	Update Policies: Social media, Media relations, emergency communications	Operating Budget												
5	Wayfinding and Signage Implementation: Review and Approval of Signage Designs	Operating Budget												
6	Developing Economic Development Strategy: Combining studies and plans into a cohesive Economic Development Strategy package for marketing and communications	Operating Budget												
7	Annual marketing campaigns (i.e. economic development)	Operating Budget												
8	Develop Tourism Experience Web/Mobile App	New Service Level Request												
9	Supporting Service Excellence Transition communications	Operating Budget												
10	Official Plan Review communications	Operating Budget												

2018 Business Plan – Strategic Initiatives

2018 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
11	Design of new Quarterly Seniors Publication	Operating Budget												
12	Design of new Stand-Alone Summer Aquatics Guide	Operating Budget												
CORPORATE PROJECTS, PARTNERSHIP AND EVENTS														
1	Creation of E-Store for the purchase of Caledon Swag (internal and external)	Operating Budget												
2	Development of partnerships to grow the Caledon Equestrian Park	Operating Budget												
3	Sponsorship and Partnership Opportunities for the Mayfield West 1 Community Centre	Operating Budget												
4	Developing an intergovernmental relations program for the Town of Caledon	Operating Budget												
5	Establishing regular reporting (internal and external) for performance measurement	Operating Budget												
6	Reviewing identified processes to create improved customer service, and efficiencies.	Operating Budget												
7	Providing support for the development of new Council Work Plan for next term of Council.	Operating Budget												
SERVICE CALEDON														

2018 Business Plan – Strategic Initiatives

2018 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
1	Roll out of ServiceCaledon	New Service Level Request													
2	Continued Customer Service training for Service Excellence	New Service Level Request													
3	Developing KPI and Service Standards for ServiceCaledon	New Service Level Request													
4	Investigating additional services to be transferred to ServiceCaledon in 2019	New Service Level Request													
HUMAN RESOURCES															
1	Access, interpret, evaluate and recommend Corporate and HR action in response to employment legislation changes.	Operating Budget													
2	Manage the implementation process and activities of the revised group insurance benefit program	Operating Budget													
3	Launch the revised job description/ job evaluation process	Operating Budget													
4	Communicate and embed a blended learning framework to promote career/skills development	Operating Budget													
5	Research and prepare corporate positioning for upcoming collective bargaining	Operating Budget													

TOWN OF CALEDON
2018 OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget		
Alton Bolton Union Community Centre - Library	Lending Services	Expense	01-07-365-41010-405-61510 Salaries-Permanent	\$ 106,034	\$ 104,470		
			01-07-365-41010-405-61513 Benefits-Permanent	\$ 32,948	\$ 31,340		
			01-07-365-41010-405-61520 Wages-Casual Temporary	\$ 169,550	\$ 146,800		
			01-07-365-41010-405-61523 Benefits-Casual Temporary	\$ 29,204	\$ 26,204		
			01-07-365-41010-405-62017 Caretaking Supplies	\$ 1,600	\$ 1,600		
			01-07-365-41010-405-62018 Operating Supplies	\$ 1,600	\$ 1,600		
			01-07-365-41010-405-62312 Insurance	\$ 1,112	\$ 1,090		
			01-07-365-41010-405-62321 Rental-Facility	\$ 81,732	\$ 80,122		
			01-07-365-41010-405-62335 Contracted Services	\$ 21,000	\$ 20,000		
			01-07-365-41025-405-62397 Telephone	\$ 4,400	\$ 3,730		
			Expense Total			\$ 449,180	\$ 416,956
Lending Services Total			\$ 449,180	\$ 416,956			
Alton Bolton Union Community Centre - Library Total			\$ 449,180	\$ 416,956			
Alton Community Centre	Lending Services	Expense	01-07-365-41010-410-61510 Salaries-Permanent	\$ 58,697	\$ 57,822		
			01-07-365-41010-410-61513 Benefits-Permanent	\$ 17,569	\$ 19,727		
			01-07-365-41010-410-61520 Wages-Casual Temporary	\$ 26,300	\$ 15,300		
			01-07-365-41010-410-61523 Benefits-Casual Temporary	\$ 3,217	\$ 1,899		
			01-07-365-41010-410-62018 Operating Supplies	\$ 150	\$ 150		
			01-07-365-41010-410-62312 Insurance	\$ 541	\$ 530		
			01-07-365-41010-410-62321 Rental-Facility	\$ 20,533	\$ 20,123		
			01-07-365-41010-410-62335 Contracted Services	\$ 420	\$ 350		
			01-07-365-41025-410-62397 Telephone	\$ 1,000	\$ 1,550		
			Expense Total			\$ 128,427	\$ 117,451
			Lending Services Total			\$ 128,427	\$ 117,451
Alton Community Centre Total			\$ 128,427	\$ 117,451			
Belfountain Library	Lending Services	Expense	01-07-365-41010-415-61520 Wages-Casual Temporary	\$ -	\$ 22,200		
			01-07-365-41010-415-61523 Benefits-Casual Temporary	\$ -	\$ 2,863		
			01-07-365-41010-415-62018 Operating Supplies	\$ -	\$ 200		
			01-07-365-41010-415-62312 Insurance	\$ 34	\$ 33		
			01-07-365-41010-415-62321 Rental-Facility	\$ 3,060	\$ -		
			01-07-365-41010-415-62335 Contracted Services	\$ -	\$ 150		
			01-07-365-41025-415-62397 Telephone	\$ -	\$ 650		
			Expense Total			\$ 3,094	\$ 26,096
Lending Services Total			\$ 3,094	\$ 26,096			
Belfountain Library Total			\$ 3,094	\$ 26,096			
Caledon East Library	Lending Services	Expense	01-07-365-41010-435-61520 Wages-Casual Temporary	\$ 92,274	\$ 64,900		
			01-07-365-41010-435-61523 Benefits-Casual Temporary	\$ 15,548	\$ 12,231		
			01-07-365-41010-435-62018 Operating Supplies	\$ 200	\$ 200		
			01-07-365-41010-435-62312 Insurance	\$ 217	\$ 213		
			01-07-365-41010-435-62335 Contracted Services	\$ 200	\$ 200		
			01-07-365-41025-435-62397 Telephone	\$ 2,800	\$ 2,800		
			Expense Total			\$ 111,239	\$ 80,544
Lending Services Total			\$ 111,239	\$ 80,544			
Caledon East Library Total			\$ 111,239	\$ 80,544			
Caledon Village Place	Lending Services	Expense	01-07-365-41010-440-61510 Salaries-Permanent	\$ 58,697	\$ 57,822		
			01-07-365-41010-440-61513 Benefits-Permanent	\$ 17,569	\$ 19,727		
			01-07-365-41010-440-61520 Wages-Casual Temporary	\$ 35,576	\$ 25,600		
			01-07-365-41010-440-61523 Benefits-Casual Temporary	\$ 4,352	\$ 3,735		
			01-07-365-41010-440-62018 Operating Supplies	\$ 200	\$ 200		
			01-07-365-41010-440-62312 Insurance	\$ 111	\$ 109		
			01-07-365-41010-440-62321 Rental-Facility	\$ 36,681	\$ 35,961		
			01-07-365-41010-440-62335 Contracted Services	\$ 420	\$ 350		
			01-07-365-41025-440-62397 Telephone	\$ 2,400	\$ 2,400		
			Expense Total			\$ 156,006	\$ 145,904
Lending Services Total			\$ 156,006	\$ 145,904			
Caledon Village Place Total			\$ 156,006	\$ 145,904			
Inglewood Community Centre	Lending Services	Expense	01-07-365-41010-445-61520 Wages-Casual Temporary	\$ 57,650	\$ 60,300		
			01-07-365-41010-445-61523 Benefits-Casual Temporary	\$ 11,210	\$ 11,669		
			01-07-365-41010-445-62018 Operating Supplies	\$ 200	\$ 200		
			01-07-365-41010-445-62312 Insurance	\$ 55	\$ 54		
			01-07-365-41010-445-62321 Rental-Facility	\$ 29,194	\$ 28,614		
			01-07-365-41010-445-62335 Contracted Services	\$ 840	\$ 350		
			01-07-365-41025-445-62397 Telephone	\$ 1,300	\$ 1,300		
Expense Total			\$ 100,449	\$ 102,487			
Lending Services Total			\$ 100,449	\$ 102,487			
Inglewood Community Centre Total			\$ 100,449	\$ 102,487			

TOWN OF CALEDON
 2018 OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget
Margaret Dunn Library & Comm Room	Lending Services	Expense	01-07-365-41010-455-61510 Salaries-Permanent	\$ 58,697	\$ 57,821
			01-07-365-41010-455-61513 Benefits-Permanent	\$ 17,569	\$ 19,727
			01-07-365-41010-455-61520 Wages-Casual Temporary	\$ 25,324	\$ 26,300
			01-07-365-41010-455-61523 Benefits-Casual Temporary	\$ 3,098	\$ 3,894
			01-07-365-41010-455-62018 Operating Supplies	\$ 200	\$ 200
			01-07-365-41010-455-62312 Insurance	\$ 196	\$ 192
			01-07-365-41010-455-62321 Rental-Facility	\$ 25,354	\$ 24,854
			01-07-365-41025-455-62397 Telephone	\$ 1,700	\$ 1,400
			Expense Total	\$ 132,138	\$ 134,388
		Lending Services Total	\$ 132,138	\$ 134,388	
Margaret Dunn Library & Comm Room Total				\$ 132,138	\$ 134,388
Southfields Community Centre - Library	Lending Services	Expense	01-07-365-41010-466-61510 Salaries - Permanent	\$ 46,341	\$ -
			01-07-365-41010-466-61513 Benefits - Permanent	\$ 13,842	\$ -
			01-07-365-41010-466-61520 Wages - Casual	\$ 68,110	\$ -
			01-07-365-41010-466-61523 Benefits - Permanent	\$ 8,173	\$ -
			01-07-365-41010-466-62018 Operating Supplies	\$ 1,500	\$ -
		Expense Total	\$ 137,966	\$ -	
Lending Services Total	\$ 137,966	\$ -			
Southfields Community Centre - Library Total				\$ 137,966	\$ -
Strategic Initiatives - Town Hall	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)	\$ (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	\$ (5,600)	\$ (3,500)
			01-07-365-40010-365-50750 Book Sales	\$ (500)	\$ (500)
		Revenue Total	\$ (111,300)	\$ (109,200)	
		Expense	01-07-365-40010-365-61510 Salaries-Permanent	\$ 140,727	\$ 131,067
			01-07-365-40010-365-61513 Benefits-Permanent	\$ 33,411	\$ 32,626
			01-07-365-40010-365-61520 Wages-Casual Temporary	\$ 33,000	\$ 35,700
			01-07-365-40010-365-61523 Benefits-Casual Temporary	\$ 4,037	\$ 7,644
			01-07-365-40010-365-62018 Operating Supplies	\$ 760	\$ 760
			01-07-365-40010-365-62113 Maint & Repairs-A/V Equip	\$ 3,660	\$ 3,660
			01-07-365-40010-365-62114 Small Equip Repair/Purchase	\$ 500	\$ 500
			01-07-365-40010-365-62253 Lib. Brd Education & Exp.	\$ 5,650	\$ 5,650
			01-07-365-40010-365-62310 Training/Development/Seminars	\$ 27,967	\$ 21,900
			01-07-365-40010-365-62311 Memberships/Dues	\$ 14,000	\$ 13,000
			01-07-365-40010-365-62314 Mileage	\$ 14,000	\$ 14,000
			01-07-365-40010-365-62317 Audit	\$ 4,370	\$ 4,284
			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	\$ 94,725	\$ 90,131
			01-07-365-41010-365-61513 Benefits-Permanent	\$ 24,587	\$ 24,658
			01-07-365-41010-365-62346 Courier	\$ 34,000	\$ 34,000
			01-07-365-41015-365-61510 Salaries-Permanent	\$ 150,686	\$ 142,592
			01-07-365-41015-365-61513 Benefits-Permanent	\$ 41,639	\$ 43,339
			01-07-365-41015-365-61520 Wages-Casual Temporary	\$ 45,900	\$ 49,900
			01-07-365-41015-365-61523 Benefits-Casual Temporary	\$ 5,614	\$ 6,194
			01-07-365-41015-365-62018 Operating Supplies	\$ 1,120	\$ 1,120
01-07-365-41015-365-62058 Online Databases	\$ 61,000		\$ 56,000		
01-07-365-41025-365-61510 Salaries-Permanent	\$ 163,300	\$ 160,895			
01-07-365-41025-365-61513 Benefits-Permanent	\$ 44,099	\$ 45,494			
01-07-365-41025-365-62018 Operating Supplies	\$ 7,300	\$ 7,160			
01-07-365-41025-365-62304 Automation	\$ 20,100	\$ 18,000			
01-07-365-41025-365-62305 Computer Services	\$ 26,533	\$ 15,000			
01-07-365-41025-365-62335 Contracted Services	\$ 2,800	\$ 2,000			
01-07-365-41025-365-62397 Telephone	\$ 1,000	\$ 920			
01-07-365-41030-365-61510 Salaries-Permanent	\$ 281,673	\$ 266,060			
01-07-365-41030-365-61513 Benefits-Permanent	\$ 79,439	\$ 79,974			
01-07-365-41030-365-62018 Operating Supplies	\$ 1,000	\$ 1,000			
01-07-365-41030-365-62414 Special Programs	\$ 16,667	\$ 12,800			
01-07-365-41035-365-61510 Salaries-Permanent	\$ 220,691	\$ 214,529			
01-07-365-41035-365-61513 Benefits-Permanent	\$ 61,413	\$ 62,934			
01-07-365-41035-365-61520 Wages-Casual Temporary	\$ 64,978	\$ 60,800			
01-07-365-41035-365-61523 Benefits-Casual Temporary	\$ 12,813	\$ 12,524			
01-07-365-41035-365-62018 Operating Supplies	\$ 4,730	\$ 4,300			

TOWN OF CALEDON
2018 OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget			
Strategic Initiatives - Town Hall	Lending Services	Revenue	01-07-365-41035-365-62304 Automation	\$ 6,000	\$ 6,000			
			01-07-365-41035-365-62315 Printing & Advertising	\$ 17,200	\$ 12,900			
			01-07-365-41035-365-62335 Contracted Services	\$ 7,000	\$ 7,400			
			01-07-365-41035-365-62414 Special Programs	\$ 21,917	\$ 12,500			
			01-07-365-41040-365-61510 Salaries-Permanent	\$ 277,669	\$ 270,349			
			01-07-365-41040-365-61513 Benefits-Permanent	\$ 78,634	\$ 80,808			
			01-07-365-41040-365-62018 Operating Supplies	\$ 6,160	\$ 6,160			
			01-07-365-41040-365-62335 Contracted Services	\$ 600	\$ 300			
			01-07-365-41025-365-62396 Mobile Phones/Pagers	\$ 2,861	\$ -			
			01-07-365-41025-365-63037 Software License Subscription	\$ 14,000	\$ 14,000			
	Expense Total				\$ 2,185,480	\$ 2,097,082		
	Lending Services Total				\$ 2,074,180	\$ 1,987,882		
	Administration	Revenue	01-12-115-40010-365-50986 Reserve Fund to Revenue		\$ -	\$ (236,300)		
			Revenue Total				\$ -	\$ (236,300)
		Expense	01-12-115-40010-365-61510 Salaries - Permanent		\$ 329,494	\$ 495,268		
			01-12-115-40010-365-61513 Benefits - Permanent		\$ 90,283	\$ 140,918		
			01-12-115-40010-365-62011 Office Supplies		\$ 1,000	\$ 1,000		
			01-12-115-40010-365-62310 Training/Development/Seminars		\$ 22,350	\$ 26,350		
			01-12-115-40010-365-62311 Memberships/Dues		\$ 3,000	\$ 5,000		
			01-12-115-40010-365-62314 Mileage		\$ 1,000	\$ 3,000		
			01-12-115-40010-365-62315 Printing & Advertising		\$ -	\$ 500		
			01-12-115-40010-365-62335 Contracted Services		\$ 10,500	\$ 10,500		
			01-12-115-40010-365-62396 Mobile Phones/Pagers		\$ 1,800	\$ 1,440		
			Expense Total				\$ 459,427	\$ 683,976
			Administration Total				\$ 459,427	\$ 447,676
	Corporate Communications	Expense	01-05-195-47020-365-61510 Salaries-Permanent		\$ 231,166	\$ 234,493		
			01-05-195-47020-365-61513 Benefits-Permanent		\$ 69,689	\$ 72,817		
			01-05-195-47020-365-61520 Wages-Casual Temporary		\$ 47,800	\$ 47,000		
			01-05-195-47020-365-61523 Benefits-Casual Temporary		\$ 5,847	\$ 5,834		
			01-05-195-47020-365-62011 Office Supplies		\$ 1,000	\$ 1,000		
			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		\$ 139,083	\$ 139,083		
			01-05-195-47020-365-62335 Contracted Services		\$ 44,500	\$ 44,500		
			01-05-195-47020-365-62357 Marketing & Promotion		\$ 5,500	\$ 5,500		
			01-05-195-47020-365-62396 Mobile Phones / Pagers		\$ 1,200	\$ 720		
			01-05-195-47020-365-63037 Software License Subscription		\$ 14,500	\$ 8,500		
			Expense Total				\$ 562,385	\$ 561,547
	Corporate Communications Total				\$ 562,385	\$ 561,547		
	Customer Service & Licensing	Revenue	01-05-205-47030-365-50050 Miscellaneous		\$ (1,066)	\$ (1,066)		
			01-05-205-47030-365-50125 Merchandise Sales		\$ (2,000)	\$ (2,000)		
01-05-205-47030-365-50421 Marriage Registration			\$ (23,825)	\$ (23,825)				
01-05-205-47030-365-50422 Death Registration			\$ (4,000)	\$ (4,000)				
01-05-205-47030-365-50522 Copy Fees			\$ (800)	\$ (800)				
01-05-205-47030-365-50562 Garbage Tag Sales			\$ (4,000)	\$ (4,000)				
01-05-205-47030-365-50634 Lottery Licenses			\$ (1,500)	\$ (1,500)				
01-05-205-47030-365-50521 Commissioning Fees			\$ (1,565)	\$ (1,565)				
Revenue Total				\$ (38,756)	\$ (38,756)			
Expense			01-05-205-47030-365-61510 Salaries-Permanent		\$ 418,354	\$ 311,797		
		01-05-205-47030-365-61513 Benefits-Permanent		\$ 131,068	\$ 99,481			
		01-05-205-47030-365-62011 Office Supplies		\$ 1,000	\$ 1,000			
		01-05-205-47030-365-62120 Marriage Licenses Form		\$ 7,700	\$ 7,700			
		01-05-205-47030-365-62310 Training/Development/Seminars		\$ 11,600	\$ 2,700			
		01-05-205-47030-365-62311 Memberships/Dues		\$ 650	\$ -			
		01-05-205-47030-365-62314 Mileage		\$ 550	\$ 320			
		01-05-205-47030-365-62357 Marketing & Promotion		\$ 3,000	\$ -			
		01-05-205-47030-365-62396 Mobile Phones / Pagers		\$ 720	\$ -			
		01-05-205-47030-365-62415 Garbage Tags		\$ 4,000	\$ 4,000			
Expense Total				\$ 578,642	\$ 426,998			
Customer Service & Licensing Total				\$ 539,886	\$ 388,242			

TOWN OF CALEDON
2018 OPERATING BUDGET - STRATEGIC INITIATIVES (BY LOCATION)

Location/ Asset Type	Division	Revenue/ Expense	Account Number and Description	2018 Budget	2017 Budget	
Strategic Initiatives - Town Hall	Economic Development	Revenue	01-03-235-45020-365-50514 Caledon Business Directory	\$ -	\$ (1,007)	
			01-03-235-45020-365-50986 Reserve Fund To Revenue	\$ (100,000)	\$ -	
		Revenue Total		\$ (100,000)	\$ (1,007)	
		Expense	01-03-235-45020-365-61510 Salaries-Permanent	\$ 318,477	\$ 317,957	
			01-03-235-45020-365-61513 Benefits-Permanent	\$ 94,979	\$ 97,536	
			01-03-235-45020-365-62011 Office Supplies	\$ 500	\$ 500	
			01-03-235-45020-365-62311 Memberships/Dues	\$ 2,650	\$ 2,650	
			01-03-235-45020-365-62314 Mileage	\$ 3,500	\$ 3,500	
			01-03-235-45020-365-62319 Grants	\$ 100,000	\$ -	
			01-03-235-45020-365-62331 Transit	\$ 58,473	\$ 50,923	
			01-03-235-45020-365-62357 Marketing & Events	\$ 66,000	\$ 66,000	
			01-03-235-45020-365-62379 Partnership Agreements	\$ 92,186	\$ 86,965	
			01-03-235-45020-365-62388 CBIZ Expenses	\$ 34,860	\$ 34,860	
	01-03-235-45020-365-62396 Mobile Phones / Pagers	\$ 2,400	\$ 805			
	01-03-235-45020-365-62658 Public Relations	\$ 10,000	\$ 10,000			
	Expense Total		\$ 784,025	\$ 671,696		
	Economic Development Total				\$ 684,025	\$ 670,689
	Human Resources	Expense	01-06-325-48020-365-61510 Salaries-Permanent	\$ 655,834	\$ 634,905	
			01-06-325-48020-365-61513 Benefits-Permanent	\$ 186,452	\$ 183,040	
			01-06-325-48020-365-61520 Wages-Casual Temporary	\$ 62,300	\$ 61,400	
			01-06-325-48020-365-61523 Benefits-Casual Temporary	\$ 11,725	\$ 11,662	
			01-06-325-48020-365-62011 Office Supplies	\$ 1,500	\$ 2,000	
			01-06-325-48020-365-62018 Operating Supplies	\$ 3,500	\$ 3,300	
			01-06-325-48020-365-62114 Small Equip Repair/Purchase	\$ -	\$ 500	
			01-06-325-48020-365-62223 Floral Tributes/In Memory	\$ 3,000	\$ 2,000	
			01-06-325-48020-365-62225 Staff Recog/Appreciation	\$ 15,825	\$ 17,158	
			01-06-325-48020-365-62243 Health & Wlms Initiatives	\$ 19,500	\$ 22,290	
			01-06-325-48020-365-62305 Computer Services	\$ 4,350	\$ 4,350	
			01-06-325-48020-365-62310 Training/Development/Seminars	\$ 8,250	\$ 9,490	
			01-06-325-48020-365-62311 Memberships/Dues	\$ 3,010	\$ 3,010	
			01-06-325-48020-365-62314 Mileage	\$ 1,800	\$ 2,000	
			01-06-325-48020-365-62315 Printing & Advertising	\$ 1,845	\$ 1,845	
			01-06-325-48020-365-62318 Legal Services	\$ 35,000	\$ 38,000	
01-06-325-48020-365-62334 Service Contracts			\$ 31,706	\$ 35,592		
01-06-325-48020-365-62396 Mobile Phones / Pagers			\$ 642	\$ 642		
01-06-325-48020-365-62412 Special Charges			\$ 43,030	\$ 23,445		
01-06-325-48020-365-62510 Corporate Training/Development			\$ 50,500	\$ 64,275		
Expense Total		\$ 1,139,769	\$ 1,120,904			
Human Resources Total				\$ 1,139,769	\$ 1,120,904	
Strategic Initiatives - Town Hall Total				\$ 5,459,672	\$ 5,176,940	
Strategic Initiatives Total				\$ 6,678,171	\$ 6,200,766	

**TOWN OF CALEDON
2018 CAPITAL BUDGET - STRATEGIC INITIATIVES**

Department	Division	Project #	Project Name	Total Project Budget
Strategic Initiatives	Economic Development	18-159	Arts and Culture Feasibility Study - Alton Historical School House	\$ 30,000
	Caledon Public Library	18-037	Library Collections and Materials	\$ 425,000
		18-038	Library IT Equipment	\$ 75,000
		18-039	Library Furnishing Replacement	\$ 30,000
		18-040	New Community Centre in Southfields Library Branch - Opening Day Collection	\$ 400,000
		18-042	Library - Chrome Book Lending	\$ 13,000
		18-043	Library Website Redesign and Improvement	\$ 10,000
	Strategic Initiatives Total			

Town of Caledon
 2019-2028 Total Capital Projects Details and Funding Sources
 Department Strategic Initiatives

Baseline	Description	Term of Council				Term of Council				Term of Council		Total 10 Year Funding Sources				Total Funding
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Project Cost	Tax Levy	Reserves	Development Charges	
Baseline	IT & Buildings	\$ 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
	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		\$ 550,000	\$550,000	\$550,000	\$550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	\$550,000	\$550,000	\$ 5,500,000	\$ 5,500,000	\$ -	\$ -	\$ 5,500,000
Above Baseline	Alton Branch Refurbishment	\$ 290,000										\$ 290,000	\$ 290,000	\$ -	\$ -	\$ 290,000
	Bolton Branch - Major Refurbishment	\$ 400,000										\$ 400,000	\$ 122,553	\$ -	\$ 277,447	\$ 400,000
	Caledon Village Branch Refurbishment			\$300,000								\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000
	Inglewood Branch Refurbishment					\$ 300,000						\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000
	Margaret Dunn Valleywood Refurbishment		\$300,000									\$ 300,000	\$ 300,000	\$ -	\$ -	\$ 300,000
	Materials & Equipment (Top Up)	\$ 100,000	\$100,000	\$100,000	\$125,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$300,000	\$300,000	\$ 2,075,000	\$ 2,075,000	\$ -	\$ -	\$ 2,075,000
	Mayfield West Branch - Materials					\$ 800,000						\$ 800,000	\$ 730,632	\$ -	\$ 69,368	\$ 800,000
	Mayfield West Library Branch - DC					\$3,331,936						\$ 3,331,936	\$ -	\$ -	\$ 3,331,936	\$ 3,331,936
	Mayfield West Library Branch - Tax Cash Flow					\$ 904,516	\$ 904,516	\$ 904,516	\$ 904,516			\$ 3,618,064	\$ 3,618,064	\$ -	\$ -	\$ 3,618,064
Above Baseline Total		\$ 790,000	\$400,000	\$400,000	\$125,000	\$5,586,452	\$1,154,516	\$1,154,516	\$1,204,516	\$300,000	\$300,000	\$ 11,415,000	\$ 7,736,249	\$ -	\$ 3,678,751	\$ 11,415,000
Grand Total		\$ 1,340,000	\$950,000	\$950,000	\$675,000	\$6,136,452	\$1,704,516	\$1,704,516	\$1,754,516	\$850,000	\$850,000	\$ 16,915,000	\$ 13,236,249	\$ -	\$ 3,678,751	\$ 16,915,000

Assumptions:
 Growth-related capital beyond the current development charge (DC) background study have projected growth (DC) and non-growth (Tax) funding at this time. Future DC studies will confirm the proportionate growth and non-growth shares. Assumes a phase out of Debt for the Enhanced Roads Program over the next term of Council. The Aggregate Levy, Gas Tax and Ontario Community Infrastructure Fund are assumed to continue into the future.



Council Work Plan 2015 - 2018



Priorities and Actions

2015-2018 Council Work Plan

On behalf of the Town of Caledon Council and staff, we are pleased to present the 2015-2018 Council Work Plan.

This Work Plan, initiated in 2015, sets out clear and attainable priorities and actions that reflect our community's needs. The priorities and actions have been championed by all members of Council and our staff leadership team.



Allan Thompson
Mayor



Mike Galloway, MBA, CMO
Chief Administrative Officer (CAO)

The Work Plan was co-ordinated by staff including one project lead, 15 staff facilitators at two Special Council Meetings and engagement of over 70 staff across the Town, plus your members of Council. Together, just over 80 actions across nine approved priority areas have been identified for completion during this Council term. We've compiled those priorities and actions in this open and transparent format, so you know exactly what we will be working on during this term of Council (2014-2018). The Work Plan guided the Town's 2016 budget process, and will continue to guide Council for the duration of its term.

We wish to thank everyone who helped develop this Plan including residents who participated at our various community engagement sessions. Your input was imperative to creating this Work Plan that will guide us now and in the years to come.

Thank you,




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




Allan Thompson
Mayor




A handwritten signature in black ink, appearing to read "Mike Galloway".

Mike Galloway, MBA, CMO
Chief Administrative Officer (CAO)

Council Work Plan Highlights (2015-2018)

Broadband Internet 	Communications 	Customer Service 
<p><i>To provide high speed Internet access to each home (1 gigabit/second)</i></p>	<p><i>To provide direct, timely and strategic communications to citizens in appropriate, desired and cost-effective ways</i></p>	<p><i>To adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices</i></p>
2015		
<ul style="list-style-type: none"> Recent Town involvement in South Western Integrated Fibre Technology (SWIFT) Model for high speed internet strategy and associated feasibility study Standard for fibre conduit being developed under roadways Public Wi-Fi available at Town Hall and Caledon Community Complex 	<ul style="list-style-type: none"> Emergency Preparedness Communications Have Your Say Communications Survey Support for Mayor's office and community engagement events Easily understandable finance reports and refreshed property tax ads Streamline planning fees, new planning application newspaper ads 	<ul style="list-style-type: none"> E-service expansion (online burn permit, Ping Street app, online Recreation registration, library e-newsletter, etc.) Recreation single point of contact for special events Comprehensive new employee orientation and onboarding program
2016 (proposed)		
<ul style="list-style-type: none"> Annual levy (0.6%) for funding SWIFT Public Sector Network connection for Margaret Dunn Library Public Wi-Fi expansion to other Town facilities 	<ul style="list-style-type: none"> Review advertising spending and explore other communication channels that are accessible to all residents Improve website usability Crisis Communications Plan Develop annual communication plan on Town infrastructure projects Implement Toastmasters program for staff 	<ul style="list-style-type: none"> Customer Service Survey and benchmarking and ongoing feedback mechanisms Councillor process briefing and education program Customer Service staff team Customer Service staff manual and improved online staff directory
2017-2018 (proposed)		
<ul style="list-style-type: none"> Fibre build out through the SWIFT initiative Accelerate public Wi-Fi expansion to other facilities 	<ul style="list-style-type: none"> Investigate implementation of 211, 311 and improvements to phone/notification system Expand e-services and explore the use of kiosks 	<ul style="list-style-type: none"> Targeted customer service staff training Town Hall Front Counter revamp Improved Town Hall wayfinding signage and new exterior Town Hall sign Town community education campaign for new residents Top 5 workflow process and policy review Development of customer service metrics to be incorporated into the 2017 performance assessment process Recruitment plan and core values refresh

Growth 	Infrastructure 	Protection of Rural Environment 
<i>To plan for complete communities as required under the Growth Plan</i>	<i>To increase overall condition of Town's assets for public use</i>	<i>To enhance and protect our rural environment and to enable a viable rural economy</i>
2015		
<ul style="list-style-type: none"> • Growth management most important issue for Official Plan Review • GTA West Land Use Study for Employment Studies- expanding for visioning of the Whitebelt • Secondary Plan for Mayfield West Phase 2 	<ul style="list-style-type: none"> • Service level review • Total asset inventory and plan • Realignment of asset ownership structure between Town and Region 	<ul style="list-style-type: none"> • 2014 Official Plan Amendment and 2015 Zoning By Law Amendment • Promote & support Caledon's agricultural sector via Economic Development Strategy • Four Provincial Plan & Conservation Authorities Act Review • Community Improvement Plans
2016 (proposed)		
<ul style="list-style-type: none"> • Challenge upper levels of government on growth and the required infrastructure • Whitebelt vision exercise for rural area- in progress • Lobbying for public transit and highway expansion • Bolton Residential Expansion and Grade Separation Studies • Secondary Plan for Coleraine Employment Area • Alton Village Study- ongoing 	<ul style="list-style-type: none"> • Stormwater Management Plan • Start construction of Bolton Fire Hall • Feasibility study for balance of Recreation facilities • Increase 2016 tax funding for capital projects • Better maintain infrastructure within hamlets • Reduce facility energy use • Implement Transportation Master Plan allowing for the maximization of road widths for multi-uses (i.e. cycling lanes, farm vehicles) • Complete inventory of all Town-owned lands 	<ul style="list-style-type: none"> • Protect, support and attract near urban, rural and agri services (i.e. Region DC charges) • Update rural agricultural policies to streamline approval process for farm businesses • Strengthen enforcement of zoning in agricultural areas • Investigate Conservation Authority and Niagara Escarpment Commission hours at Town Hall
2017-2018 (proposed)		
<ul style="list-style-type: none"> • Residential and employment expansion for Mayfield West/Bolton • Victoria and Tullamore expansion • Encourage infill and green spaces • Review Provincial Plans and Ward boundaries • New growth centres at controlled and managed rate 	<ul style="list-style-type: none"> • Environmental Assessment and preliminary design of Public Works Operations Centre • Heart Lake Road reconstruction • LED streetlights Phase 2 • Expansion of Village Centre model based on 2015 Parks Visioning Exercise • Community partnerships to maintain rural facilities • Refurbish pathways/trailways • Increase 2017-2018 tax funding for capital projects 	<ul style="list-style-type: none"> • Future 2017/2018 actions are dependent on Four Plan Provincial Review process and outcome • Support Doors Open for rural areas • Broadband internet for rural areas

<p>Recreation</p> 	<p>Seniors' Housing</p> 	<p>Tourism & Sports</p> 
<p><i>To establish and implement a collective community vision for the allocation of parks, facilities and recreation in the Town.</i></p>	<p><i>To provide aging in place options for residents</i></p>	<p><i>To explore Caledon's sport tourism potential and what the Caledon-model could look like</i></p>
<p>2015</p>		
<ul style="list-style-type: none"> • Parks and Recreation Visioning Exercise • Implementing facilities maintenance plan • Developing and updating key procedures • Approval of the Municipal Partnership Specialist position • Increasing participation in community events 	<ul style="list-style-type: none"> • Dedicated staff resource for the implementation of Adult's 55+ Strategic Plan • Seniors' Task Force • 3 Planning Applications received for Seniors' Housing 	<ul style="list-style-type: none"> • 2014 Tourism Strategy • Identified growth market opportunities • New Caledon-specific tourism website: visit.caledon.ca • Increased partner role in new and established events • Approval of Municipal Partnership Specialist position • Johnston Sports Park – Phase 2
<p>2016 (proposed)</p>		
<ul style="list-style-type: none"> • Mayfield West I Community Centre Design • Trailway improvements • Branding and Wayfinding <ul style="list-style-type: none"> -Interior digital sign program • Department Marketing Resourcing • Develop Private/Public Partnership program 	<ul style="list-style-type: none"> • Dedicated staff resource (part-time) • Development of land use policies on housing for all age groups • Explore Town lands, facilities and infill options for a continuing care community based on a Life Lease model • Strengthen Official Plan policies • Consideration of more multi-zoned lands • Add seniors' housing as a consideration within the relevant planning process 	<ul style="list-style-type: none"> • Develop strategy for outside digital (LED) signs for all civic properties • Work with Economic Development and P3 Officer to develop a wayfinding strategy for all municipal tourism-sports assets • Grants and partnerships • Proactive ad campaign for "How to plan your visit to Caledon"
<p>2017-2018 (proposed)</p>		
<ul style="list-style-type: none"> • Mayfield West I Community Centre Construction • Caledon Community Complex Phase 3 Feasibility and Design Review • Develop Partnership Opportunities • Community Engagement on Village Centre model • Johnston Sports Park Phase 3 • Develop Sponsorship/Advertising Program as a Revenue Generator • Develop Events Caledon Marketing Strategy • Develop an events Focused Arts and Culture Strategy 	<ul style="list-style-type: none"> • Work with other agencies to reduce seniors' housing restrictions (i.e. Greenbelt) • Explore opportunities to lease Town lands for seniors' housing (i.e. Region of Peel) 	<ul style="list-style-type: none"> • Resolve destination parking and traffic issues to address business/resident disconnect • Encourage repurposing of gravel pits to support Tourism & Sports • Enhance mobile app for trails and destinations • Assess need for indoor field facility • Arts and Culture staffing

2014-2018 Members of Council



Allan Thompson
Mayor



Barb Shaughnessy
Regional Councillor
Ward 1



Doug Beffort
Area Councillor
Ward 1



Jennifer Innis
Regional Councillor
Ward 3 and 4



Nick deBoer
Area Councillor
Ward 3 and 4



Johanna Downey
Regional Councillor
Ward 2



Gord McClure
Area Councillor
Ward 2



Annette Groves
Regional Councillor
Ward 5



Rob Mezzapelli
Area Councillor
Ward 5

For more information on the Council Work Plan:

Visit caledon.ca/workplan
Email workplan@caledon.ca



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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

- 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

- 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

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

- 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.

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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.

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- 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.

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Long-Term Strategic Financial Plan

- 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.

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Long-Term Strategic Financial Plan

- 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.

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- 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
2018 OPERATING BUDGET TEMPLATE - DEPARTMENT NAME

Revenue or Expense	2017 Budget (A)	2017 Budget Changes (B)	2018 Base Budget (C) = (A)+(B)	UNAVOIDABLE BUDGET INCREASES/(DECREASES)									
				Mandatory - Legislation (D)	Employee Compensation (E)	Annualization - New Staff (F)	Annualization - Services (G)	Inflationary (H)	Utilities (I)	Revenues (J)	Previously Approved Council Initiatives (K)	2018 Adjusted Base Budget (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	\$0

RECOMMENDED BUDGET REDUCTIONS				
Service Delivery Efficiencies (M)	New Fees/Revenues (N)	Fee Rate Increases (O)	Total Base Budget Reductions (P) = (M) to (O)	2018 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)				

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 2018 business plans is highlighted beside each activity.

2016 MUNICIPAL PERFORMANCE MEASUREMENT PROGRAM

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		
<i>Note 1: 2015 Residential properties and Multi-Residential properties were restated to segregate the numbers and value of Multi-residential properties from Residential properties.</i>				
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			
<i>Note 2: 20 working days in 2016 in Category 4 is related to the TOC's Bolton Firehall.</i>				
	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	
300	\$83,078,228	
181	\$74,501,788	
1,434	\$421,728,785	
<i>Note 1</i>		
<i>Note 1</i>		
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	<i>Note 4</i>
DATA	UNITS	
438,551	m ²	



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	
<i>Note 5: Number of kilometers in 2015 was restated to reflect lane KM's.</i>			
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
	Bridges	52	60
	Culverts	51	73
	Subtotal	103	133

2015	
1,351	KM
652	KM
Yes	
Pavement Condition Index 2015	
<i>Note 5</i>	
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

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
<i>Note 6: Updated storm mapping drawing was implemented in 2016 which resulted in improved accuracy.</i>		

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

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

VCOM – Fire Department communications system