



Financial Report and Consolidated Financial Statements

For the year ended
December 31, 2019

The Corporation of the Town of Caledon
Caledon, Ontario, Canada

Prepared by
Finance & Infrastructure Services, Town of Caledon

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Canadian Award for Financial Reporting to the Town of Caledon for its annual financial report for the fiscal year ended December 31, 2018. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a Canadian Award for Financial Reporting, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we are submitting it to GFOA.



Government Finance Officers Association

**Canadian Award
for
Financial Reporting**

Presented to

**The Corporation of the Town
of Caledon, Ontario**

For its Annual
Financial Report
for the Year Ended

December 31, 2018

Christopher P. Morill

Executive Director/CEO



Financial Report and Consolidated Financial Statements

For the year ended
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The Corporation of the Town of Caledon
Caledon, Ontario, Canada

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Message from the Mayor

Enclosed are the Town of Caledon's 2019 Financial Statements.



Balancing the needs of our communities with financial stability and long-term sustainability remains a focus for Council. Embracing and exploring innovative ways of delivering municipal services and programs will provide our tax payers with a good return on their investment. Collaboration can also help us financially. Our partnership with SWIFT (South Western Integrated Fibre Technology) will help us move towards our goal of town wide access to affordable, reliable high-speed internet.

This report tells our financial story from outlining our assets to our financial liabilities. In 2019 the Town's tangible capital assets increased by \$47.5 million and reflects the growth we continue to experience as well as our commitment to keeping our infrastructure in good condition.

The Town's current debt servicing costs are 2.55% of net revenues. This is below the maximum of 25% set by the Province and the 10% set by our own Council policy.

Council sets direction however it is the talented and dedicated staff here at the Town of Caledon who manage and work hard to keep us financially sound and help us build a strong and sustainable Caledon into the future.

Sincerely,



Allan Thompson, Mayor

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TOWN OF CALEDON

Introduction

2019



Welcome to Caledon



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

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

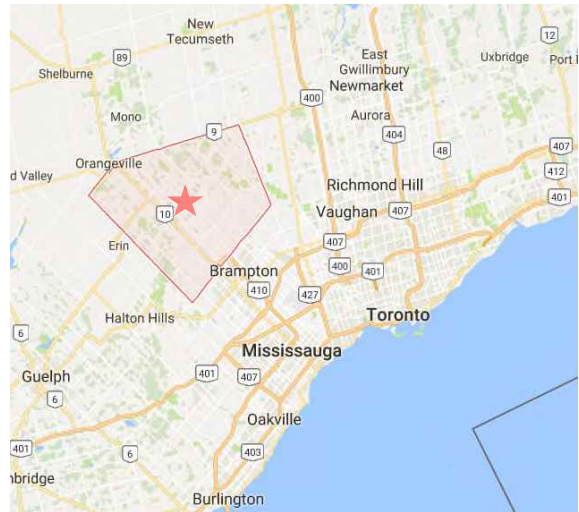
Today, the Town of Caledon offers many services and prospects for residents that help make Caledon a safe, active, healthy and enjoyable community to call home. For several years running, Caledon made the Maclean's magazine's annual rankings of "Canada's Safest Cities". Caledon was named by MoneySense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

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

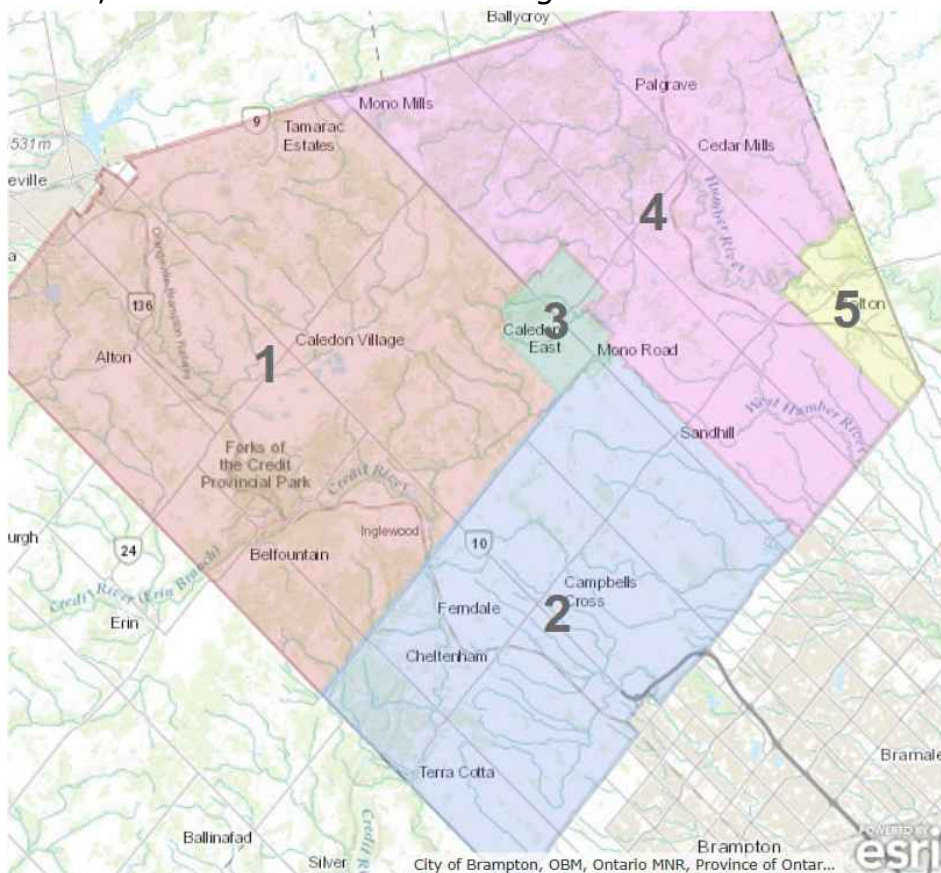
Caledon is one of three local area municipalities which combined, makes up the upper tier Region of Peel.

Welcome to Caledon

A vibrant community of 74,649 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 2018.



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	Ian Sinclair	Lynn Kiernan
Ward 2	Johanna Downey	Christina Early
Ward 3 & 4	Jennifer Innis	Nick deBoer
Ward 5	Annette Groves	Tony Rosa



Ward 1
Ian Sinclair



Ward 1
Lynn Kiernan



Ward 2
Johanna Downey



Ward 2
Christina Early



Ward 3 & 4
Jennifer Innis



Ward 3 & 4
Nick deBoer



Ward 5
Annette Groves



Ward 5
Tony Rosa

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, Amazon, UPS, 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.



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

Welcome to Caledon

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.

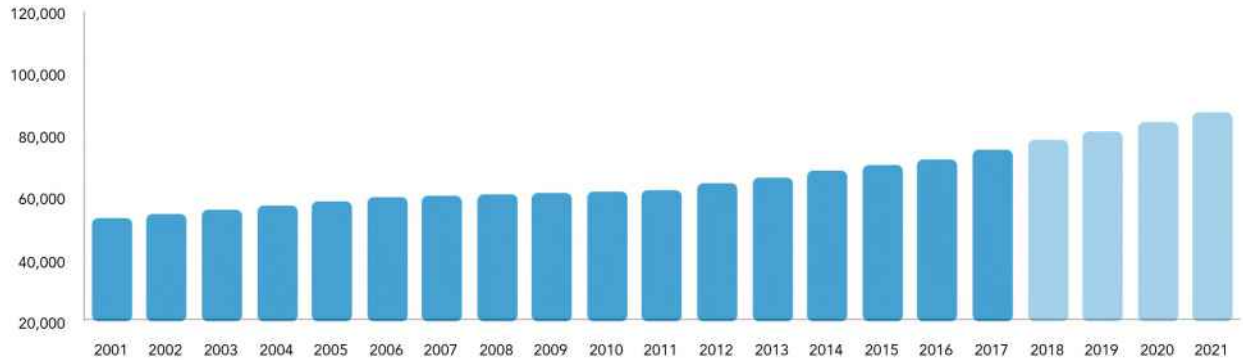
Air

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

Demographics

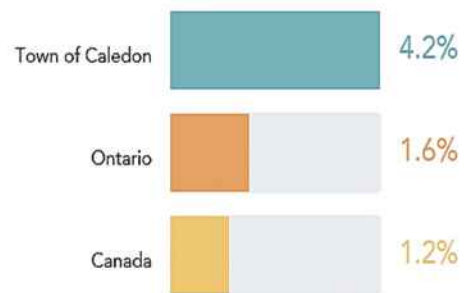
Town of Caledon Population



Source: Peel Region Open Data 2017

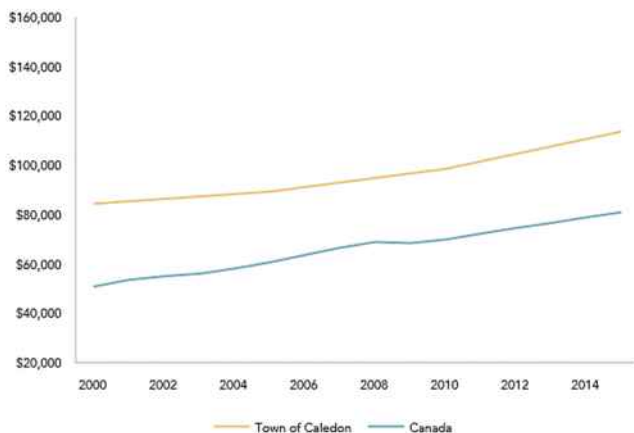
Over the last decade, the Town's population has significantly increased by 19.3%. At this rate of growth, the population is expected to exceed 87,000 people in 2021. By 2041 Caledon will have a population of 160,000 people and 80,000 new jobs, as prescribed by the Province of Ontario Places to Grow Plan. 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 518 new home developments in 2016, the total dwellings in Caledon have risen to 22,021. This number is also on an upward trend, growing 2.41% annually.

Population Growth Rates 2016-2017



Source: Statistics Canada 2016

Median Household Income



Source: Statistics Canada 2018

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.

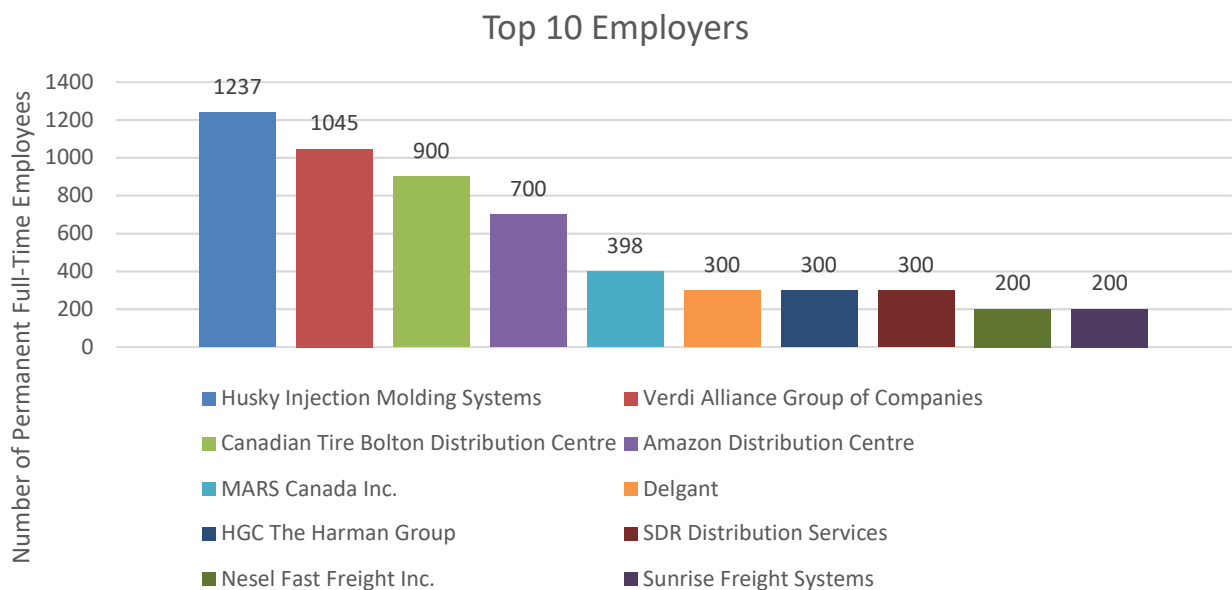
Welcome to Caledon

Business Climate

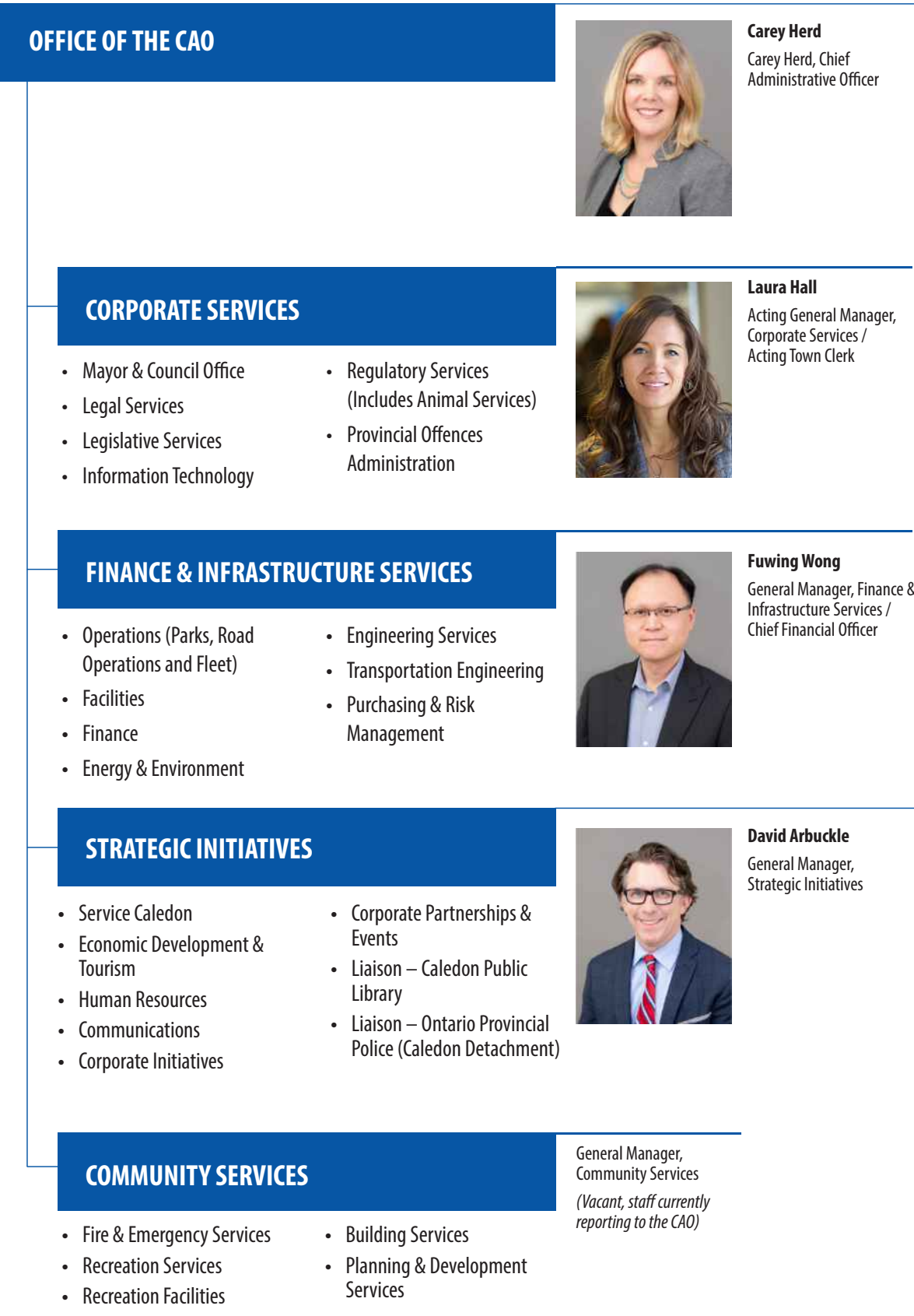
Over the years, many large companies have chosen to set up business in Caledon. Today, the Town is home to 2,300 companies from a wide range of industry sectors. These companies have helped to further strengthen Caledon’s economy. The list below outlines Caledon’s top ten corporate taxpayers.

Top 10 Corporate Taxpayers	
1.	CANADIAN TIRE PROPERTIES INC
2.	AMB AIRPORT ROAD CANCO INC
3.	GREYPAN 4 PROPERTIES GP INC
4.	CALLOWAY REIT (BOLTON) INC
5.	BK PRIME ONTARIO I GP INC
6.	PIRET (86 PILLSWORTH) HOLDING INC
7.	2281140 ONTARIO INC, 2278372 ONTARIO INC, NF REAL ESTATE LIMITED
8.	HUSKY INJECTION MOLDING SYSTEMS LTD
9.	ACKLANDS-GRAINGER INC
10.	DESJARDINS FINANCIAL SECURITY LIFE ASSURANCE COMPANY

Due to Caledon’s prosperous business environment, there are a range of employment and career growth opportunities available in the Town. Below is a chart depicting the Town’s top 10 employers.



Town of Caledon Senior Management Team



OFFICE OF THE CAO



Carey Herd
Carey Herd, Chief
Administrative Officer

CORPORATE SERVICES

- Mayor & Council Office
- Legal Services
- Legislative Services
- Information Technology
- Regulatory Services (Includes Animal Services)
- Provincial Offences Administration



Laura Hall
Acting General Manager,
Corporate Services /
Acting Town Clerk

FINANCE & INFRASTRUCTURE SERVICES

- Operations (Parks, Road Operations and Fleet)
- Facilities
- Finance
- Energy & Environment
- Engineering Services
- Transportation Engineering
- Purchasing & Risk Management



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

STRATEGIC INITIATIVES

- Service Caledon
- Economic Development & Tourism
- Human Resources
- Communications
- Corporate Initiatives
- Corporate Partnerships & Events
- Liaison – Caledon Public Library
- Liaison – Ontario Provincial Police (Caledon Detachment)



David Arbuckle
General Manager,
Strategic Initiatives

COMMUNITY SERVICES

- Fire & Emergency Services
- Recreation Services
- Recreation Facilities
- Building Services
- Planning & Development Services

General Manager,
Community Services
*(Vacant, staff currently
reporting to the CAO)*

Welcome to Caledon

The Town of Caledon is divided into the following departments:

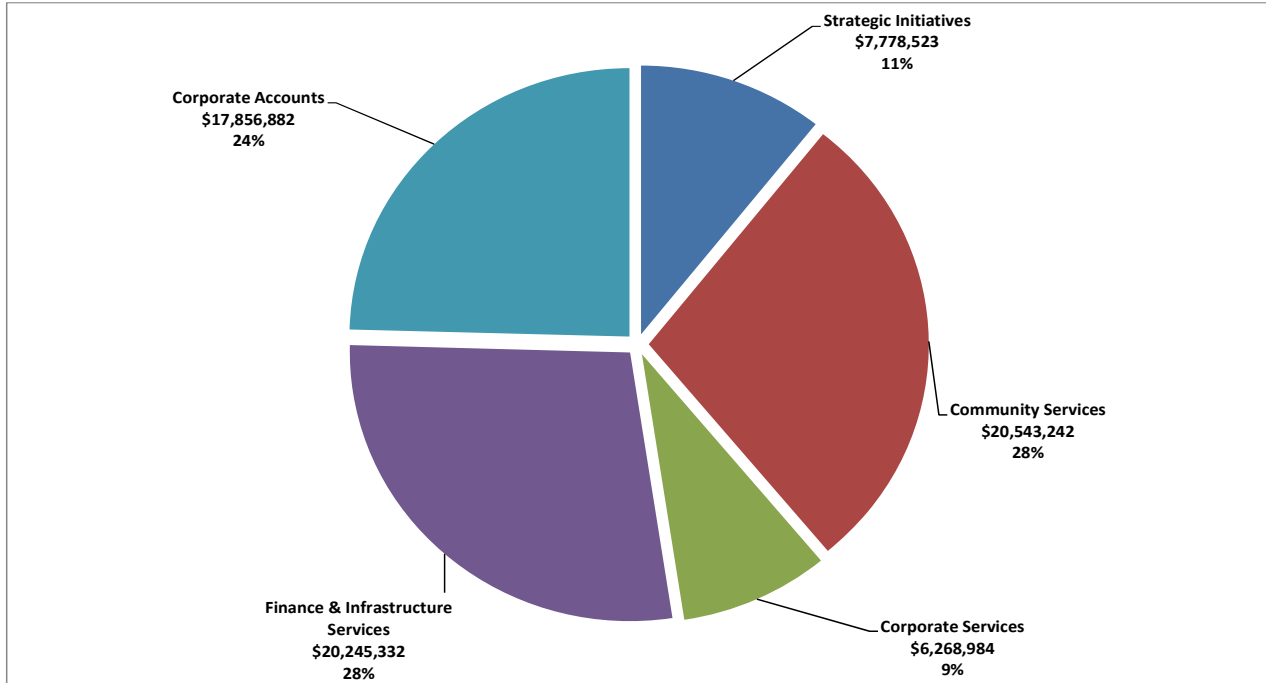


Chart is based on the 2020 Net Budget per Department and excludes Taxation Revenue.

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 & Regulatory Services, Legal Services, Legislative Services, Mayor & Council Support and the Provincial Offences Court.

2) Community Services Department

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

Building Services

Administering and enforcing the *Building Code Act* and the Ontario Building Code with respect to buildings while maintaining mandatory legislative requirements and providing an excellent level of service. The division helps to improve customer service by reducing review times and resubmissions of additional information and providing better communication with applicants and their consultants through the permit application process. Bill 124 amended the *Building Code Act* by requiring 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

Welcome to Caledon

the Building Service's budget overall nets to zero. That is, Building Services operate on a full cost recovery from building permit fees and does not have a property tax subsidy.

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.

Policy & Sustainability

The Policy & Sustainability division's role is to set the long-term policy framework to assist Town Council through studies, policy development for Caledon through the Town's Official Plan. The division is also responsible for the management of Heritage/Cultural Resources through the processes of listing and designating heritage properties, reviewing and commenting on planning applications, advocacy & public outreach, management of grants to support property stewardship

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

Recreation

The division strives to be a leader in the provision of 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.



Welcome to Caledon

3) Strategic Initiatives Department

The Strategic Initiatives department's mission is to facilitate connecting to address challenges and create opportunities both internally and externally, through service excellence. The department is comprised of the following teams: economic development, communications, 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 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 six 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

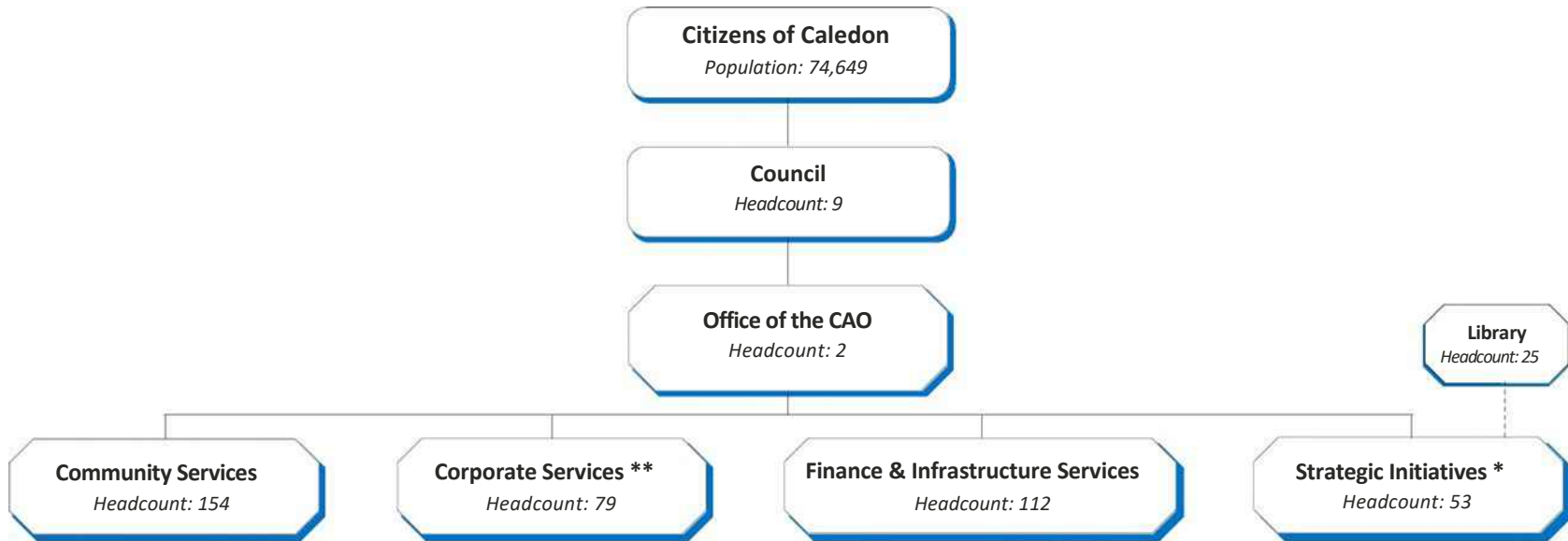
This department helps to shape the future of the community by providing corporate-based financial services, procurement, risk management, customer service, property tax and revenue as well as infrastructure services that enhances the current/long-term vision, goals and performance of Town Council, our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



- Fire & Emergency Services
- Recreation Services
- Recreation Facilities
- Building Services
- Planning & Development Services

- Mayor & Council Office
- Legal Services
- Legislative Services
- Information Technology
- Regulatory Services (Includes Animal Services)
- Provincial Offences Administration

- Operations (Parks, Road Operations and Fleet)
- Facilities
- Finance
- Energy & Environment
- Engineering Services
- Transportation Engineering
- Purchasing & Risk Management

- Service Caledon
- Economic Development & Tourism
- Human Resources
- Communications
- Corporate Initiatives
- Corporate Partnerships & Events
- Liaison - Caledon Public Library
- Liaison - Ontario Provincial Police (Caledon Detachment)

- Staff Complement is Full-time Only
- Details of divisions within each department available in Departmental Business tabs
- Total 2019 Approved Headcount 398 (includes two (2) full-time positions for knowledge transfer of retirees)
- Population taken from the Peel Data Centre (2019 actual population not available)
- Police Services are provided contractually through the Ontario Provincial Police and are not shown above

* Strategic Initiatives Headcount includes Library's headcount

** Corporate Services Headcount includes the Office of the CAO and Council

2019 FINANCIAL REPORT

The Town of Caledon is pleased to present its 2019 Financial Report and Consolidated Financial Statements, for the year ended December 31, 2019. This report has been prepared in accordance with the *Municipal Act, 2001* and based on the reporting standards set by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada and best practices in financial reporting as recommended by the Government Finance Officers Association.

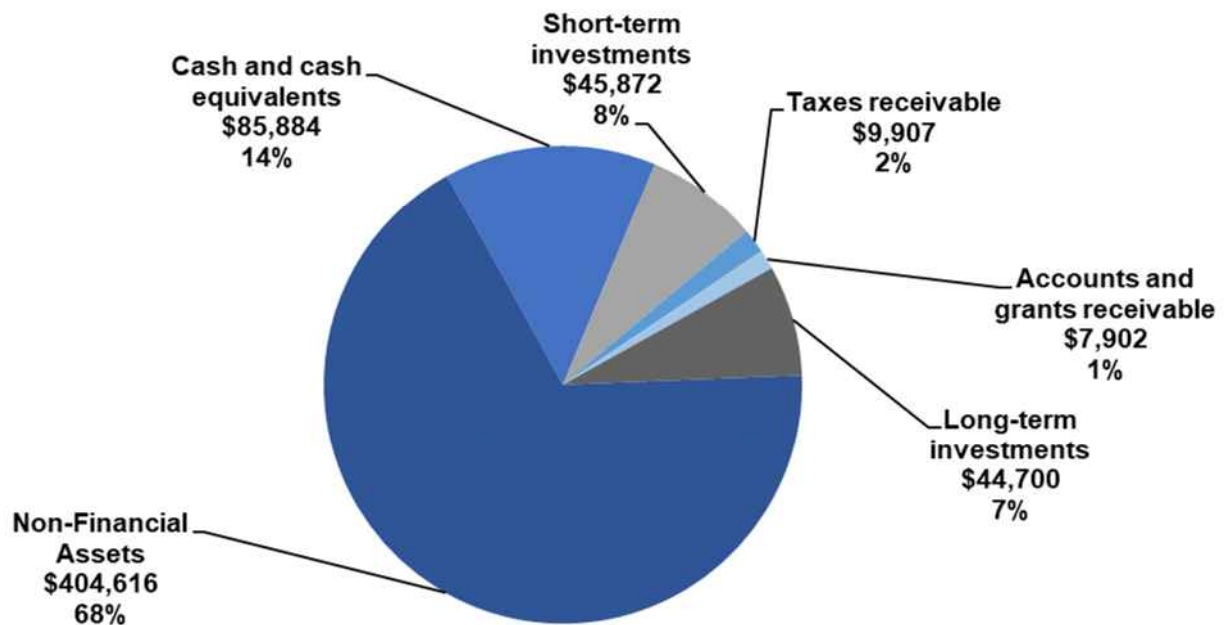
The 2019 Financial Report and Consolidated Financial Statements are the responsibility of Management of the Corporation of the Town of Caledon. The financial statements have been examined by Millard, Rouse and Rosebrugh, LLP Chartered Professional Accountants, the external auditors for the Corporation. The responsibility of the external auditor is to express an opinion on whether the financial statements are fairly presented, in all material respects, in accordance with public sector accounting standards.

The Financial Highlights have been extracted from the Town's Audited Consolidated Financial Statements.

Statement of Financial Position

The following highlights outline the Financial Position as at December 31, 2019
(In thousands of dollars)

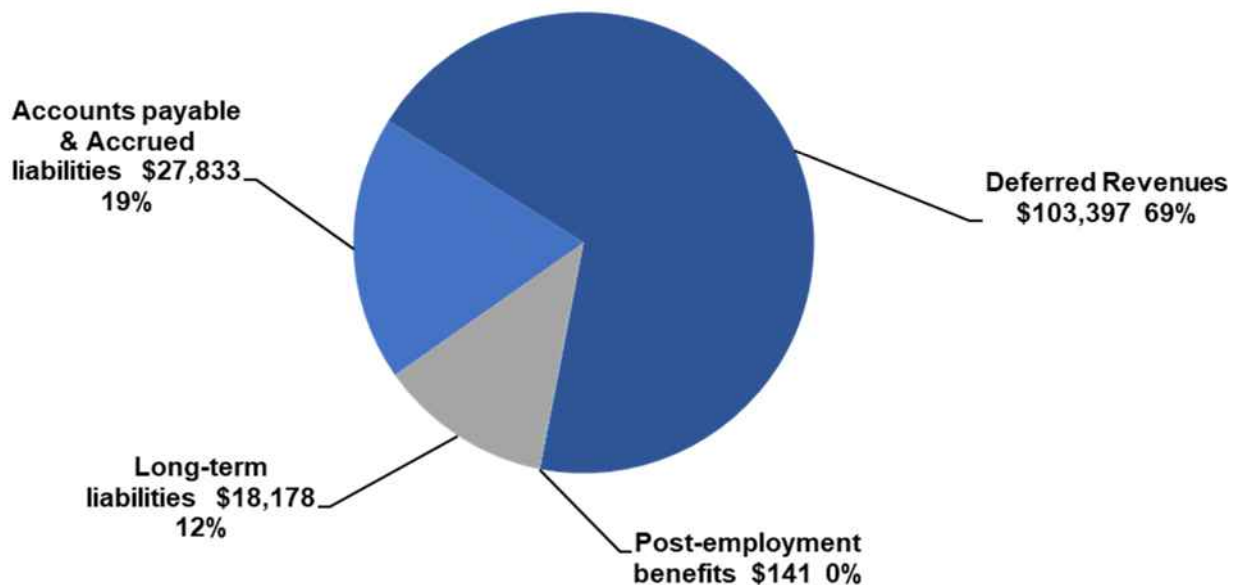
What we own (Assets)	\$ 000's	%
Cash and cash equivalents	\$ 85,884	14%
Short-term investments	45,872	8%
Taxes receivable	9,907	2%
Accounts and grants receivable	7,902	1%
Long-term investments	44,700	7%
Non-Financial Assets	404,616	68%
Total	\$ 598,881	100%



What we owe (Liabilities)	\$ 000's	%
Accounts payable & Accrued liabilities	\$ 27,833	19%
Deferred Revenues	103,397	69%
Post-employment benefits	141	0%
Long-term liabilities	18,178	12%
Total	\$ 149,549	100%

Net worth	\$ 000's	%
Accumulated operating surplus	\$ 6,584	1%
Investment in Tangible Capital Assets	403,314	90%
Reserves and Reserve Funds	39,434	9%
Total	\$ 449,332	100%

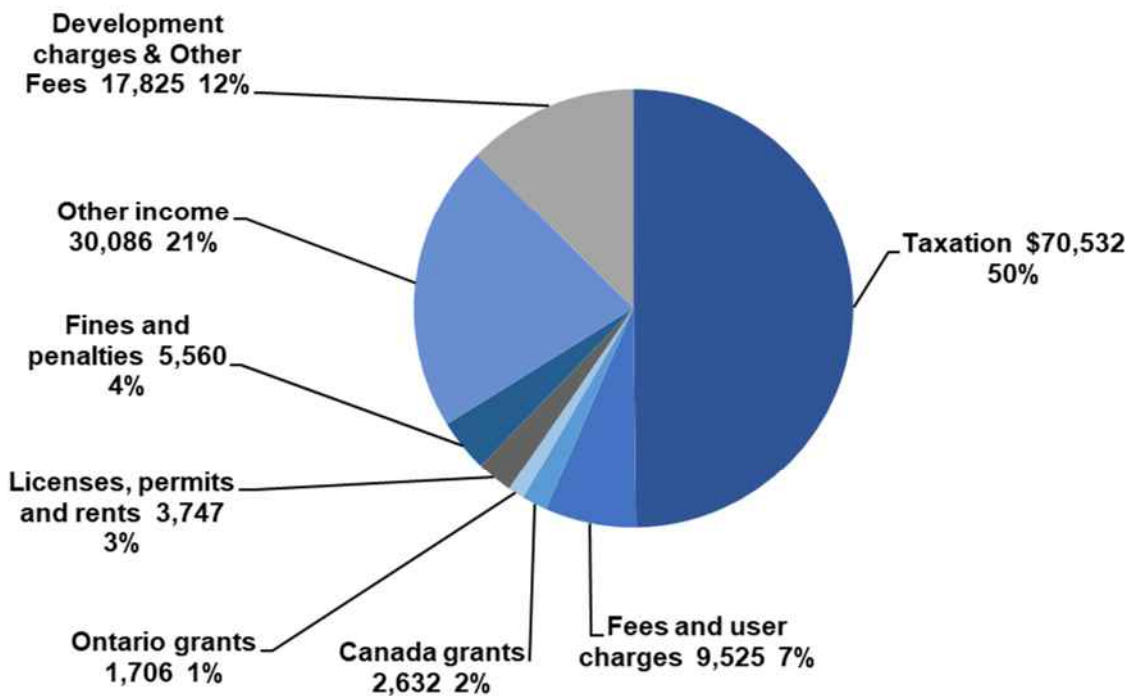
Total Liabilities and Net Worth	\$ 598,881
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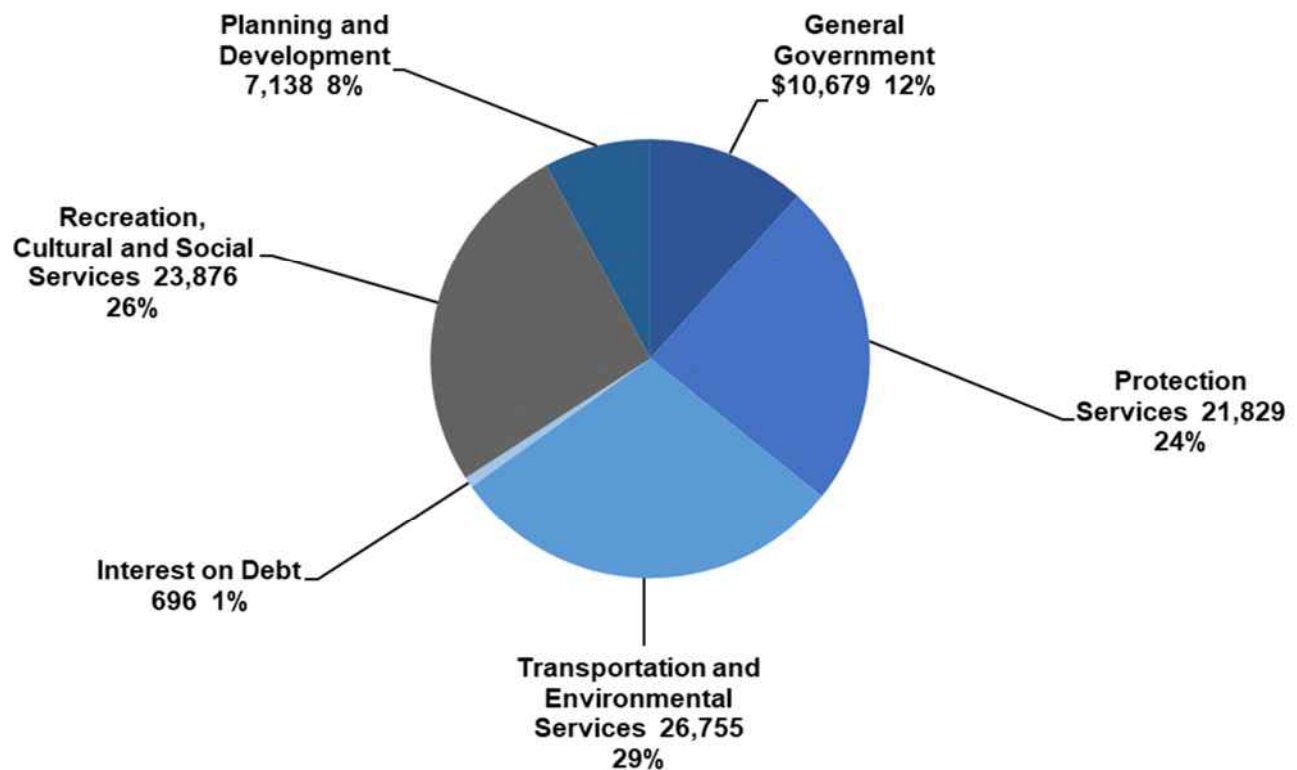
Revenues and Expenses

The following highlights outline the Statement of Operations as at December 31, 2019 (in thousands of dollars)

Where the money came from (Revenues)	\$ 000's	%
Taxation	\$ 70,532	50%
Fees and user charges	9,525	7%
Canada grants	2,632	2%
Ontario grants	1,706	1%
Licenses, permits and rents	3,747	3%
Fines and penalties	5,560	4%
Other income	30,086	21%
Development charges & Other Fees	17,825	12%
Total	\$ 141,613	100%



What the money was used for (Expenses)	\$ 000's	%
General Government	\$ 10,679	12%
Protection Services	21,829	24%
Transportation and Environmental Services	26,755	29%
Interest on Debt	696	1%
Recreation, Cultural and Social Services	23,876	26%
Planning and Development	7,138	8%
Total	\$ 90,973	100%



In addition to the Management Discussion and Analysis and the Consolidated Financial Statements, the 2019 Financial Report contains supplementary financial, non-financial and statistical information about the Town in order to provide more information in a consolidated format to the Town's various stakeholders (see Statistical Section).

The Town's significant financial accounting policies are contained within the notes to the Town's financial statements. During the year, financial transactions and review/refinement of financial processes/policies are guided by provincial legislation, the Ontario Municipal Act, 2001 and related provincial regulations that all municipalities in Ontario must comply with, public sector accounting standards as recommended by the Public Sector Accounting Board of CPA Canada.

2019 MANAGEMENT DISCUSSION AND ANALYSIS

The Town of Caledon prepares its budget on a fund accounting basis where budgeted capital and operating expenditures are balanced with revenues. Like all other municipalities, the Town of Caledon is required under the Public Sector Accounting Board rules to prepare financial statements on the full accrual basis of accounting, including amortization, tangible capital assets and post-employment benefits.

The Consolidated Financial Statements in the 2019 Financial Report have been prepared in accordance with general accepted accounting principles for local government as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. By converting the Town's statements to a full accrual basis, it changes the budget from a balanced budget to recognize either a surplus or deficit. The statements and related information are the responsibility of management and include the financial activities of all entities deemed to be controlled by the Town of Caledon.

Some highlights of the 2019 financial statements include:

- A significant net investment in Tangible Capital Assets of \$47.5 million in infrastructure, roads, equipment and facilities.
- An increase in cash and short-term investments of \$35.4 million to better match future cash needs related to debt, capital investments, and work on the Town's Asset Management Plan.
- An increase in deferred revenue on the statement of financial position of \$8.4 million which relates primarily to the one-time doubling of Federal Gas Tax funds and cash-in-lieu parkland dedication received and not spent.
- A minimal increase in long-term liabilities of \$0.2 million due to a \$3.6 million debt issuance relating to the 2018 enhanced road programs which is partially offset with \$3.4 million of debt repayments related to the 2014 - 2016 enhanced roads program and the final payment for the Caledon Hydro debt.
- The 2019 statement of operations reflects a full accrual surplus of \$50.6 million mainly due to contributed assets (e.g. Town assumption of public infrastructure works from completed developments) received in 2019 of \$21.1 million, and \$17.8 million of development charge revenue recognized relating to growth-related construction projects such as the Growth Related Roads Program, Fire Training Facility, Southfields Community Centre and Public Works Yard 1 Expansion. Compared to budget there was also a significant savings of over \$1.1 million from salary gapping and staff vacancies, \$0.8 million increase in supplementary taxation and payment in lieu revenue, and a \$0.6 million increase in penalties and interest collected on tax arrears.

2019 FINANCIAL POSITION OF THE TOWN

The Town's total net assets (also referred to as accumulated surplus) increased by \$50.6 million in 2019 as shown in the table below:

Description	Change in 2019 Increase/(Decrease) (\$ millions)	
Financial Assets – e.g. cash, receivables and investments	\$13.3	A
Financial Liabilities – e.g. payables, deferred revenues and debt	\$10.1	B
Non-financial Assets – e.g. tangible capital assets	\$47.4	C
2019 Change in Total Net Assets	\$50.6	D=A-B+C

Financial Assets

As at December 31 (\$ millions)	2019	2018	Change in 2019 Increase/ (Decrease)
Cash and Cash Equivalents	\$85.9	\$65.0	\$20.9
Short-term Investments	\$45.9	\$31.3	\$14.6
Taxes Receivable	\$9.9	\$8.9	\$1.0
Trade and other receivables	\$7.9	\$6.2	\$1.7
Long-term Investments	\$44.7	\$69.6	(\$24.9)
	\$194.3	\$181.0	\$13.3

The \$13.3 million increase in financial assets for the Town is mainly attributed to the following:

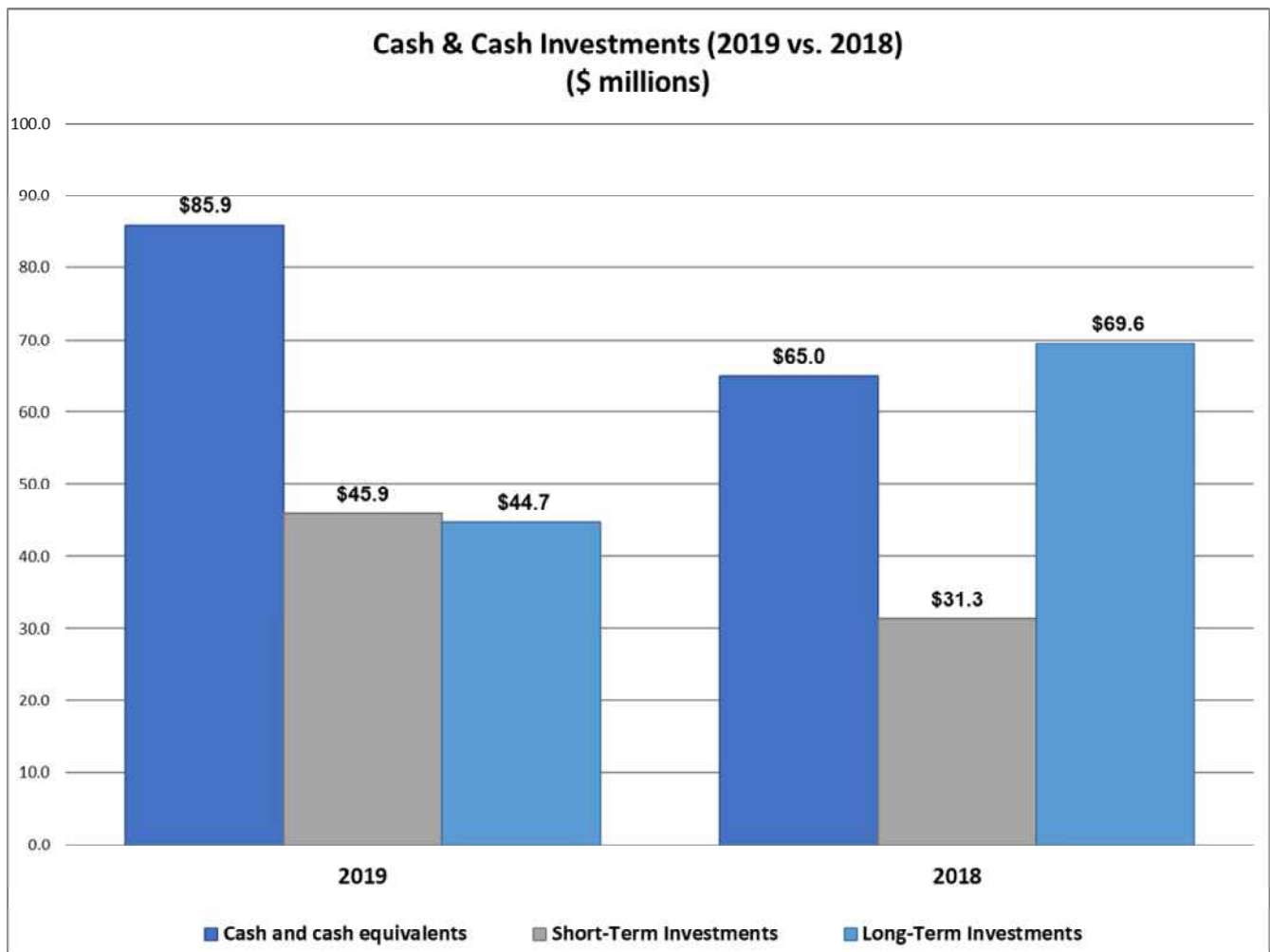
- \$20.9 million increase in cash and cash equivalents mainly due to investing in high interest savings account, due to the high prime rate and negligible liquidity trade-offs. Cash equivalents consist of highly liquid investments which amount to \$67.8 million in 2019 and \$49.3 million in 2018.
- \$14.6 million increase in short term investments to secure favourable investment rates to assist with funding reserves, and some long-term investments that are nearing maturity.
- \$1.0 million minimal increase in taxes receivable, corresponding with an increase in the overall property tax levy. The Town continues a proactive property tax collection process which has included selling properties more than 3 years in tax arrears. The current collection process also provides for a tax arrears payment program where Town staff assist taxpayers, in arrears, develop a financial payment plan to be current in 3 years.

- \$24.9 million decrease in long term investments due to investments nearing maturity which are reclassified as short-term investments

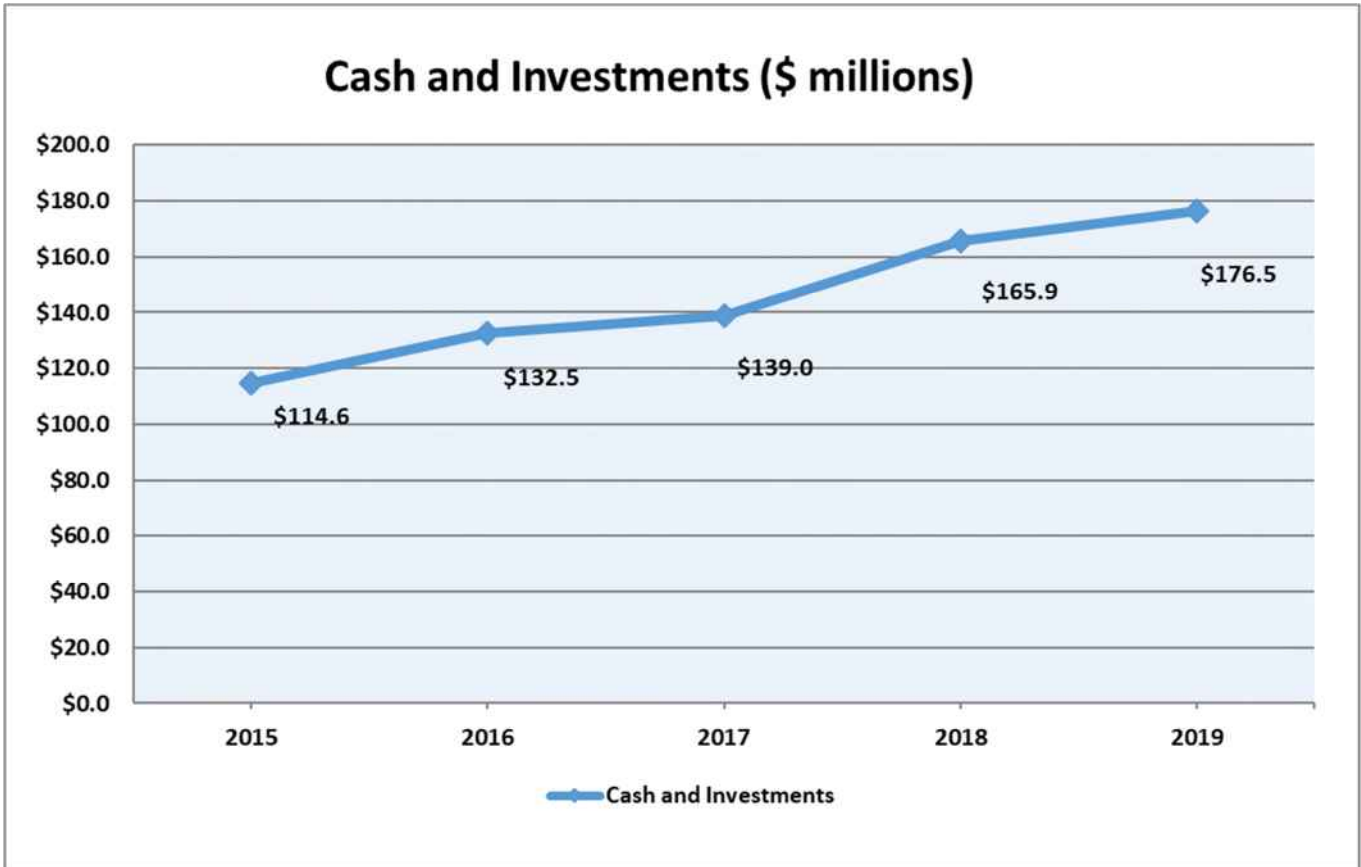
Investments

Overall cash and investments increased by \$10.6 million from 2018 to 2019 as a result of improved cash flow from:

- Increase in development activity resulting in an increase of cash-in-lieu parkland dedication that was collected in 2019 but not spent;
- Increase in the supplementary assessment revenue received for new tax assessments from the Municipal Property Assessment Corporation (MPAC);
- Interest income from the Town’s investments and penalties and interest collected on tax arrears;
- The one-time doubling of Federal Gas Tax Funds the Town received that was added to reserves to fund the 2020 Capital Budget;
- More cash at year end then expected due to the timing of accounts payable and accrued liabilities;



With the Town's improved cash flow management, funds were invested into high interest saving accounts and short-term GIC's to provide a better return on investment. The Town has developed a cash flow model to better predict funds available for investment opportunities in order to generate additional revenue. Over the years, the Town has made significant contributions in short term and long term investments to create a diversified portfolio while generating additional investment income. The chart below shows the 5-year trend on cash and investments balance:



Taxes Receivable

The Town has made progress in reducing its property taxes receivable over the years by offering special payment plans for residents in arrears and proactively conducting tax sales on properties in arrears. The payment plans are offered to both residential and commercial properties for a period of 3 years. These plans came into effect in 2012 and positive results are being realized over the years. Completing tax sales on properties in arrears brings those properties back into productive use and has also been an effective tool to bring taxes receivable as a percentage of total taxes down considerably. (9% in 2012 vs 5.8% at the end of 2019).

	2019	2018	2017	2016	2015	2014	2013	2012
Taxes Receivable (\$ millions)	9.9	8.9	8.6	8.2	7.6	9.3	10.4	11.0
Taxes Receivable % of Total Taxes	5.8%	5.4%	5.6%	5.6%	5.5%	7.0%	8.3%	9.0%

Financial Liabilities

As at December 31 (\$ millions)	2019	2018	Change in 2019 Increase/ (Decrease)
Accounts Payable and Accrued Liabilities	\$27.8	\$26.4	\$1.4
Deferred Revenue	\$103.5	\$95.0	\$8.5
Post-employment benefits	\$0.1	\$0.1	\$0.0
Long-term Liabilities	\$18.2	\$18.0	\$0.2
	\$149.6	\$139.5	\$10.1

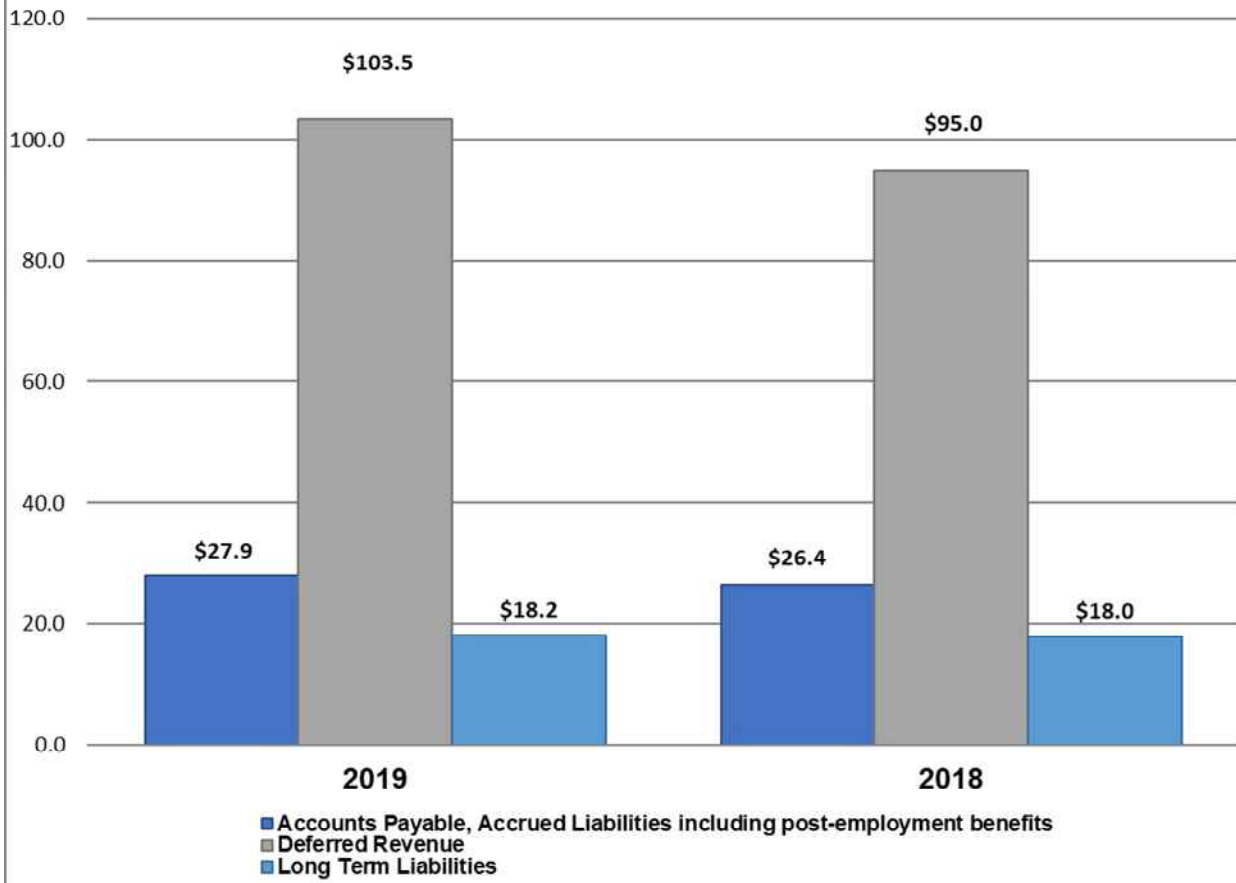
Overall, financial liabilities for the Town have increased by \$10.1 million primarily due to the following:

- An increase in accounts payable and accrued liabilities by \$1.4 million that is attributed to the timing of large capital projects and commitments at year-end.
- \$8.5 million increase in deferred revenues primarily from the one-time doubling of Federal Gas Tax funds the Town received in 2019, and parkland cash-in-lieu collected but not yet spent.
- Long Term Liabilities increased by \$0.2 million due to \$3.6 million of debt issuance relating to the 2018 Enhanced road program, partially offset by principal debt repayments of \$0.3 million for the 2014 Enhanced Roads Program, \$2.5 million principal payment on the Hydro debt and \$0.6 million principal payment for the 2015 and 2016 Enhanced Roads Program. Note 10 of the Town's audited financial statements shows the individual debentures and terms.

The Net Long-Term liabilities balance of \$16.9 million shown below represents the Town's debentures net of sinking fund assets that are included under the long-term investments in Note 10 of the Town's 2019 financial statements. These sinking funds increase every year due to the Town's sinking fund contributions and the interest earned on the sinking fund investments. More details of the Town's outstanding debt, issued through the Region of Peel, is provided in the Municipal Debt section of this Management Discussion and Analysis.

As at December 31 (\$ millions)	2019	2018	Change in 2019 Increase/ (Decrease)
Long-term Liabilities	\$18.2	\$18.0	\$0.2
Sinking Fund Assets	(\$1.3)	(\$1.1)	(\$0.2)
Net Long-Term Liabilities	\$16.9	\$16.9	(\$0.0)

Financial Liabilities (2019 vs. 2018) (\$ millions)



Non-Financial Assets

As at December 31 (\$ millions)	2019	2018	Change in 2019 Increase/ (Decrease)
Tangible Capital Assets - Net	\$403.3	\$355.8	\$47.5
Inventory	\$0.5	\$0.7	(\$0.2)
Prepaid expenses	\$0.8	\$0.7	\$0.1
	\$404.6	\$357.2	\$47.4

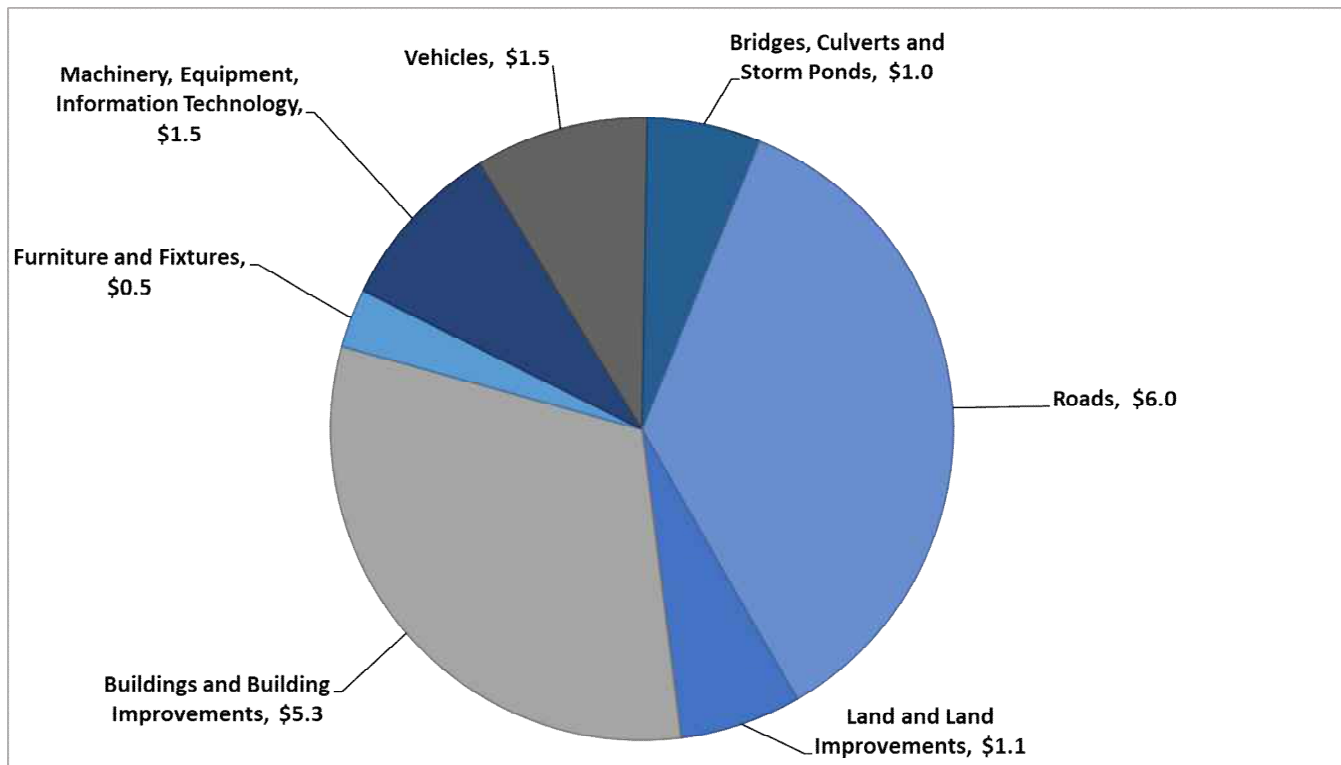
Total non-financial assets are predominately tangible capital assets but also include operating supplies counted as inventory and prepaid expenses. The Town had made significant investment in tangible capital assets of approximately \$65.3 million with a net increase of \$47.5 million in tangible capital assets in 2019 once amortization and disposals are accounted for \$16.9 million, \$0.9 million respectively.

In 2019, the Town capitalized \$60.2 million in gross capital assets (excluding construction-in-progress), meaning these assets are substantially complete. Below are some of the major capital projects capitalized in 2019:

Major Projects Capitalized in 2019 - \$ millions	
New Bolton Fire & Paramedic Station	\$11.3
2019 Enhanced roads program	\$3.8
2018 Growth-related roads program	\$3.1
Road rehabilitation and reconstruction	\$2.2
Tormina Fence Replacement	\$1.3
Fire Training Facility	\$1.1
Loring Court Stormwater Management Pond	\$1.1
Yard 1 renovation and expansion	\$1.0
Humberview School Turf Field Facility	\$1.0
Non-OSIM Structures	\$0.8

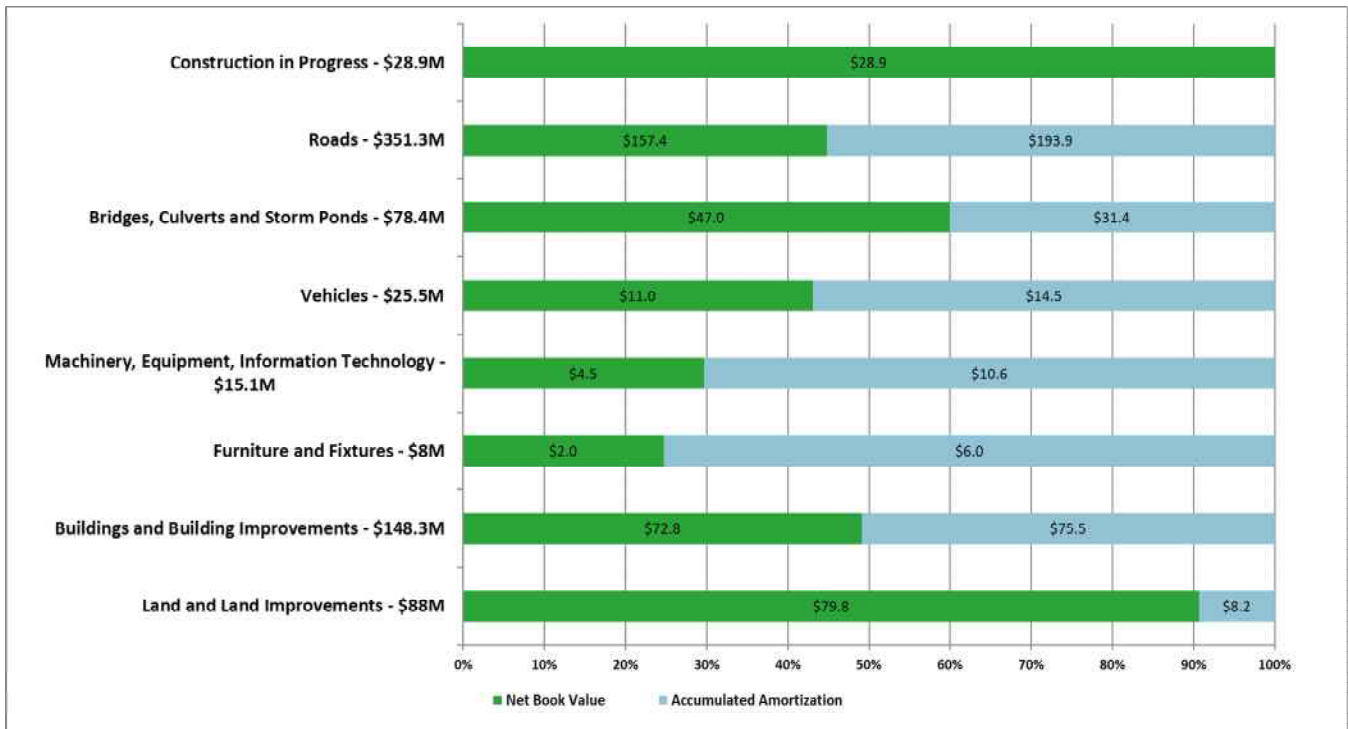
The amount amortized by asset provides an indication of how much should be set aside each year for repair or replacement of Town assets. The chart below shows the breakdown of amortization expense by asset.

2019 Amortization Expense by Asset Type – Total \$16.9 (\$ millions)



The next chart shows the historical cost of the Town's assets with details on the portion that has been amortized / depreciated to date (i.e. accumulated amortization) and the portion that still has an accounting useful life (i.e. Net Book Value). As noted below, in most cases more than 50% of the Town's assets are amortized based on category.

2019 Tangible Capital Assets: Historical Cost \$743.5 and Net Book Value \$403.3 (In millions)



The Town's sustainable funding source for capital offsets the projected amortization expenses of approximately \$16.9 million per year. With amortization providing an indication of how much should be set aside/spent each year to repair and replace the Town's assets, the Town needs to build-up sustainable funding for capital. In recent years, the Town has actively worked to reduce the infrastructure funding shortfall by levying more property tax dollars for capital purposes. The goal for the Town's tax funded capital program in the past was \$20 million which was based upon annual amortization levels in 2009/2010.

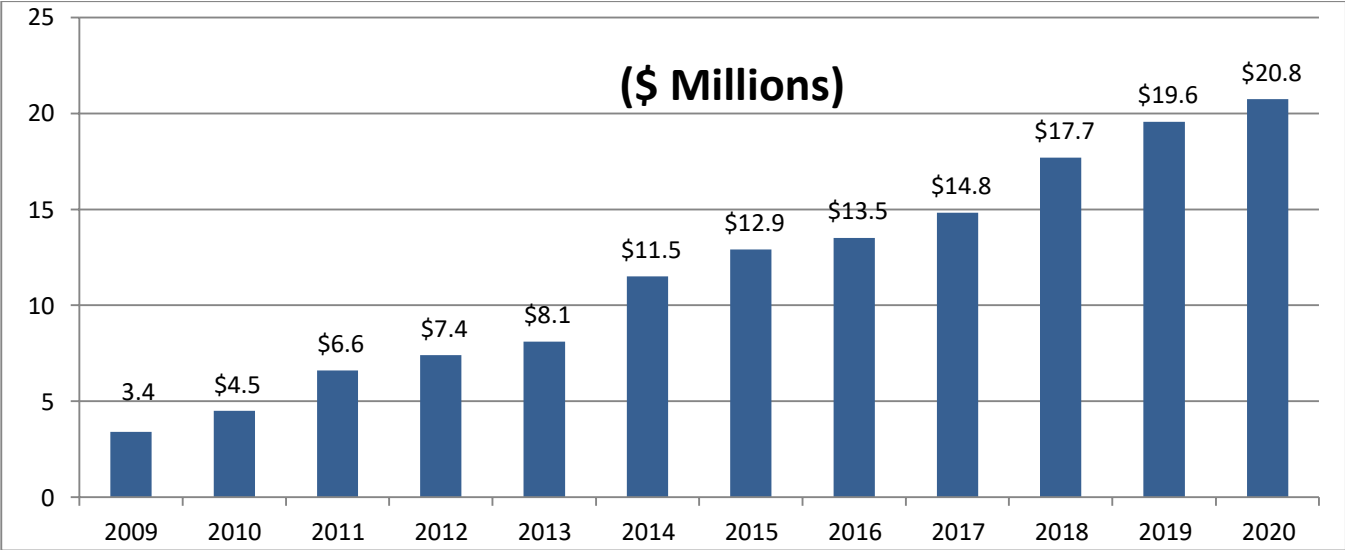
Through the Town's 2018 Asset Management Plan (AMP) a new target of \$36 million has been identified as the Average Annual Investment Required to maintain the Town's infrastructure based on replacement cost.

As noted above, the previous target was established using amortization as a proxy at the time. However, amortization is based on historical cost of assets and the future cost to replace an asset (such as a bridge) will cost more than what the Town paid for it more than 50 years ago. The recent AMP work looks at assets, asset conditions, asset life cycles and projects future costs of replacement. The preliminary target projection is \$36 million annually but this will be refined as the Town continues to complete the AMP per provincial regulations.

As the Town continues to work towards a comprehensive AMP, the Average Annual Investment Required will be refined, and the infrastructure gap will be quantified with the goal of creating a long-term strategy to fund the gap. This strategy will continue to 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. The cost of the growth assets will also eventually be incorporated into the Asset Management plan along with levels of service.

The Town of Caledon has made significant progress towards developing a sustainable funding source for capital infrastructure. To illustrate the Town’s commitment to funding the Town’s infrastructure gap, the following chart outlines the Town’s base tax levy contributions to capital over the past twelve years (2009 to 2020) and includes the 2020 tax levy funded capital approved in the 2020 budget.

Tax Funded Capital Program



Accumulated Surplus

As at December 31 (\$ millions)	2019	2018	Change in 2019 Increase/ (Decrease)
Financial Assets	\$ 194.3	\$ 181.0	\$ 13.3
Financial Liabilities	\$ 149.6	\$ 139.5	\$ 10.1
Net Financial Assets	\$ 44.7	\$ 41.5	\$ 3.2
Non-Financial Assets	\$ 404.6	\$ 357.2	\$ 47.4
Total Net Assets	\$ 449.3	\$ 398.7	\$ 50.6
Accumulated Surplus - End of Year	\$ 449.3	\$ 398.7	\$ 50.6

The 2019 accumulated surplus change is equal to the 2019 annual surplus from operations reported in the consolidated statement of operations and outlined in detail on the next section of this Management Discussion and Analysis. In 2019, the Town's financial position, the Town's accumulated surplus at the end of December 31, 2019, increased by \$50.6 million (from \$398.7 million in 2018 to \$449.3 million in 2019). Other balances included in the accumulated surplus are disclosed in Note 12 of the financial statements.

2019 OPERATIONS AND FULL ACCRUAL ACCOUNTING SURPLUS

The budgets for the Town are prepared on the funding basis of accounting where revenues equal expenditures for budget/planning purposes. On the fund basis of accounting, the Town ended 2019 with a surplus of \$2.9 million due primarily to the investment income, additional supplementary tax revenue, higher than estimated penalties and interest collected on tax arrears, salary gapping, and various contract savings.

There has been an increase in revenue that is attributed to additional tax revenues from an increase in supplementary assessment received from Municipal Property Assessment Corporation (MPAC) and an increase in the general tax levy. Supplementary tax revenue is incremental revenue related to properties that increase in value due to redevelopment (e.g. tax revenue from vacant land changed to a house on the same land). The Town has been working proactively with MPAC to ensure the tax rolls are updated to include all closed building permits in order to bring in additional tax revenue to the Town and ensure properties are assessed correctly in a timely manner.

Overall the Town has a 2019 year-end full accrual surplus of \$50.6 million which is higher than the 2018 year end surplus of \$42.7 million primarily due to the extensive list of assets that were assumed by the Town in 2019 of \$21.1 million in contributed tangible capital assets. The revenue from Town assumed infrastructure in 2019 is captured under other income on the financial statements. In 2019, there was more development charge revenue recognized of \$17.8 million due to more expenditures being incurred on growth-related infrastructure.

Conversion to Full Accrual Accounting

When reporting the Town operations on the full accrual basis of accounting, adjustments are made to fund accounting numbers as treatment of revenues and expenses differ between the two accounting methods. For example, prior to 2009 there was no requirement to present tangible capital assets on the Town's statement of financial position. Accordingly, municipalities did not have amortization (or "depreciation") expenses listed in financial statements prior to 2009. Instead, the Town, like all Ontario municipalities at the time, expensed tangible capital assets (TCA) additions with revenues related to capital project additions shown to fully offset the capital expenditures. Under the full accrual method of accounting, the TCA additions are now capitalized on the Town's Statement of financial position and amortization expenses are listed on the statement of operations, similar to private sector financial statements. Amortization has become one of the largest expenses for many municipalities due to the value of municipal tangible capital assets including roads, bridges, recreational facilities, fire stations, fire and public works vehicles.

The items below are included in the December 31, 2019 financial statements:

- Amortization of tangible capital assets
- Accumulated Surplus/(Deficit) from Operations
- Net Book Value loss on disposal of Tangible Capital Assets
- Revenue – Grants (including Federal Gas Tax)/Development Charges/Recoveries from other municipalities/Other - for Capital
- Revenue – Contributed Assets (assets assumed by the Town)
- Expenditures – Removal of debt principal on former Caledon Hydro Corporation debt and Enhanced Roads Program debt
- Transfer from/to Reserves are not considered Revenue or Expenses and are removed from the Town’s Surplus

The following is the adjustment from the Town’s fund accounting surplus of \$2.9 million to the actual full accrual surplus of \$50.6 million:

	\$ Millions
2019 Fund Accounting Operating Budget Surplus	\$2.9
Tangible Capital Asset (TCA) Adjustments	
Tangible Capital Asset Amortization	(\$16.9)
2019 Tax Levy Funded Capital Program	\$19.6
Capital Budget Items not considered Tangible Capital Assets	(\$3.9)
Net Book Value loss on Disposal of Tangible Capital Assets	(\$0.9)
	(\$2.1)
Deficit after accounting for TCA	\$0.8
Other Full Accrual Adjustments	
Transfers to Reserves not considered an expense	\$1.0
Deferred Revenues & Other external Funding (e.g. grants)	\$46.3
Long Term debt (External) not considered as expenditures	\$2.5
	\$49.8
2019 Full Accrual Surplus	\$50.6

As shown in the table above, deferred revenue and other full accrual adjustments for revenue are the main drivers of the fund accounting surplus of \$2.9 million becoming a full accrual surplus of \$50.6 million.

MUNICIPAL DEBT

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 2020 Annual Repayment Limit (ARL) statement from the Province states that the Town is utilizing 3.99% 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 ARL 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 Provincial limit of 25%).

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

1. The completion of the Bolton Arterial Route (BAR) – Phase 3 on Coleraine Drive
2. Caledon East Concrete Road
3. The 2011 Fire Aerial Apparatus purchase.
4. The completion of the 2014-2016 and 2018 Enhanced Road Programs.

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 to 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 shortfall between the Debt Retirement Fund beginning in 2017 and the Town's future debt payments.

The 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 used an existing internal reserve fund that has accumulated sufficient funds to cover the 2017-2019 shortfall of approximately \$7.5 million 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, \$5.4 million debenture issued is known as a "sinker", where interest payments are made semi-annually and the full amount of the \$5.4 million principal is due at the end of 30 years. In addition to annual internal payments the

Town contributes annually to a sinking fund that 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 in 2014, 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's financial statement with an offsetting revenue payment from the Region of Peel until maturity in 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 \$0.3 million 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, \$0.6 million debenture issued in 2011 is also a "sinker", described above where interest payments are made semi-annually and the full amount of the \$0.6 million 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.

Enhanced Roads Program (2016)

In 2014, Council approved a capital project for the reconstruction and rehabilitation of roads in Caledon funded by external debt to be issued, through the Region of Peel for \$3.1 million. The ten-year debenture issued in 2016 requires annual principal payments of \$0.3 million with interest costs ranging from 1.15% to 2.5%. These costs have been included in the Town's operating budget.

Enhanced Roads Programs (2018)

In 2015 and 2016, Council approved capital projects for the reconstruction and rehabilitation of roads in Caledon funded by external debt, through the Region of Peel for \$7.0 million. The ten-year debenture was issued in 2018 and requires annual debt repayments ranging from \$0.6 million to \$0.8 million with interest costs ranging from 1.8% to 3.05%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Enhanced Roads Programs (2019)

In 2018, Council approved capital projects for the reconstruction and rehabilitation of roads in Caledon funded by external debt, through the Region of Peel of \$3.61 million. The ten-year debenture was issued in 2019 and requires annual debt repayments of \$0.4 million with interest costs ranging from 1.9% to 2.25%. These debt payments have been included in the calculation of the Town's updated annual repayment limit.

Non-Material Leases

These are fixed payments over a term that the Town has agreements with which includes leases for an OPP office and photocopiers. These are financing agreements that the Town has entered into which are calculated as part of the ARL.

Annual Repayment Limit (ARL)

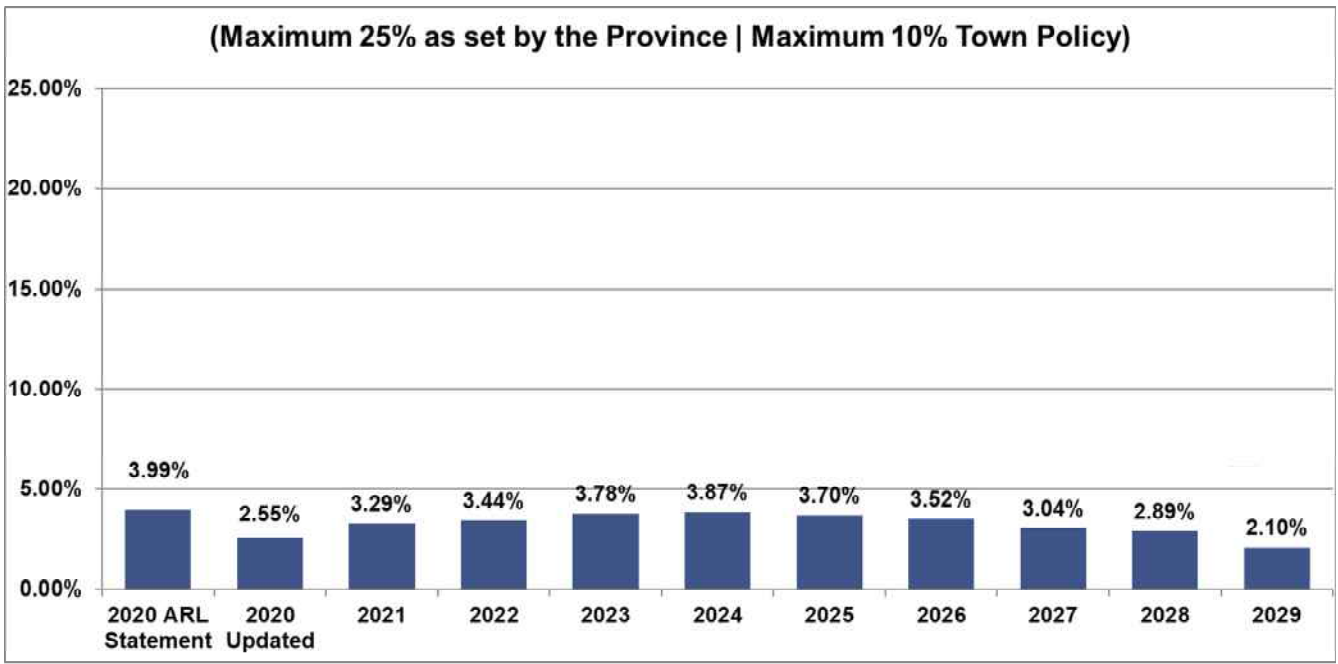
The Province provides each municipality with an ARL statement, in accordance with Regulation 403/02 of Section 401 of the Municipal Act 2001, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2020 is based on its analysis of data contained in the 2018 Financial Information Return (FIR). The Town of Caledon's 2020 ARL statement report indicates that the Town has net debt charges of \$3.5 million or approximately 3.99% of the Town's net revenues. This leaves a balance of 21.01% (25% - 3.99%) or approximately \$18.5 million 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 as part of the budget process for 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 included the following updates and assumptions such as:

- Photocopier and OPP Property lease costs;
- Removal of the Caledon Hydro Debenture due to maturity in 2019;
- Future debentures assumed: 2017 to 2019 Enhanced Road Project \$8.2 million beginning in 2020;
- Future debentures assumed: 2020 Surface Treatment Program of \$1 million beginning in 2021 and 2020 Streetlight LED Retrofit program of \$3.4 million beginning in 2022;
- Future debenture assumed: Caledon East Community Complex Phase 4 Expansion of \$6.025 million to fund the non-growth portion of the project beginning in 2023;
- Assessment growth revenue projections for 2020 to 2028 based on the same assumptions used in the 2020 budget

Prior to authorizing these commitments, the Treasurer is required by the Municipal Act to update the Town's annual financial debt and obligation repayment limit (debt capacity), incorporating the new commitments and certifying that the Town remains within this limit. After updating the annual financial debt and obligation repayment limit calculations, the Treasurer for the Town of Caledon certifies that the Town is projected to remain below both the Provincial limit (25%) and the Town's internal debt repayment limits (10%).

The chart below shows the projected ARL adjusted for the current debt rates from Infrastructure Ontario and assumptions above:



As noted in the chart above, there is a decrease in debt servicing costs in the updated 2020 ARL due to the 2019 maturity of the Hydro Debenture. There is an increase in 2021 due to the planned debt issuance of \$8.2 million for the 2017 and 2019 Enhanced Roads Program.

CONCLUSION

Through on-going collaboration and regular consultation with Council, staff will continue to present a well-balanced annual budget each year based on seven financial principles to ensure fiscal sustainability. These principles include the use of:

- A 10-year capital forecast and assessment growth model to better match expenditures with revenues in order to mitigate significant fluctuations in taxes
- Reserve funding geared towards specific purposes including keeping municipal infrastructure in a state of good repair
- Matching reserve fund contributions to fund future debt obligations
- Asset management plans to guide asset maintenance and replacement
- Borrowing only when necessary and at affordable levels
- Innovative approaches to financing to better reduce external debt levels
- Prudent investing strategies to maximize investment returns

With a focused approach on the seven financial principles, the Town plans to continue to maintain its strong financial position well into the future.



Heather Haire, CPA, CA
Treasurer
Finance & Infrastructure Services
May 26, 2020

TOWN OF CALEDON

Financial Information

2019



Management Report

The accompanying consolidated financial statements of the Corporation of the Town of Caledon are the responsibility of the Town's management and have been prepared in accordance with Canadian public sector accounting standards. The preparation of the financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Corporation maintains a system of internal controls designed to provide reasonable assurance that the financial information is relevant, reliable, and accurate, that transactions are properly authorized and the Corporation's assets are properly accounted for and adequately safeguarded.

The financial statements have been examined by Millard, Rouse and Rosebrugh, LLP, Chartered Professional Accountants, the external auditors for the Corporation. The responsibility of the external auditor is to express an opinion on whether the financial statements are fairly presented, in all material respects, in accordance with Canadian public sector accounting standards.

Town Council, through the Audit Committee, is responsible for ensuring that management fulfills its responsibility for financial reporting and internal control. The Audit Committee meets periodically with management, as well as with the external auditors to satisfy itself that each party is properly discharging its responsibilities with respect to internal controls and financial reporting. Due to the COVID-19 pandemic the Audit Committee meetings were temporarily replaced with Town Council meetings who fulfilled the role of the Audit Committee for the 2019 year-end.

Town Council met with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements.



Carey Herd
Chief Administrative Officer
May 26, 2020



Fuwing Wong, CPA, CGA
General Manager, Finance and Infrastructure Services/CFO
May 26, 2020



Heather Haire, CPA, CA
Treasurer
May 26, 2020

INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers
The Corporation of the Town of Caledon

Opinion

We have audited the consolidated financial statements of The Corporation of the Town of Caledon (the 'Entity'), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and accumulated surplus, changes in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Entity as at December 31, 2019, and the results of its operations, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of Financial Statements* section of our report. We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information – Annual Report

Management is responsible for other information. The other information comprises the information other than the financial statements and our auditors' report thereon, in the Annual Financial Report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We obtained the annual Financial Report prior to the date of this auditors' report. If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in this auditors' report. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



May 26, 2020
Brantford, Ontario

CHARTERED PROFESSIONAL ACCOUNTANTS
Licensed Public Accountants

THE CORPORATION OF THE TOWN OF CALEDON
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31	2019	2018
		(Restated - Note 2)
Financial Assets		
Cash and cash equivalents (Note 3)	85,884,400	64,991,315
Short-term investments (Note 4)	45,872,320	31,329,681
Taxes receivable (Note 5)	9,906,864	8,875,112
Trade and other receivable (Note 6)	7,901,719	6,194,943
Long-term investments (Note 7)	44,700,427	69,571,452
	194,265,730	180,962,503
Financial Liabilities		
Accounts payable and accrued liabilities	27,833,323	26,381,407
Deferred revenue (Note 8)	103,396,759	94,993,209
Post-employment benefits (Note 9)	140,755	123,765
Long-term liabilities (Note 10)	18,178,365	17,975,365
	149,549,202	139,473,746
Net Financial Assets	44,716,528	41,488,757
Non-Financial Assets		
Tangible capital assets - net (Note 11)	403,313,916	355,780,165
Inventories of supplies	525,872	676,525
Prepaid expenses	776,263	746,622
	404,616,051	357,203,312
Total Net Assets	449,332,579	398,692,069
Accumulated Surplus - End of Year (Note 12)	449,332,579	398,692,069

See accompanying notes

THE CORPORATION OF THE TOWN OF CALEDON

CONSOLIDATED STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

For the year ended December 31	2019 Budget (Note 19)	2019 Actual	2018 Actual
			(Restated - Note 2)
Revenue			
Taxation (Note 15)	69,915,958	70,531,730	64,850,482
Fees and user charges (Note 16)	10,273,718	9,524,846	10,997,349
Canada grants	1,224,488	2,632,436	3,347,378
Ontario grants	876,050	1,706,072	2,132,827
Licenses, permits and rents	4,020,687	3,747,099	3,815,509
Fines, penalties and interest on taxes	5,413,453	5,560,258	5,415,054
Other income (Note 17)	14,331,381	30,086,123	23,769,517
Development charges and other fees	7,930,883	17,824,857	15,896,634
	113,986,618	141,613,421	130,224,750
Expenses			
General government	11,627,985	10,678,928	11,203,643
Protection services	21,593,742	21,829,099	20,841,803
Transportation services	24,494,007	25,837,434	24,688,354
Environmental services	891,715	918,057	880,165
Social and family services	66,418	52,628	46,324
Recreation and cultural services	25,699,812	23,823,349	23,518,696
Planning and development	6,096,849	7,137,683	5,606,929
Interest on corporate debt (Note 10 a)	1,029,147	695,733	765,787
	91,499,675	90,972,911	87,551,701
Annual Surplus from Operations	22,486,943	50,640,510	42,673,049
Accumulated Surplus - Beginning of Year	398,692,069	398,692,069	356,019,020
Accumulated Surplus - End of Year (Note 12)	421,179,012	449,332,579	398,692,069

See accompanying notes

THE CORPORATION OF THE TOWN OF CALEDON
CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the year ended December 31	2019 Budget (Note 19)	2019 Actual	2018 Actual
Annual Surplus from Operations	22,486,943	50,640,510	(Restated-Note 2) 42,673,049
Amortization of tangible capital assets	14,900,000	16,878,718	16,027,180
Acquisition of tangible capital assets (net of changes in construction in progress)	(17,739,296)	(44,224,419)	(36,814,214)
(Gain)/Loss on disposal of tangible capital assets	-	777,464	(573,335)
Contributed tangible capital assets	-	(21,066,717)	(14,769,257)
Proceeds on disposal of tangible capital assets	-	101,203	1,701,845
Other	-	121,012	(157,817)
Increase/(Decrease) in Net Financial Assets	19,647,647	3,227,771	8,087,451
Net Financial Assets - Beginning of Year	41,488,757	41,488,757	33,401,306
Net Financial Assets - End of Year	61,136,404	44,716,528	41,488,757

See accompanying notes

THE CORPORATION OF THE TOWN OF CALEDON
CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31	2019	2018
Cash Provided By (Used In)		
Operating Activities		
Annual Surplus from operations	50,640,510	42,673,049
Items not involving cash		
Amortization of tangible capital assets	16,878,718	16,027,180
Contributed tangible capital assets	(21,066,717)	(14,769,257)
Loss/(Gain) on disposal of tangible capital assets	777,464	(573,335)
	<u>47,229,975</u>	<u>43,357,637</u>
Changes in non-cash working capital items (Note 14)	7,254,940	14,256,475
Capital Activities		
Acquisition of tangible capital assets (Net of changes in Construction in Progress)	(44,224,419)	(36,814,214)
Proceeds on disposal of tangible capital assets	101,203	1,701,845
	<u>(44,123,216)</u>	<u>(35,112,369)</u>
Investing Activities		
Net (purchase)/redemption of investments	10,328,386	(2,066,404)
Financing Activities		
Proceeds of debenture	3,610,000	7,000,000
Repayment of long-term liabilities	(3,407,000)	(2,630,000)
	<u>203,000</u>	<u>4,370,000</u>
Net Change in Cash and Cash Equivalents	20,893,085	24,805,339
Cash and Cash Equivalents - Beginning of Year	64,991,315	40,185,976
Cash and Cash Equivalents - End of Year	85,884,400	64,991,315

See accompanying notes

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

The Corporation of the Town of Caledon is a Municipality in the Province of Ontario, Canada. It conducts its operations guided by the provisions of provincial statutes such as the Municipal Act, 2001 and related legislation.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statements of the Corporation of the Town of Caledon (the "Town") are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board of Chartered Professional Accountants Canada.

(a) Reporting Entities

- (i) The consolidated financial statements reflect the assets, liabilities, revenues, expenses and fund balances of the reporting entity. The reporting entity is composed of all organizations, committees and local boards accountable for the administration of their financial affairs and resources to the Town and which are owned or controlled by the Town. These consolidated financial statements include:

Town of Caledon Library Board
Town of Caledon Business Improvement Area
Town of Caledon Provincial Offences Office

Inter-departmental and inter-organizational transactions and balances between these organizations have been eliminated.

Reporting Entities

(ii) Non-Consolidated Entities

The following local boards, joint local boards, municipal enterprises and utilities are not consolidated:

The Regional Municipality of Peel
The Peel District School Board
The Dufferin-Peel Catholic District School Board
Conseil Scolaire Viamonde
Conseil Scolaire Catholique mon Avenir

(b) Basis of Accounting

(i) Accrual Basis of Accounting

Expenses and related sources of financing are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues in the period in which transactions or events occurred that gave rise to the revenues; expenses are recognized in the period the goods and services are acquired and a liability is incurred or transfers are due.

(ii) Cash and Cash Equivalents

Cash and cash equivalents include short-term, highly liquid investments with a term to maturity of 90 days or less after year-end and includes funds held at the Region of Peel.

(iii) Inventory Held for Resale

Inventory of goods held for resale is recorded at the lower of cost and net realizable value. Cost is determined on the average cost basis.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(b) Basis of Accounting (Continued)

(iv) Non-Financial Assets, Tangible Capital Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the Change in Net Financial Assets for the year.

Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Land	No amortization		
Land improvements	10-50 years	Information technology	2-7 years
Buildings	40 years	Fibre Optic Cabling System	25 years
Building improvements	10-40 years	Roads	7-50 years
Vehicles	5-20 years	Machinery and equipment	2-25 years
Furniture and fixtures	5-10 years	Bridges, culverts, storm sewers and storm ponds	20-75 years

Contribution of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue. Similarly, transfers of assets to third parties are recorded as an expense equal to the net book value of the asset as of the date of transfer.

Tangible Capital Assets Disclosed at Nominal Values

Where an estimate of fair value could not be made, the tangible capital asset was recognized at a nominal value. Land, historical artifacts and artwork is the only category where nominal values were assigned.

(v) Investments

Investments are recorded at the lower of cost and amortized cost. Any discount or premium is amortized over the remaining term of the investments. When there has been a loss in value of an investment that is other than a temporary decline, the investment is written down to recognize the loss.

(vi) Reserves and Reserve Funds

Certain amounts, as approved by Town Council, are set aside in reserves and reserve funds for future operating and capital purposes. Transfers to/from reserves and reserve funds are an adjustment to the respective funds when approved.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(b) Basis of Accounting (Continued)

(vii) Deferred Revenue - Unearned User Charges and Fees

Deferred revenue represents user charges and fees which have been collected but for which the related services have not yet been performed. These receipts will be recognized as revenues in the fiscal year the services are performed.

(viii) Deferred Revenue - Obligatory Reserve Funds

Revenues restricted by legislation, regulation or agreement and not available for general municipal purposes are reported as deferred revenue on the consolidated statement of financial position. The fees are recognized as revenue and reported on the consolidated statement of operations in the year the related costs incurred.

(ix) Liability for Contaminated Sites

A contaminated site is a site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. Sites that are currently in productive use are only considered a contaminated site if an unexpected event results in contamination. A liability for remediation of contaminated sites is recognized when the Town is directly responsible or accepts responsibility; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability includes all costs directly attributable to remediation activities including post remediation operations, maintenance and monitoring. The liability is recorded net of any expected recoveries.

(x) Taxation and Related Revenues

Property tax billings are prepared by the Town based on assessment rolls issued by the Municipal Property Assessment Corporation. Tax rates are established annually by Town Council, incorporating amounts to be raised for local services. A normal part of the assessment process is the issue of supplementary assessment rolls, which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the Town determines the taxes applicable and renders supplementary tax billings. Taxes are recorded at estimated amount when they meet the definition of an asset, have been authorized and the taxable event occurs. Tax receivables are recognized net of an allowance for anticipated uncollectible amounts. Assessments and the related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded when the results of the appeal process are known.

The Town is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied.

(xi) Investment Income

Investment income earned on available funds (other than obligatory reserve funds) are reported in the period earned. Investment income earned on obligatory reserve funds is added to the fund balance and forms part of the respective deferred revenue balances.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(b) Basis of Accounting (Continued)

(xii) Government Transfers

Government transfers, which include entitlements and legislative grants, are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled. Government transfers consist of grants and subsidies received for various operating and capital programs.

(xiii) Region and School Boards

The municipality collects taxation revenue on behalf of the Regional Municipality of Peel and the school boards. The taxation, other revenues, expenses, assets and liabilities with respect to the operations of the Regional Municipality of Peel and the school boards are not reflected in these financial statements.

(xiv) Trust Funds

Funds held in trust by the municipality, and their related operations, are not included in these financial statements. The financial activity and position of the trust funds are reported separately on the trust funds statement of continuity and balance sheet.

(xv) Post-Employment Benefits

The municipality provides post-employment health, dental and life insurance benefits to eligible Caledon Firefighters. The cost of the benefits earned by employees are actuarially determined using the accrued benefit method.

(xvi) Pension Plan

The municipality is an employer of the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer, defined benefit pension plan. The Board of Trustees, representing plan members and employers, is responsible for overseeing the management of the pension plan, including investment of the assets and administration of the benefits. The municipality has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles. As such, the municipality's contributions due during the year are expensed as incurred.

(xvii) Use of Estimates

The preparation of the consolidated financial statements in accordance with Canadian Public Sector Accounting Standards requires management to make estimates and assumptions on such areas as useful life and valuation of tangible capital assets, allowance for doubtful accounts, contributed assets, accrued liabilities and contingencies. Actual results could differ from management's best estimates as additional information becomes available in the future.

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

2. PRIOR PERIOD ADJUSTMENT

A correction was made to assets related to eight bridge and culvert structures along Caledon trailways that were in service at various dates from 1970 to 2017. These structures had not been capitalized previously. These capital assets have been recognized at their historical cost at their in service dates requiring a restatement of the 2018 year end financial information. The historical value of these assets are \$2,268,687. The impact of the above noted prior period adjustment is as follows:

	2018
Statement of Financial Position	
Increase to Tangible Capital Assets - Bridges	1,637,634
Change in Non-Financial Assets	1,637,634
Accumulated Surplus - Beginning of year, as previously reported	354,344,138
Increase to Tangible Capital Assets - Bridges	1,674,882
Accumulated Surplus - Beginning of year, as restated	356,019,020
Statement of Operations	
Increase to amortization expense	37,248
Net decrease in Annual Surplus	37,248

3. CASH AND CASH EQUIVALENTS

	2019	2018
Unrestricted	85,884,400	64,991,315

Included in unrestricted cash and cash equivalents are funds held in high interest savings accounts in the amount of \$67,804,457 (2018 - \$49,320,808).

4. SHORT-TERM INVESTMENTS

	2019	2018
Short-term interest bearing investments	45,872,320	31,329,681

Short-term investments have interest rates ranging from 1.00% to 2.74% and a market value of \$46,073,636 (2018 - \$31,241,407) at the end of the year.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

5. TAXES RECEIVABLE

	2019	2018
Taxes receivable	10,865,004	9,578,806
Allowance for doubtful accounts	(958,140)	(703,694)
	9,906,864	8,875,112

6. TRADE AND OTHER RECEIVABLES

	2019	2018
Accounts receivable	7,928,718	6,218,943
Allowance for doubtful accounts	(26,999)	(24,000)
	7,901,719	6,194,943

7. LONG-TERM INVESTMENTS

	2019	2018
Long-term Provincial Government bond	2,109,971	2,066,624
Long-term interest bearing investments	41,201,411	66,287,342
Restricted - sinking fund	1,389,045	1,217,486
	44,700,427	69,571,452

The long-term investments have interest rates ranging from 1.30% to 3.08% and maturity dates from May 2021 to May 2025. The market value of the long-term investments is \$43,365,438 (2018 - \$68,094,005). There are long-term investments where the total cost exceeds market value by \$39,007 (2018- \$251,865) however these investments are intended to be held to maturity and have a fixed maturity amount, therefore the decline in market value is considered temporary.

The Town's Restricted Sinking Funds investments held by the Region of Peel are restricted for the purpose of providing repayments of debt issued on behalf of the Town. Included in these amounts are the debenture discounts in the amount of \$125,890 (2018 - \$117,101) that will be amortized over the term of the debenture.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

8. DEFERRED REVENUE

	Balance at December 31 2018	Contributions Received	Investment Income	Revenue Recognized	Balance at December 31 2019
Obligatory Reserve Funds					
Heritage property grant	1,450	1,357	21	-	2,828
Development charges	78,459,632	16,498,155	1,068,445	(17,824,857)	78,201,375
Recreational land	6,255,502	1,993,041	109,798	-	8,358,341
Building stabilization	4,681,141	344,701	68,000	(89,847)	5,003,995
Federal gas tax	4,175,696	7,301,751	91,856	(2,483,997)	9,085,306
	<u>93,573,421</u>	<u>26,139,005</u>	<u>1,338,120</u>	<u>(20,398,701)</u>	<u>100,651,845</u>
User Charges and Fees					
Deferred memberships	302,535	4,574,152	-	(4,245,959)	630,728
Deferred revenue	1,065,951	1,403,144	10,778	(564,991)	1,914,882
Aggregate Levy	51,302	313,139	-	(165,137)	199,304
	<u>1,419,788</u>	<u>6,290,435</u>	<u>10,778</u>	<u>(4,976,087)</u>	<u>2,744,914</u>
	<u>94,993,209</u>	<u>32,429,440</u>	<u>1,348,898</u>	<u>(25,374,788)</u>	<u>103,396,759</u>

9. POST-EMPLOYMENT BENEFITS

The Town entered into an agreement with the Caledon Professional Firefighters Association in 2015 to provide post retirement employment benefits including health, dental and life insurance effective December 31, 2018 to age 65. Using the information contained in an independent actuarial valuation dated October 19th, 2018, management has estimated the post retirement benefits liability for 2019 at \$140,755 (2018 - \$123,765).

The Town has established and funded a Firefighter Post-Retirement Benefits Reserve in the amount of \$123,765 (2018 - \$83,100) to partially fund this liability.

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

10. LONG-TERM LIABILITIES

- (a) The Town has long-term debt managed and issued by the Region of Peel. The Town has the responsibility for the payment of principal and interest charges and/or annual contribution towards sinking funds that would be used to extinguish the debt at maturity. The total long-term liabilities reported on the consolidated statement of financial position include the following:

	2019	2018
Long-term debt, issued in 1999 in the amount of \$16,027,000, has interest rates ranging from 6.45% to 6.65% and a maturity date of December 14, 2019. At the end of the year, the outstanding principal amount of the liability is:	-	2,473,000
2010 sinking fund debenture. The long-term debt has an interest rate of 5.1% and a maturity date of June 29, 2040. At the end of the year the outstanding principal amount of the liability is:	5,381,277	5,381,277
2011 sinking fund debenture. The long-term debt has an interest rate of 3.5% and a maturity date of December 31, 2021. At the end of the year the outstanding principal amount of the liability is:	641,088	641,088
Long-term debt, issued in 2016 in the amount of \$3,100,000, has annual principal payments of \$310,000 with interest rates ranging from 1.15% to 2.5% and a maturity date of June 1, 2026. At the end of the year the outstanding principal amount of the liability is:	2,170,000	2,480,000
Long-term debt, issued in 2018 in the amount of \$7,000,000, has annual principal payments ranging from \$624,000 to \$789,000 with interest rates ranging from 1.80% to 3.05% and a maturity date of March 27, 2028. At the end of the year the outstanding principal amount of the liability is:	6,376,000	7,000,000
Long-term debt, issued in 2019 in the amount of \$3,610,000, has annual principal payments of \$361,000 with interest rates ranging from 1.90% to 2.25% and a maturity date of October 15, 2029. At the end of the year the outstanding principal amount of the liability is:	3,610,000	-
Long-term liabilities	18,178,365	17,975,365
Less: sinking fund assets	1,263,155	1,100,385
Net long-term liabilities	16,915,210	16,874,980

THE CORPORATION OF THE TOWN OF CALEDON

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended December 31, 2019

10. LONG-TERM LIABILITIES (CONTINUED)

The following table outlines the principal and interest requirements on the long-term debt.

	Principal	Interest	Total
2020	1,433,046	577,584	2,010,630
2021	1,446,046	551,423	1,997,469
2022	1,435,949	500,808	1,936,757
2023	1,452,949	470,561	1,923,510
2024	1,470,949	438,196	1,909,145
2025 - 2029	5,926,745	1,690,620	7,617,365
Thereafter	1,055,439	2,881,673	3,937,112
Interest to be earned on sinking funds	3,957,242	-	3,957,242
	18,178,365	7,110,865	25,289,230

- (a) Interest expense in the amount of \$695,733 (2018 - \$765,787) has been recognized on the consolidated statement of operations.

The annual principal and interest payments required to service the long-term liabilities of the municipality are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

Principal payments include sinking fund contributions and projected interest earned on the sinking funds.

- (b) For the 2010 debt issuance, the Town is contributing \$95,949 annually to a sinking fund held at the Region of Peel. It is anticipated that the principal will be fully funded by maturity in 2040 of \$5,381,277 with the combined sinking fund contributions and investment income. The balance in the restricted fund is \$1,037,278 (2018 - \$905,428).
- (c) For the 2011 debt issuance, the Town is contributing \$25,096 annually to a sinking fund held at the Region of Peel. It is anticipated that the principal will be fully funded by maturity in 2021 of \$641,088 with the combined sinking fund contributions and investment income. The balance in the restricted sinking fund is \$225,877 (2018 - \$194,957).

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

11. TANGIBLE CAPITAL ASSETS

	Land and Improvements	Buildings and Building Improvements	Furniture and Fixtures	Machinery, Equipment, Information Technology	Vehicles	Bridges, Culverts and Storm Ponds	Roads	Construction in Progress	Total 2019	Total 2018 Restated (Note 2)
Cost										
Balance, beginning of year	84,425,953	134,213,916	7,656,868	14,004,257	25,291,126	74,082,615	324,032,261	23,793,161	687,500,157	641,949,338
Additions during the year	4,410,149	14,260,882	579,754	1,297,218	1,283,564	4,563,722	33,822,546	5,073,301	65,291,136	51,583,471
Disposals/transfers during the year	(788,610)	(127,669)	(255,574)	(236,360)	(1,053,246)	(284,385)	(6,592,988)	-	(9,338,832)	(6,032,652)
Balance, end of year	88,047,492	148,347,129	7,981,048	15,065,115	25,521,444	78,361,952	351,261,819	28,866,462	743,452,461	687,500,157
Accumulated Amortization										
Balance, beginning of year	7,443,236	70,290,129	5,745,689	9,282,511	14,104,490	30,610,002	194,243,935	-	331,719,992	320,596,954
Amortization during the year	1,068,662	5,284,374	517,974	1,504,248	1,516,500	995,423	5,991,537	-	16,878,718	16,027,180
Accumulated amortization on disposal	(293,300)	(62,470)	(255,574)	(194,133)	(1,053,246)	(216,004)	(6,385,438)	-	(8,460,165)	(4,904,142)
Balance, end of year	8,218,598	75,512,033	6,008,089	10,592,626	14,567,744	31,389,421	193,850,034	-	340,138,545	331,719,992
Net Book Value of Tangible Capital Assets	79,828,894	72,835,096	1,972,959	4,472,489	10,953,700	46,972,531	157,411,785	28,866,462	403,313,916	355,780,165

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

11. TANGIBLE CAPITAL ASSETS (Continued)

- a) **Assets under construction:**
 Assets under construction having a value of \$28,866,462 (2018 - \$23,793,161) have not been amortized. Amortization of these assets will commence when the asset is put into service.
- b) **Contributed tangible capital assets:**
 Contributed capital assets have been recognized at fair market value at the date of contribution. The value of contributed assets received during the year was \$21,066,717 (2018 - \$14,769,257). These assets consist of storm water management ponds, storm sewers, parklands, street lights, roads, sidewalks and curbs.

12. ACCUMULATED SURPLUS

Accumulated surplus is comprised of the following amounts:

	2019	2018
		(Restated - Note 2)
General purposes (Includes Caledon Library Board)	6,564,665	3,914,179
Caledon Business Improvement Area (Operations)	20,223	22,561
Invested in Tangible Capital Assets	403,313,916	355,780,165
Reserves and Reserve Funds (Note 13)	39,433,775	38,975,164
	449,332,579	398,692,069

13. RESERVES AND RESERVE FUNDS

	2019	2018
Reserves set aside by Council:		
Working funds	1,299,647	1,299,647
Contingencies	8,740,164	7,916,857
Current purposes	72,803	72,803
Capital purposes	7,637,666	6,934,409
	17,750,280	16,223,716
Reserve funds set aside by Council:		
Capital asset replacement fund (formerly Caledon Hydro Reserve)	15,466,644	15,591,357
Current purposes	6,045,610	6,947,187
Community Improvement Plan	171,241	212,904
	21,683,495	22,751,448
	39,433,775	38,975,164

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

14. CHANGE IN NON-CASH WORKING CAPITAL ITEMS

	2019	2018
Increase in taxes receivable	(1,031,752)	(278,123)
(Increase) Decrease in trade and other receivables	(1,706,776)	307,016
Decrease in inventories	150,653	47,655
Increase in prepaid expenses	(29,641)	(205,472)
Increase in accounts payable	1,451,916	5,426,445
Increase in post-employment benefits	16,990	123,765
Increase in deferred revenue	8,403,550	8,835,189
	7,254,940	14,256,475

15. TAXATION

Property tax billings are prepared by the Town based on an assessment roll prepared by Municipal Property Assessment Corporation (MPAC) based upon Current Value Assessment (CVA). Tax rates are established annually by Town Council, incorporating amounts to be raised for local services and the requisition made by the Region of Peel in respect of regional services. The Town is required to collect education taxes on behalf of the Province of Ontario. A normal part of the assessment process is the issue of supplementary assessment rolls which provide updated information with respect to changes in property assessment. Once a supplementary assessment roll is received, the Town determines the taxes applicable and renders supplementary tax billings. Taxation revenues are recorded at the time tax billings are issued. Assessments and related property taxes are subject to appeal. Tax adjustments as a result of appeals are recorded when the result of the appeal process is known.

The Town is entitled to collect interest and penalties on overdue taxes. These revenues are recorded in the period the interest and penalties are levied.

During the year, the following taxation revenue was raised and remitted to the Regional Municipality of Peel and the school boards:

	2019	2018
Taxation revenue	172,163,558	163,574,375
Amount levied and remitted to Regional Municipality of Peel	(51,890,018)	(50,503,343)
Amount levied and remitted to School Boards	(49,741,810)	(48,220,550)
Net taxation	70,531,730	64,850,482

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

16. FEES AND USER CHARGES

	2019 Budget	2019 Actual	2018 Actual
Recreation	5,595,536	4,801,353	5,075,601
Planning and development	2,817,173	2,618,375	3,550,201
Public works	858,442	583,048	998,811
Administration and general governance	698,927	840,515	808,566
Fire services	289,640	669,432	546,587
Library services	14,000	12,123	17,583
	10,273,718	9,524,846	10,997,349

17. OTHER INCOME

	2019 Budget	2019 Actual	2018 Actual
Investment income	1,640,143	3,113,156	2,867,062
Donations, contributions and agreements	71,172	245,162	211,448
Recovery from other municipalities	2,071,463	2,777,174	1,711,613
Developer contributions	9,564,819	21,497,171	15,845,147
Other	983,784	2,453,460	3,134,247
	14,331,381	30,086,123	23,769,517

18. PENSION AGREEMENTS

The Ontario Municipal Employees Retirement System (OMERS) provides pension services to more than half a million active and retired members and approximately 1,000 employers. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the Plan) by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2019. The results of the valuation disclosed total actuarial liabilities of \$107,687 million in respect of benefits accrued for service with actuarial assets at that date of \$104,290 million indicating an actuarial funding deficit of \$3,397 million. OMERS is a multi-employer plan, any pension plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Town of Caledon does not recognize any share of the OMERS pension surplus or deficit. Matching contributions made by the Town to OMERS for 2019 were \$3,165,426 (2018 - \$3,059,284) on behalf of 474 contributing employees. The contribution rate for 2019 was 9% to 15.8% depending on normal retirement age and income level (2018 - 9% to 15.8%).

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

19. BUDGET AMOUNTS

Under Public sector accounting standards, budget amounts are to be reported on the consolidated statements of operations and changes in net financial assets for comparative purposes.

The Town's 2019 budget was approved by council on January 22, 2019 on the fund basis of accounting where revenues balance to expenses. Also on January 22, 2019, council received and approved a report on the full accrual accounting impact of the 2019 budget based on assumptions such as the timing of capital expenses, recognition of deferred revenues, and projections on tangible capital asset amortization. The budget data included in the Town's financial statements incorporate the same assumptions to convert the Town's fund accounting budget to a full accrual accounting budget.

20. TRUST FUNDS

The trust funds administered by the municipality amounting to \$9,523,695 (2018 - \$6,474,571) have not been included in the consolidated statement of financial position nor have the operations been included in the consolidated statement of operations. At December 31, 2019, the trust fund balances are as follows:

	2019	2018
Cemetery Perpetual Care	14,967	6,037
Developer Deposits	9,501,783	6,462,120
Heritage	6,945	6,414
	9,523,695	6,474,571

21. CONTRACTUAL COMMITMENTS

The Town of Caledon has entered into the following contracts:

- a) The lease of photocopiers at all Town locations at an approximate cost of \$44,979 per year. The lease will expire January 2021.
- b) The annual lease cost for the OPP portion of the Orangeville Courthouse is \$10,473 which expires May 2023.

The Town of Caledon has entered into contracts worth approximately \$16,297,799 as of December 31, 2019 for capital project spending in 2020 and beyond on various transportation services, protection services, and recreation and cultural services capital projects.

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

22. CONTINGENCIES

A number of claims relating to properties expropriated by the Town are pending. It is not possible, at this time, for the Town to predict with certainty the outcome of such litigation. Management is of the opinion, based upon information presently available, that it is unlikely that any asset or liability, to the extent not provided for, would be material in relation to the Town's financial position.

Certain claims, suits and complaints arising in the ordinary course of operations have been filed or are pending against the Town or on behalf of the Town. In the opinion of management, the amounts of these claims would not have a significant effect on the financial position or results of operations of the Town if disposed of favourably or unfavourably.

A number of appeals of the current value assessment of properties in the municipality are currently in process. The impact on taxation revenue as a result of settlement of these appeals is not determinable at this time. The effect on taxation of the settlement of these appeals will be recorded in the fiscal year in which they can be determined.

The Town has been served with various claims as a result of accidents and other incidents. The Town is not aware of any possible settlements in excess of its liability insurance coverage. The outcomes of these claims are not determinable at this time. Should any liability be determined and not covered by insurance, it will be recognized in the period when determined.

23. GOVERNMENT TRANSFERS

Government transfers include monetary transfers based on cost-sharing agreements between the three levels of government. Some funds are transferred when the Town provides evidence that the qualifying expenditures have been incurred. The Town also receives government transfers once certain criteria have been met or with conditions that the funds are used for specific programs or expenses (entitlements with conditions). Any transfers received where the transfer conditions have not been met by year-end are recorded as deferred revenue (see Note 8).

The following kinds of transfers were included in revenue:

	2019	2018
Grants with stipulation criteria	2,778,009	4,497,305
Other grants	1,560,500	982,900
	4,338,509	5,480,205

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

24. PROVINCIAL OFFENCES ADMINISTRATION

Effective March 29, 1999, the Corporation of the Town of Caledon assumed the responsibilities of the Provincial Offences Act (POA) from the Ministry of the Attorney General.

The POA is a procedural law for administering and prosecuting provincial offences, including those committed under the Highway Traffic Act, Compulsory Automobiles Insurance Act, Trespass to Property Act, Liquor Licence Act, Municipal by-laws and other minor offences.

The revenues of the operations of the Caledon East POA administration facility and revenues collected on behalf of the Town at other POA court locations in the Province of Ontario consisting of fines and charges amount to \$2,897,402 for the year ended December 31, 2019 (2018 - \$2,983,354).

Pursuant to a Memorandum of Understanding, the Town of Caledon also provides administration and court support for the serviced municipalities within the County of Dufferin. A cost recovery fee is deducted from revenue transferred to the serviced municipalities. For the year ended December 31, 2019, cost recovery fees of \$620,374 (2018 - \$612,634) were collected from serviced municipalities within the County of Dufferin.

25. SUBSEQUENT EVENT

Subsequent to year end, the outbreak of a novel strain of coronavirus has resulted in the declaration of a pandemic by the World Health Organization. Measures in place to combat the health threat of the virus have caused material disruption to businesses globally resulting in an economic slowdown. The duration and impact of the outbreak is unknown at this time, as are the efficacy of the government and central bank interventions. Library, Recreation centres and other Town facilities have been closed to the public and Council has approved a Tax Deferral Program for the remaining 2020 tax instalments. At the time of financial statement preparation, it is not possible to reliably estimate the length and severity of the measures nor their impact on the future financial results of the Municipality.

26. COMPARATIVE AMOUNTS

The comparative amounts presented in the financial statements have been reclassified to conform to the current year's presentation.

THE CORPORATION OF THE TOWN OF CALEDON
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2019

27. SEGMENTED INFORMATION

The Town of Caledon is a diversified municipal government that provides a wide range of services to its citizens such as fire, recreation, library and planning. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

Infrastructure Services

Infrastructure Services is responsible for the design, construction and maintenance of Town roads, storm sewers, facilities, storm water management, sidewalks, streetscapes, streetlights and engineering design standards.

Fire and Emergency Services

As one of the largest volunteer Fire Services in Ontario, this department prides itself on protecting life, property and the environment.

Parks and Recreation

Offers barrier-free, accessible structured and non-structured active living and leisure activities for all ages and abilities and oversees the design, construction and maintenance of Town parks, trails, paths and sports fields.

Library Services

Caledon Public Library offers six branches and one self-serve electronic locker location available to the public 24 hours a day to meet the informational and educational needs of residents and to promote lifelong learning, literacy and the love of reading.

Corporate Services

As the liaison between Council and staff, the CAO and Clerk ensure Council directives are carried out. Corporate Services includes Customer Service, Information Technology, Energy & Environment, Legal Services including Planning Law, Legislative Services, the Provincial Offences Court, enforcement of bylaws and the administration of animal services.

Development and Building Services

Development Approval and Planning Policy responsible for long term policy planning through its Official Plan, the Town's zoning bylaw, development applications, and heritage resources as required under the *Planning Act*. Building Services is responsible for the process and review of permit applications and enforcement of the *Building Code Act* and the Ontario Building Code.

Other

Other includes:

- Finance which is responsible for the Town's operating and capital budgets; billing and collection of municipal, regional and local school board property taxes and development charges; includes Purchasing and Risk Management Division.
- Human Resources provides human resource advice, counsel and solutions to meet the goals and challenges facing Town staff.
- Strategic Initiatives which includes Communications, Corporate initiatives and Economic Development which enhances and promotes the corporate reputation of the Town, attracts and retains business and investments and provides support to tourism, promotion and investments.

THE CORPORATION OF THE TOWN OF CALEDON
CONSOLIDATED SCHEDULE OF SEGMENTED INFORMATION
For the year ended December 31, 2019

	Infrastructure Services	Fire and Emergency Services	Parks and Recreation	Library Services	Corporate Services	Development and Building Services	Other	Total 2019
Revenue								
Taxation	27,779,449	7,283,261	13,058,771	2,745,283	11,556,709	5,252,653	2,855,604	70,531,730
Fees and user charges	583,048	669,432	4,801,353	12,123	412,042	3,046,848	-	9,524,846
Specific grants	2,449,046	-	37,825	65,751	116,874	-	1,669,012	4,338,508
Other revenue	23,176,811	888,985	1,756,959	33,775	3,948,230	3,717,354	5,871,366	39,393,480
Development charges and other fees	4,740,230	896,449	9,919,237	1,554,018	-	714,923	-	17,824,857
	58,728,584	9,738,127	29,574,145	4,410,950	16,033,855	12,731,778	10,395,982	141,613,421
Expenses								
Salaries and benefits	6,379,649	7,663,975	9,748,602	2,831,157	9,827,057	6,365,326	4,123,201	46,938,967
Interest on debt	508,840	22,438	-	-	164,455	-	-	695,733
Materials and supplies	7,156,798	1,463,182	2,827,937	337,722	3,689,079	2,084,687	345,684	17,905,089
Contracted services	1,834,832	509,090	763,846	79,851	2,914,265	270,810	405,952	6,778,646
Other transfers	29,799	-	-	-	191,985	106,663	47,052	375,499
Rents and financial expenses	915,258	-	-	48,083	436,918	-	-	1,400,259
Amortization on tangible capital assets	8,857,133	1,817,078	4,258,353	404,607	1,541,450	-	97	16,878,718
	25,682,309	11,475,763	17,598,738	3,701,420	18,765,209	8,827,486	4,921,986	90,972,911
Net Surplus (Deficit)	33,046,275	(1,737,636)	11,975,407	709,530	(2,731,354)	3,904,292	5,473,996	50,640,510

THE CORPORATION OF THE TOWN OF CALEDON
CONSOLIDATED SCHEDULE OF SEGMENTED INFORMATION
For the year ended December 31, 2018

	Infrastructure Services	Fire and Emergency Services	Parks and Recreation	Library Services	Corporate Services	Development and Building Services	Other	Total 2018
								(Restated-Note 2)
Revenue								
Taxation	21,764,384	7,163,321	13,911,238	2,433,941	12,505,314	4,286,637	2,785,647	64,850,482
Fees and user charges	998,811	546,587	5,075,601	17,583	378,686	3,980,081	-	10,997,349
Specific grants	4,225,851	-	95,206	61,290	101,268	34	996,556	5,480,205
Other revenue	19,350,993	148,025	1,316,169	31,848	3,595,989	3,691,329	4,865,727	33,000,080
Development charges and other fees	6,983,434	613,326	6,203,831	1,117,957	-	978,086	-	15,896,634
	53,323,473	8,471,259	26,602,045	3,662,619	16,581,257	12,936,167	8,647,930	130,224,750
Expenses								
Salaries and benefits	6,301,963	7,606,132	9,505,259	2,573,379	9,566,256	5,833,629	3,950,574	45,337,192
Interest on debt	423,955	23,097	-	-	318,735	-	-	765,787
Materials and supplies	7,060,059	1,225,423	3,286,917	298,390	4,131,225	1,000,243	344,177	17,346,434
Contracted services	1,622,733	491,191	708,953	74,258	2,631,463	243,559	324,626	6,096,783
Other transfers	32,433	-	-	-	106,083	211,907	41,743	392,166
Rents and financial expenses	1,177,073	-	-	-	409,086	-	-	1,586,159
Amortization on tangible capital assets	8,171,400	1,617,770	4,398,836	345,485	1,493,148	-	541	16,027,180
	24,789,616	10,963,613	17,899,965	3,291,512	18,655,996	7,289,338	4,661,661	87,551,701
Net Surplus (Deficit)	28,533,857	(2,492,354)	8,702,080	371,107	(2,074,739)	5,646,829	3,986,269	42,673,049

TOWN OF CALEDON

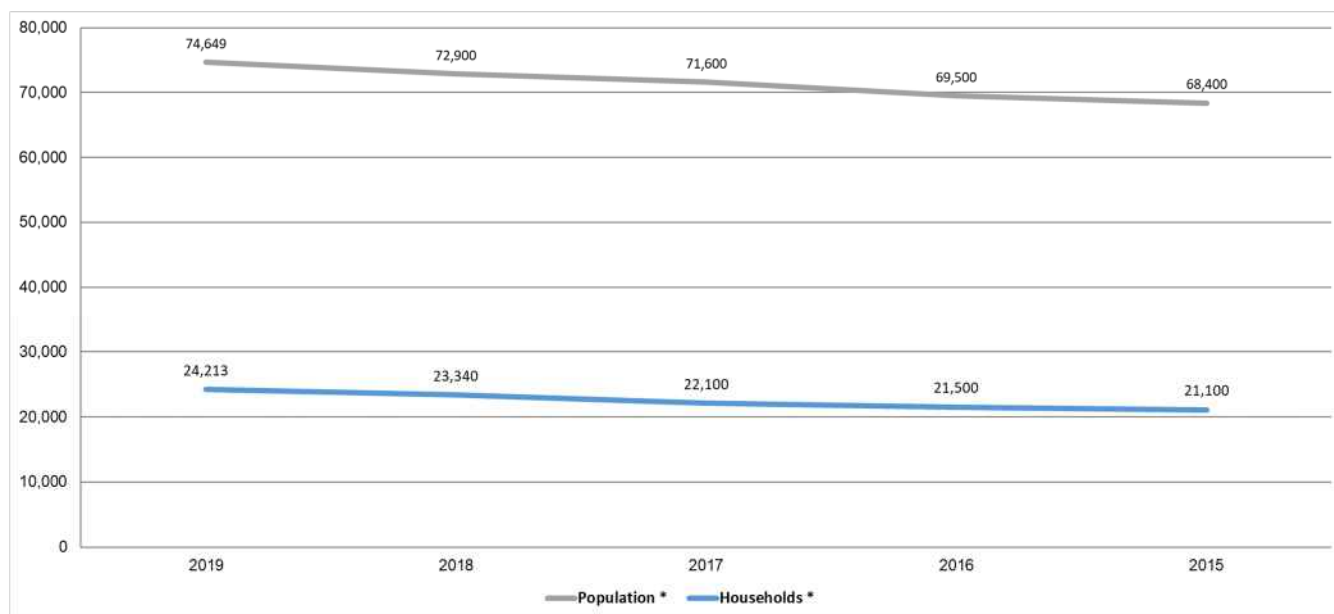
Statistics



FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
MUNICIPALITY STATISTICS					
Population *	74,649	72,900	71,600	69,500	68,400
Households *	24,213	23,340	22,100	21,500	21,100
Area in hectares *	68,717	68,717	68,717	68,717	68,717
Construction activity (value) awarded	\$ 16,297,799	\$ 11,470,448	\$ 37,983,996	\$ 18,050,553	\$ 20,113,516

* from Financial Information Report / Statistics Canada / MPAC/Peel Data Centre



Staffing Statistics					
Approved Full Time Staff	398	386	366	353	332
per 1000 people	0.53%	0.53%	0.51%	0.51%	0.49%
Part Time/Casual Staff/Volunteer Firefighters	895	903	876	840	817

Taxable Assessment upon which the year's rates of taxation were set					
Residential, farm, multi-residential	15,728,674,650	14,656,785,251	13,623,164,008	12,662,642,570	11,937,101,216
Commercial, industrial and other	2,517,453,566	2,360,193,467	2,081,767,805	2,011,557,190	1,861,801,503
Total Taxable Assessment	18,246,128,216	17,016,978,718	15,704,931,813	14,674,199,760	13,798,902,719
<i>Total per capita</i>	<i>244,426</i>	<i>233,429</i>	<i>219,343</i>	<i>211,140</i>	<i>201,738</i>

TOP TEN CORPORATE TAXPAYERS
1. CANADIAN TIRE PROPERTIES INC.
2. AMB AIRPORT ROAD CANCO INC.
3. GREYCAN 4 PROPERTIES GP INC.
4. CALLOWAY REIT (BOLTON) INC.
5. BK PRIME ONTARIO I GP INC.
6. PIRET (86 PILLSWORTH) HOLDING INC.
7. 2281140 ONTARIO INC., 2278372 ONTARIO INC., NF REAL ESTATE LIMITED
8. HUSKY INJECTION MOLDING SYSTEMS LTD.
9. ACKLANDS-GRAINGER INC.
10. DESJARDINS FINANCIAL SECURITY LIFE ASSURANCE COMPANY

FIVE YEAR REVIEW SUMMARY

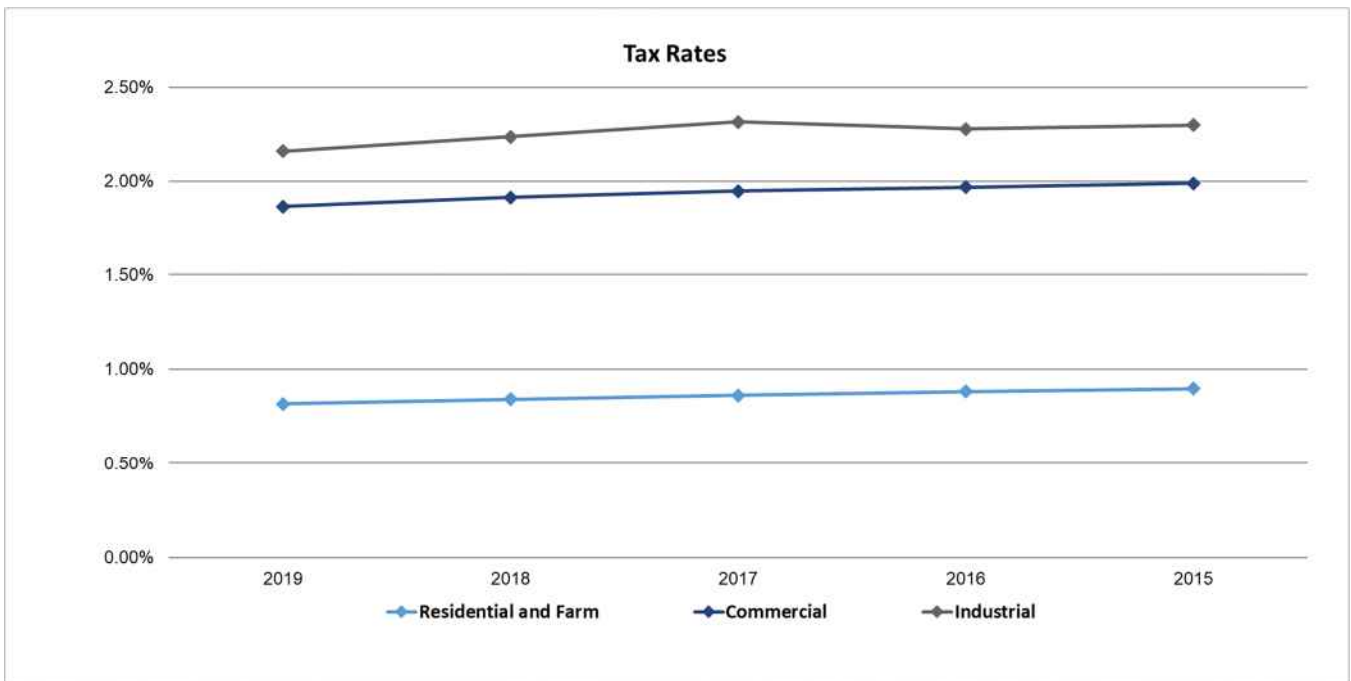
Fiscal Year	2019	2018	2017	2016	2015
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TAX RATE STATISTICS

Residential and Farm					
Town purposes (including Broadband Levy)	0.377318%	0.375524%	0.374269%	0.375693%	0.374407%
Region purposes	0.278689%	0.294530%	0.308613%	0.319267%	0.327139%
School purposes	0.161000%	0.170000%	0.179000%	0.188000%	0.195000%
Total - Residential and Farm	0.817007%	0.840054%	0.861882%	0.882960%	0.896546%

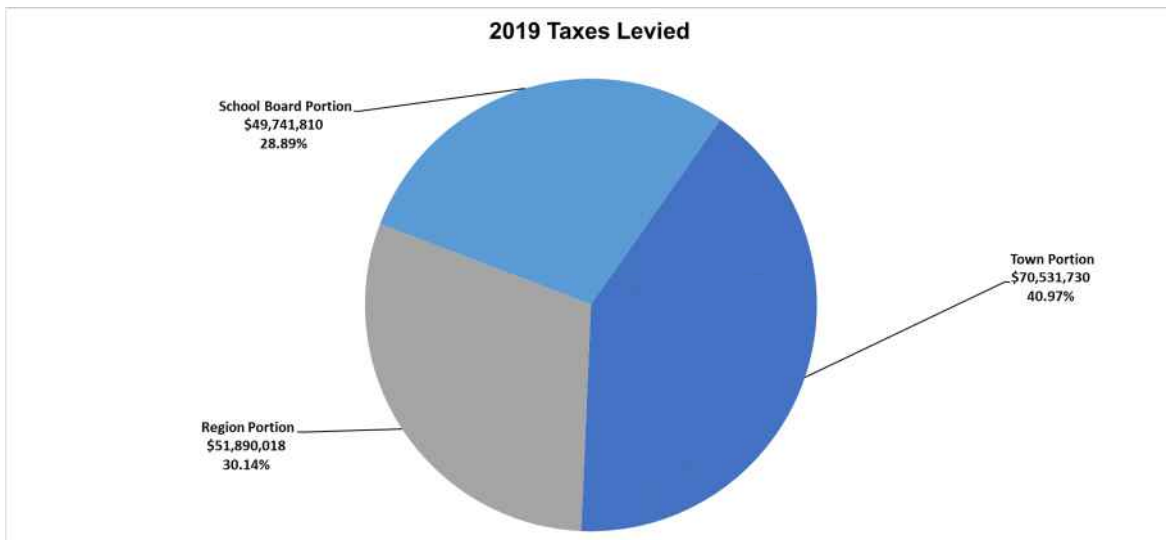
Commercial					
Town purposes (including Broadband Levy)	0.508449%	0.502635%	0.496761%	0.493045%	0.491358%
Region purposes	0.375543%	0.394225%	0.409617%	0.418994%	0.429325%
School purposes	0.981594%	1.018727%	1.042947%	1.057399%	1.069252%
Total - Commercial	1.865586%	1.915587%	1.949325%	1.969438%	1.989935%

Industrial					
Town purposes (including Broadband Levy)	0.600326%	0.597066%	0.594878%	0.593782%	0.591751%
Region purposes	0.443404%	0.468289%	0.490522%	0.504602%	0.517044%
School purposes	1.117296%	1.171562%	1.231495%	1.180000%	1.190000%
Total - Industrial	2.161026%	2.236917%	2.316895%	2.278384%	2.298795%



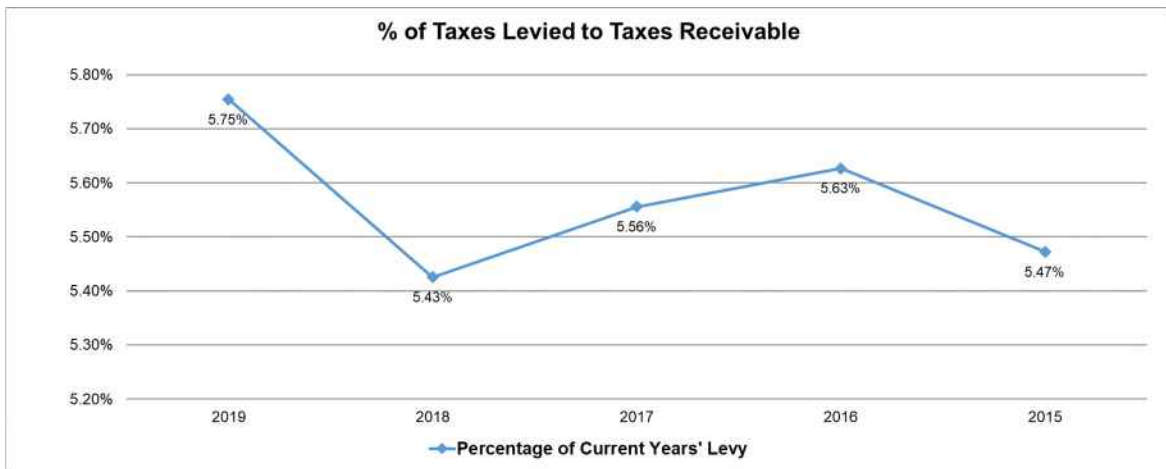
FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
TAX INFORMATION					
Taxes Levied					
Town portion	\$ 70,531,730	\$ 64,850,482	\$ 59,848,401	\$ 56,066,630	\$ 52,711,772
Region portion	51,890,018	50,503,343	49,124,685	46,478,783	44,555,543
School Board portion	49,741,810	48,220,550	45,768,040	43,135,145	41,585,656
Total	\$ 172,163,558	\$ 163,574,375	\$ 154,741,126	\$ 145,680,558	\$ 138,852,971



Taxes Collected					
Town collection	\$ 68,790,136	\$ 63,749,639	\$ 58,261,510	\$ 54,535,122	\$ 51,296,238
Taxes transferred to the Region	50,808,834	49,999,938	48,041,013	46,344,402	44,820,213
Taxes transferred to the School Boards	49,014,162	47,650,733	44,914,534	44,043,089	42,477,505
Total	\$ 168,613,132	\$ 161,400,310	\$ 151,217,057	\$ 144,922,613	\$ 138,593,956

Taxes Receivable, End of Year					
Taxes Receivable	\$ 9,906,864	\$ 8,875,112	\$ 8,596,989	\$ 8,197,067	\$ 7,598,426
<i>Taxes Receivable per capita</i>	132.71	121.74	120.07	117.94	111.09
Percentage of Current Years' Levy	5.75%	5.43%	5.56%	5.63%	5.47%



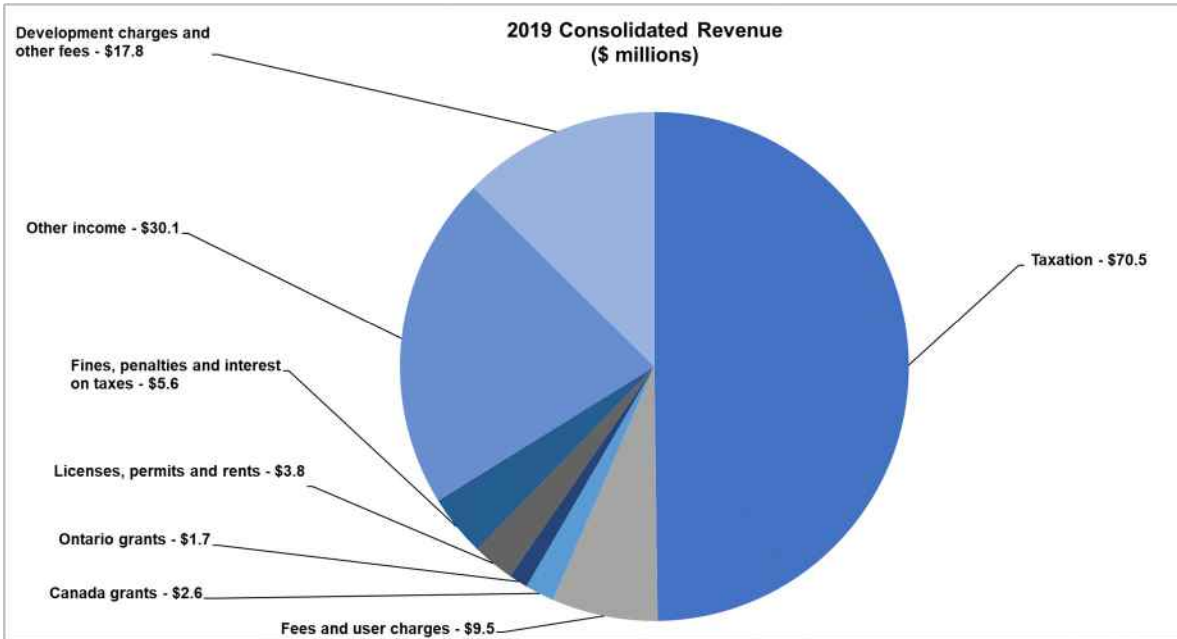
FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
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FINANCIAL INFORMATION

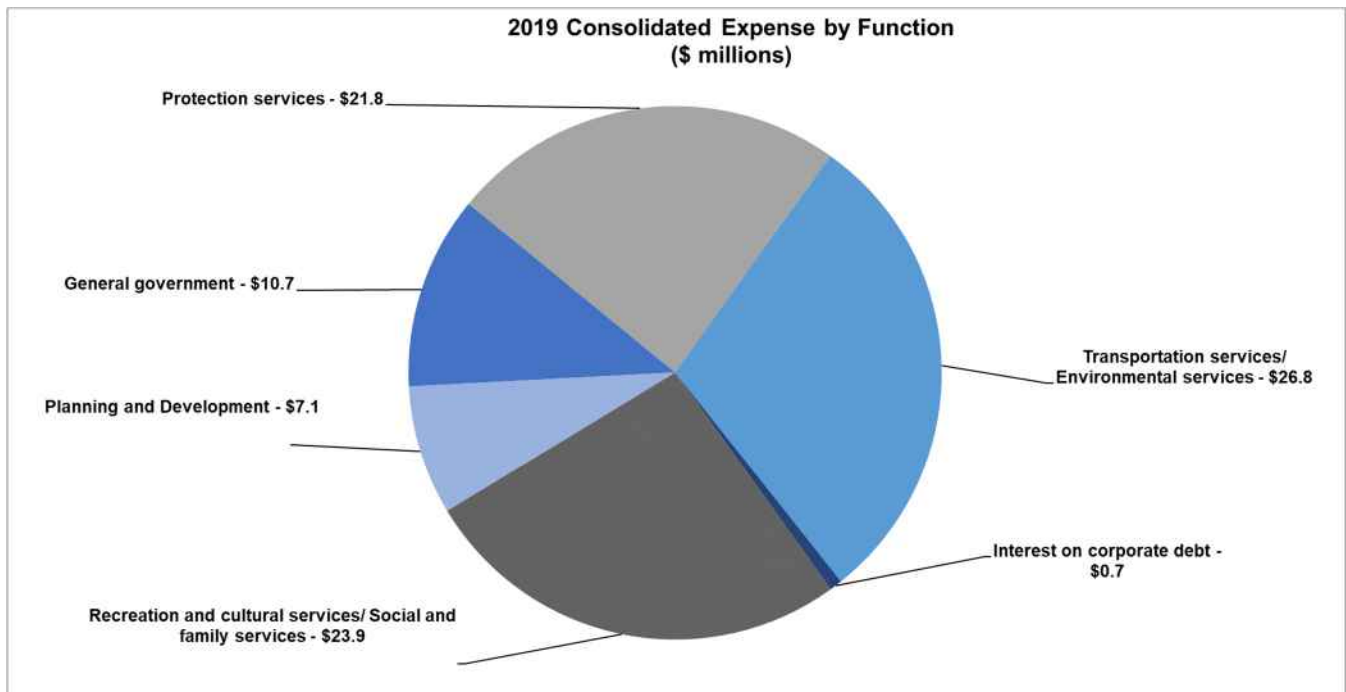
Consolidated Revenues					
Taxation	\$ 70,531,730	\$ 64,850,482	\$ 59,848,401	\$ 56,066,630	\$ 52,711,772
Fees and user charges	9,524,846	10,997,349	11,090,465	11,260,168	6,957,056
Canada grants	2,632,436	3,347,378	1,542,955	2,620,011	4,545,240
Ontario grants	1,706,072	2,132,827	2,372,298	1,810,396	2,179,621
Licenses, permits and rents	3,747,099	3,815,509	3,828,279	3,735,130	3,265,851
Fines, penalties and interest on taxes	5,560,258	5,415,054	4,998,817	5,186,131	4,955,618
Other income	30,086,123	23,769,517	7,721,240	29,445,624	14,332,889
Development charges and other fees	17,824,857	15,896,634	6,180,536	2,216,624	8,631,948
Total	\$ 141,613,421	\$ 130,224,750	\$ 97,582,991	\$ 112,340,714	\$ 97,579,995

*Fluctuations in revenue occur throughout the 5-year period mainly due to the revenue (see other income line above) associated with the Town assumptions of public infrastructure (subdivisions, roads, parks, storm sewers, streetlights, sidewalks etc.) built by developers. This type of revenue fluctuates based on the timing of assumptions. In 2019, 2018 and 2016 a large amount of infrastructure was assumed by the Town. Fluctuations in Development Charges occur over the 5-year period due to the timing of growth related infrastructure spending associated with roads, bridges, recreation facilities, fire stations etc. The work related to major residential and non-residential developments may extend up to 4 years from the time revenues are collected and this can also cause the fees and user charges related to development applications to fluctuate which was demonstrated in 2015 and 2019.



FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
Consolidated Expense by Function					
General government	\$ 10,678,928	\$ 11,203,643	\$ 9,662,109	\$ 8,241,237	\$ 8,755,647
Protection services	21,829,099	20,841,803	18,208,692	18,195,249	16,292,140
Transportation services	25,837,434	24,688,354	22,648,978	22,522,299	23,331,138
Interest on corporate debt	695,733	765,787	818,724	957,575	1,027,578
Environmental services	918,057	880,165	793,374	453,074	449,822
Social and family services	52,628	46,324	49,111	46,510	48,472
Recreation and cultural services	23,823,349	23,518,696	21,891,266	21,228,743	19,961,157
Planning and Development	7,137,683	5,606,929	5,558,822	6,073,108	6,493,390
Total	\$ 90,972,911	\$ 87,551,701	\$ 79,631,076	\$ 77,717,795	\$ 76,359,344



FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
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FINANCIAL INFORMATION

Consolidated Expenses by Object

Salary, wages and benefits	\$ 46,938,967	\$ 45,337,192	\$ 41,988,649	\$ 40,837,741	\$ 37,283,762
Interest on Debt	695,733	765,787	818,724	957,575	1,027,578
Materials and supplies	17,905,089	17,346,434	14,692,749	15,266,506	16,362,329
Contracted services	6,778,646	6,096,783	5,247,274	5,396,821	5,377,065
Other transfers	375,499	392,166	295,609	287,770	197,996
Rents and financial expenses	1,400,259	1,586,159	1,601,296	898,710	2,704,675
Amortization	16,878,718	16,027,180	14,986,775	14,072,672	13,405,939
Total	\$ 90,972,911	\$ 87,551,701	\$ 79,631,076	\$ 77,717,795	\$ 76,359,344

*Expenses maintained steady growth mainly due to the increasing population. The 5 year population growth rate of 8.9% (Ontario average 6.3%) has a positive correlation to the expense growth rate due to a higher demand for Town managed services and maintenance required for Town infrastructure.

Long-Term Liabilities	2019	2018	2017	2016	2015
Gross long term debt	\$ 18,178,365	\$ 17,975,365	\$ 13,605,365	\$ 16,094,831	\$ 15,040,365
<i>Per capita</i>	243.52	246.58	190.02	231.58	219.89
Interest on Long-term debt	\$ 695,733	\$ 765,787	\$ 818,724	\$ 957,575	\$ 1,027,578
<i>Per capita</i>	9.32	10.50	11.43	13.78	15.02

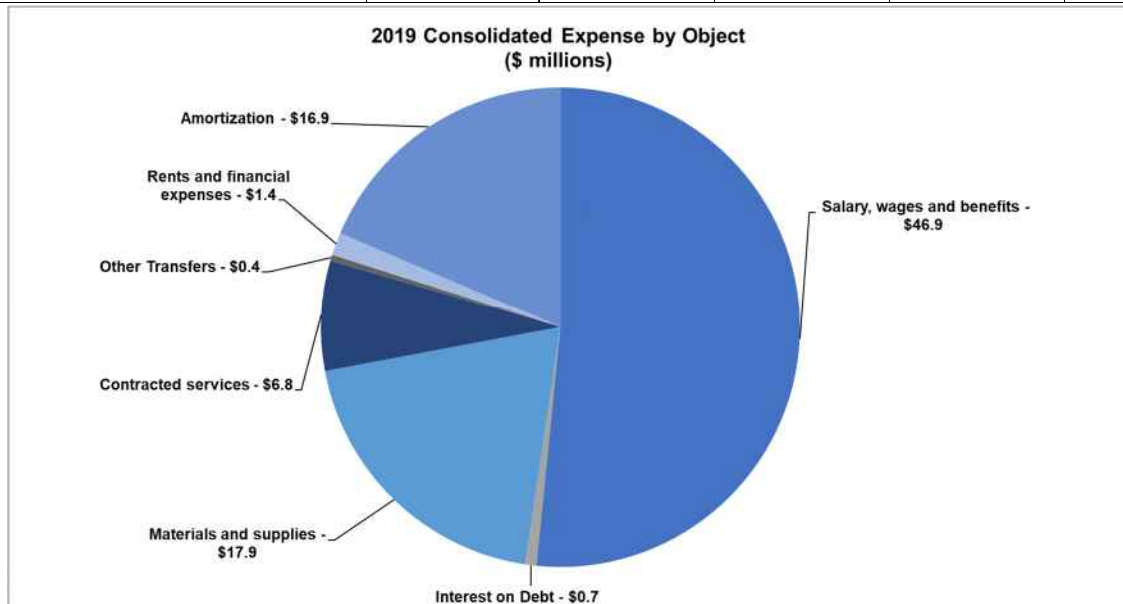
Sources of Debt Repayment

Debt Retirement Fund *	\$ -	\$ -	\$ 413,743	\$ 2,567,972	\$ 2,648,444
Reserves	\$ 2,637,455	\$ 2,638,735	\$ 2,221,705	-	-
Development Charges	47,535	47,535	47,535	47,535	174,085
Tax Supported	1,417,744	709,517	559,180	223,636	196,309
Total - Funding	\$ 4,102,733	\$ 3,395,787	\$ 3,242,163	\$ 2,839,143	\$ 3,018,838

*Debt Retirement Fund held by the Region of Peel

FIR schedule 81

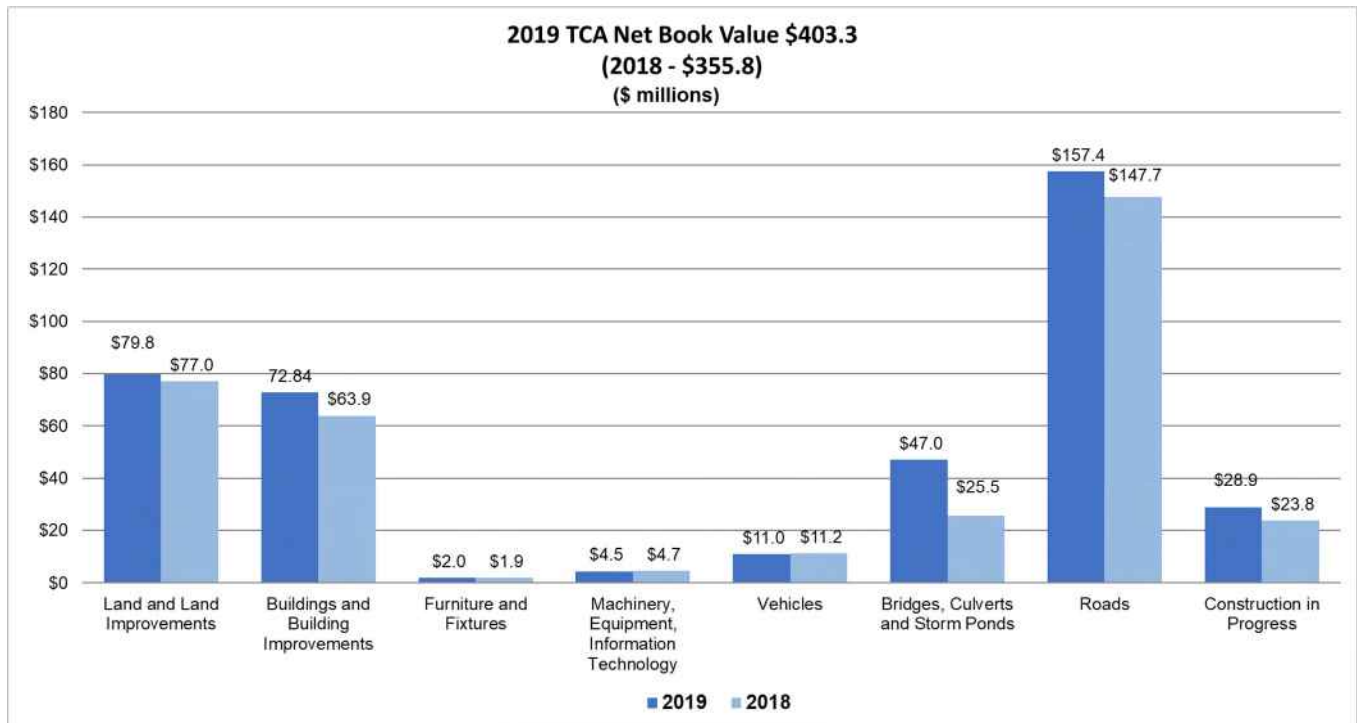
Provincial ARL	\$ 17,423,507	\$ 17,013,968	\$ 15,222,622	\$ 13,982,588	\$ 13,105,362
ARL as a % of Net Revenues	4.05%	3.80%	4.11%	4.57%	7.55%



FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
Tangible Capital Asset Net Book Value					
Land and Land Improvements	\$ 79,828,894	\$ 76,982,717	\$ 73,953,298	\$ 69,815,885	\$ 59,790,813
Buildings and Building Improvements	72,835,096	63,923,787	65,872,603	63,884,075	67,957,320
Furniture and Fixtures	1,972,959	1,911,179	1,892,629	1,725,352	1,728,304
Machinery, Equipment, Information Technology	4,472,489	4,721,746	5,273,210	5,725,393	5,733,490
Vehicles	10,953,700	11,186,636	10,584,855	9,137,411	8,986,394
Bridges, Culverts and Storm Ponds	46,972,531	25,525,817	20,931,050	16,972,000	15,068,413
Roads	157,411,785	147,735,122	128,008,622	116,691,499	98,867,820
Construction in Progress	28,866,462	23,793,161	14,836,117	22,360,755	21,918,768
Total	\$ 403,313,916	\$ 355,780,165	\$ 321,352,384	\$ 306,312,370	\$ 280,051,322

*The 2019 amounts were reclassified to reflect a change in classification in Stormwater assets of \$17.9 million of NBV from roads to Bridges and Culverts. There was also a prior period adjustment that restated the NBV to reflect a \$1.6 million in structures along Caledon Trailways that have been in service at various dates from 1970 to 2017 but not capitalized previously.



FIVE YEAR REVIEW SUMMARY

Fiscal Year	2019	2018	2017	2016	2015
Tangible Capital Asset Cost					
Assets - Beginning of Year	\$ 687,500,157	\$ 641,949,338	\$ 619,239,430	\$ 584,207,541	\$ 552,043,008
Additions	65,291,136	51,583,471	38,667,096	40,807,322	35,933,029
Disposals and Transfers	(9,338,832)	(6,032,652)	(15,957,188)	(5,775,433)	(3,768,496)
Assets - End of Year	\$ 743,452,461	\$ 687,500,157	\$ 641,949,338	\$ 619,239,430	\$ 584,207,541
Tangible Capital Asset Amortization					
Accumulated Amortization - Beginning of Year	\$ 331,719,992	\$ 320,596,954	\$ 312,927,060	\$ 304,156,219	\$ 293,014,642
Amortization during the year	16,878,718	16,027,180	15,023,022	14,107,919	13,440,096
Accumulated Amortization on disposal	(8,460,165)	(4,904,142)	(7,353,128)	(5,337,078)	(2,298,519)
Accumulated Amortization - End of Year	\$ 340,138,545	\$ 331,719,992	\$ 320,596,954	\$ 312,927,060	\$ 304,156,219
Net Book Value of Tangible Capital Assets	\$ 403,313,916	\$ 355,780,165	\$ 321,352,384	\$ 306,312,370	\$ 280,051,322
Net Financial Assets					
Net Financial Assets - Beginning of Year	\$ 41,488,757	\$ 33,401,306	\$ 30,568,781	\$ 22,367,311	\$ 22,423,988
Net Financial Assets	3,227,771	8,087,451	2,832,525	8,201,470	(56,677)
Net Financial Assets - End of Year	\$ 44,716,528	\$ 41,488,757	\$ 33,401,306	\$ 30,568,781	\$ 22,367,311
ACCUMULATED SURPLUS & TANGIBLE CAPITAL ASSETS					
Accumulated Surplus - Beginning of Year	\$ 398,692,069	\$ 356,019,020	\$ 337,953,256	\$ 303,365,584	\$ 282,015,586
Annual Surplus (Deficit)	50,640,510	42,673,049	18,065,764	34,587,672	21,349,998
Accumulated Surplus - End of Year	\$ 449,332,579	\$ 398,692,069	\$ 356,019,020	\$ 337,953,256	\$ 303,365,584
Trust Funds	\$ 9,523,695	\$ 6,474,571	\$ 5,283,709	\$ 5,733,850	\$ 5,475,703

Glossary

Accumulated surplus-the sum of the profits retained by a corporation.

Amortization-the process of allocating the cost of a tangible asset over its useful life.

Annual surplus-the amount by which the revenue of an organization exceeds its expenditures in a given year.

Annual deficit- the amount by which the expenditures of an organization exceed its revenues in a given year.

ARL – Annual Repayment Limit set by the Province that represents the maximum amount which the municipality had available as of a specific year to commit to payments relating to debt and financial obligation.

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.

Net financial assets- the non-physical assets of a business less its liabilities.

Tangible capital assets-assets that have physical substance and are expected to be in use or possession of a business beyond the current accounting period.



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